

Public Services and Government



The Scottish
Government

Scottish Government Stakeholder Survey 2008



SCOTTISH GOVERNMENT STAKEHOLDER SURVEY 2008

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1 EXECUTIVE SUMMARY

Stakeholder engagement

- 1.1 Stakeholders' perceptions of the Scottish Government remain very positive overall and, indeed, have continued to improve since the time of the last survey. A total of 83% of respondents were satisfied with the dealings they have had with the Scottish Government over the previous year – an increase of seven percentage points on 2005. Further, almost three in five (57%) said they would speak highly of the organisation – and 27% indicated they would do so *without being asked* their opinion – substantially higher proportions than in the previous survey (39% said they would speak highly of the Government in 2005 and 13% said they would do so without being asked).
- 1.2 At the same time almost nine in ten stakeholders say they are personally motivated to work in partnership with the Scottish Government to achieve their objectives.
- 1.3 Looking at areas of best practice in stakeholder engagement, the Government is seen to perform well in terms of treating stakeholders as their equal (60% say it *always* does this) and valuing stakeholders for the contribution they make (66% feel valued). Further, the Government's performance is rated positively against virtually all of its 'critical success factors'. The highest ratings it achieves are for:
 - having staff who treat stakeholders with courtesy and respect
 - having staff who are knowledgeable about their area of work, and
 - providing accurate and reliable information.
- 1.4 For almost all of the success factors, the proportions of respondents giving positive ratings have increased significantly since the 2005 survey.
- 1.5 Still, there remain significant weaknesses in the way the Government works with and involves stakeholder organisations. In particular, join up continues to be a key concern, with only 8% of respondents saying that the organisation is *always* joined up. There also appears to be room for improvement in the extent to which stakeholders are involved in policy making - many stakeholders (25%) do not feel involved in the design and development of policy, and rate the Government's performance as average or poor in respect to:
 - involving stakeholders at an early stage in developing policy
 - being clear how much is open to change, and
 - being open to challenge.

1.6 Analysis of the importance stakeholders attach to the critical success factors and their ratings of the Government's performance on these factors, suggest that other key areas for improvement include:

- basing policy and decisions on sound evidence, and
- understanding the constraints facing stakeholders.

1.7 Looking beyond the aggregate level survey results, there was some considerable variation in perceptions of the Scottish Government among different groups of stakeholders. Most notably, representatives of the NHS and other health organisations were consistently less positive in their evaluations of the Government than other stakeholders, while stakeholders engaging with Education Directorates were significantly more positive than other stakeholders.

The new approach to government

1.8 The majority of stakeholders are familiar with the defining features of the new approach to government. Thus, almost four in five (78%) say they know a great deal or a fair amount about the Scottish Government's Purpose and National Outcomes and 58% say the same about the local government concordat.

1.9 Stakeholders were divided over the extent to which the new approach would change their relationships with the Government. Forty per cent said that the Purpose and Outcomes would change things a great deal while, 31% felt it was too early to say and 25% said there would be no or not very much change. As regards the extent to which the concordat would change their working relationship, the figures were very similar at 41%, 23% and 34% respectively.

1.10 Of those stakeholders who felt that there *would* be a change to their relationship with Government, most (55%) felt this change would be for the better. Specifically, there was a perception that the Purpose and Outcomes would provide a clearer sense of direction, promote partnership working and clarify the Government's priorities.

1.11 The local government concordat was similarly seen to promote partnership working, as well as allowing for a greater focus on local circumstances, and improving lines of accountability. There were however some concerns expressed by third sector representatives who were worried about the impact the concordat arrangements will have on the funding of their respective organisations.

Scotland performs

1.12 Knowledge of Scotland Performs was generally low among stakeholders, with only around a quarter of respondents saying that they knew a great deal or a fair amount about the website and 43% saying they knew nothing about it or had never heard of it.

- 1.13 Findings from the qualitative interviews suggest low awareness of Scotland Performs may be attributable to a lack of formal communication about the website. Of those who were aware of the site many had heard of it almost by chance – for example, when it was mentioned in a meeting they were attending or when they noticed a feature about it in *Holyrood* magazine. Few had received any official communication about the site.
- 1.14 Perceptions of Scotland Performs were mixed. While some stakeholders described it as a simple and effective means by which to monitor the Government's progress, others felt that the performance data presented is too generic and lacking in detail. In particular, local authority representatives pointed out that the inclusion of national level data only means they are unable to compare their authority's performance with that of Scotland as a whole on key indicators.

Looking to the future

- 1.15 Asked to mention a *single* way in which the Scottish Government could improve the way in which it works with other organisations, stakeholders focused on a need for the Government to:
- listen more to stakeholders
 - involve stakeholders at an earlier stage in the policy process
 - provide better feedback on policy developments, and
 - improve join up within the organisation.
- 1.16 To obtain a longer-term perspective on stakeholders' aspirations for the future, participants in the qualitative interviews were asked how they would like to see their relationship with the Government evolve in the next 10 to 15 years. By far the most common response was that partnership working and shared objectives should be maintained and developed.

2 INTRODUCTION

Background

- 2.1 In the contemporary public sector environment, working with stakeholders has gained growing prominence. Indeed, stakeholders are looked to as having an increasingly significant role to play in the delivery of services and in contributing to the development of government policy.
- 2.2 The Scottish Government recognises this role played by stakeholders and in particular, values working in partnership with these committed individuals and organisations throughout the community, to advance the lives of the people of Scotland.
- 2.3 For the Scottish Government, an important part of working with stakeholders, is continually assessing and finding ways of better working with and involving stakeholders in the development, implementation and delivery of policy. To that end it has commissioned three sets of opinion research among its stakeholders – in 2004, 2005 and this most recent round, commissioning Ipsos Mori in the summer of 2008.
- 2.4 The context for stakeholder engagement with the Scottish Government has changed significantly in recent years. Following the election of the Scottish National Party administration in May 2007, there was a wide-ranging re-structure of the civil service and a major re-casting of how the Government works with stakeholders.
- 2.5 The motivation for this change is to introduce a new approach to government focussed on delivering the Administration's single, overarching Purpose:

'To focus our resources on creating a more successful country with opportunities for all of Scotland to flourish, through increasing sustainable economic growth'.
- 2.6 This purpose is supported by five key Strategic Objectives – to make Scotland wealthier and fairer, smarter, healthier, safer and stronger, and greener. Underpinning these Strategic Objectives are 15 National Outcomes that describe in detail what the Government aims to achieve.
- 2.7 To support this change, the Scottish Executive's nine departments were abolished and senior management re-aligned to be headed by five Directors-General, each of whom lead work on one of the five Strategic Objectives. This new structure is designed to ensure the Scottish Government maximises the links between different policy areas and develops more joined-up policies. Since the 2008 Stakeholder Survey was conducted, a sixth Director-General has been appointed for delivery on Finance and Corporate Services. However, for the purposes of reporting, discussion will focus on the previous structure of five DGs.
- 2.8 In parallel with these developments, the Scottish Government has placed renewed emphasis on working in partnership with its stakeholders, with a view

to ‘...build[ing] a consensus on what we can achieve as a nation and provid[ing] the routemap to get there’.

- 2.9 To date, the emphasis on partnership working has been most evident in the local government arena. In November 2007, the Scottish Government signed a Concordat with the Scottish Local Authorities (COSLA) setting out the terms of a new relationship between national and local government in Scotland. Under the Concordat each local authority has reached a Single Outcome Agreement with the Scottish Government based on the 15 National Outcomes, but reflecting local circumstances and priorities.

The 2008 Stakeholder Study

- 2.10 The 2008 Stakeholder Study provided an opportunity to assess how the various changes outlined above have been received by stakeholders and, more generally, to identify areas of strength and weaknesses in the Scottish Government’s approach to stakeholder engagement.

Research aims

- 2.11 The specific aims of the research were to collect data from a wide range of stakeholders to:

- identify stakeholders’ levels of understanding and commitment to the achievement of the Scottish Government’s Purpose and Strategic Objectives
- assess stakeholder views on how engagement, relationships and working practices within the Scottish Government can best contribute to achieving Scottish Government objectives, both currently and in the future, and
- highlight areas of ‘best practice’ and areas that need improvement in stakeholder engagement.

Definitional issues

The Scottish Government

- 2.12 It is important to note that the research is intended to deliver an assessment of Scottish Government *officials*, not ministers. Accordingly, throughout the report all references to ‘Scottish Government’ relate to the civil service only and not to members of the cabinet nor their independent advisors.

Stakeholders

2.13 The definition of stakeholders adopted for the research was the same as that used in the 2004 and 2005 surveys, namely:

A key stakeholder includes individuals or bodies with expertise/interest in a specific policy, or cross-cutting policies, whose contribution should be sought by officials to ensure policies and services meet the diverse needs, priorities and expectations of the people of Scotland. Stakeholders include those committed to working with the Scottish Government on a reciprocal basis. Relationships could be time limited, and focus on the development or implementation of particular policies, or more long term and contribute to the strategic thinking on policy development.

Key stakeholders might include experts, delivery partners, single-issue bodies/interest groups, or particular individuals from stakeholder bodies which have corporate or departmental relationships with the Government. They might also include local authorities, NDPBs, and national level representatives or professional bodies.

2.14 Individual members of the public and 'one-off stakeholders' (i.e. those for whom contact with the Government is likely to be limited to a one-off communication, rather than to an on-going relationship) were not included. Representatives of Scottish Government Agencies were also excluded.

Structure of the report

2.15 The next chapter sets out the methodology that was adopted for the research and Chapter four provides a profile of the survey respondents. Chapters five to nine present the main survey findings. Chapter five looks at overall satisfaction with the Scottish Government and stakeholders' propensity to speak positively or negatively about the organisation. Chapter six considers stakeholders' experiences of working with the Scottish Government on a day-to-day basis, highlighting areas of best practice and areas where improvement is needed. In Chapter seven and eight the focus turns to the new approach to Government, and specifically to stakeholders' awareness and perceptions of the Government's Purpose and National Outcomes, the local government concordat and partnership working more generally. Chapter nine looks at stakeholders priorities for improving the Government's approach to working with and involving other organisations. Throughout the report, comparative data from the 2004 and 2005 surveys have been included where possible.

3 RESEARCH METHODOLOGY

- 3.1 The stakeholder research commissioned by the former Scottish Executive in 2004 and 2005 comprised quantitative surveys only. In 2008, a mixed-methods approach was adopted to allow for the exploration of a broader range of issues; in particular, awareness and perceptions of the new approach to government outlined in the previous chapter.
- 3.2 The research comprised three main components: in-depth scoping interviews with selected stakeholders; a mixed mode (telephone and online) quantitative survey, and a series of follow-up in-depth interviews to flesh-out key findings from the survey. This section describes each of these elements in turn.

Scoping interviews

- 3.3 Scoping interviews were conducted among a cross-section of stakeholders between 17 April and 20 May 2008. The purpose of the interviews was to inform the design of the survey questionnaire, and particularly of new questions introduced to the survey for the first time in 2008.
- 3.4 Interviewees were selected at random from the Scottish Government's stakeholder database. A total of ten 30 minute interviews were conducted by core members of the Ipsos MORI project team. All of the interviews were undertaken by telephone for participants' convenience.
- 3.5 A topic guide was developed to facilitate the interviews. This was designed by Ipsos MORI in close consultation with the Scottish Government. The main topics covered in the guide included:
- overall perceptions of the Scottish Government
 - awareness and perceptions of the Scottish Government's Purpose and Strategic Objectives
 - awareness and perceptions of the local government concordat
 - attitudes towards partnership working, and
 - stakeholders' contribution to the work of the Scottish Government

A copy of the topic guide is provided in appendix A.

Stakeholder Survey

The survey sample

- 3.6 To provide a sample for the survey, the officers of the Directors General of the Scottish Government were invited by the Office of the Chief Researcher (OCR) to provide a list of individuals they considered to be their key stakeholders. The

OCR project team provided guidance to officers regarding the required composition and format of the lists. Once received by Ipsos MORI, the sample was cleaned and de-duplicated to ensure that no individual appeared more than once and that no Scottish Government Agencies were included. Following this exercise, the final sample comprised 1,310 stakeholders.

Fieldwork

- 3.7 Survey fieldwork took place from 18 August to 8 September 2008. As in previous years, stakeholders were given the choice of taking part either by telephone or online.
- 3.8 The telephone interviews were conducted by MORI Telephone Surveys (MTS) using Computer Assisted Telephone Interviewing (CATI). The average length of the telephone interviews was just under 20 minutes.
- 3.9 The online version of the survey was developed and administered by Ipsos MORI's in-house online research team. In all key respects the two data collection methods collected the same information in a similar way from respondents. Regardless of the method of completion, respondents were asked the same questions in the same order.
- 3.10 A total of 811 interviews were achieved in the survey – 622 by telephone, and the remaining 189 online.

Questionnaire

- 3.11 Given that the survey is used to track perceptions of the Scottish Government over time, the 2008 questionnaire was designed to be comparable with that used in the previous surveys. Topics covered therefore included:
- background information on respondents' organisations
 - overall satisfaction with the Scottish Government
 - nature, frequency and method of contact with the Scottish Government
 - perceived characteristics of the Scottish Government
 - the performance of the Scottish Government against a number of 'critical success factors'
 - suggestions for how the Scottish Government's might improve its approach to stakeholder engagement.
- 3.12 Additionally, a number of new questions were added to the survey for 2008 with a view to assessing awareness and perceptions of the new approach to government. Specifically, the new questions focused on:
- awareness and perceptions of the Scottish Government's Purpose and National Outcomes
 - awareness and perceptions of the local government concordat
 - familiarity with Scotland Performs

- stakeholders' contribution to the work of the Scottish Government.

3.13 In order to ensure that the questionnaire was clear and easy for respondents to understand it was piloted through a series of telephone interviews with 50 stakeholders. (The final questionnaire is provided at appendix B).

Analysis of the survey data

3.14 Prior to the full analysis of the findings, computer tables were produced in which responses to each of the survey questions were analysed against a number of key variables, including:

- organisation type (local authority; NHS; other public sector¹; third sector/charity; interest group/representative body; other)
- urban/rural²
- central belt/non-central belt
- organisation size (Under 500 employees; 501-1000; 1001-5000; 5001+)
- methods used to contact the Scottish Government (face-to-face meetings; letters; written correspondence; emails; telephone conversations; conferences/events; Scottish Government website)
- Directors General portfolio areas in contact with (Justice and Communities; Economy; Education; Environment; Health; Permanent Secretary)

3.15 In addition to this basic analysis, z-scores³ were used to identify areas of relative strength and weakness in the Scottish Government's performance.

Follow-up interviews

3.16 To explore in more detail some of the issues raised in the survey, 25 in-depth follow-up interviews were conducted between 1 and 18 October 2008.

¹ This category comprised Non-Departmental Public Bodies; UK government departments and UK Government Agencies

² This variable was created using the Scottish Government's urban/rural classification. This has six categories from 'most large urban' to 'remote rural'. Due to the small numbers of respondents in categories 3-6, the urban-rural groupings were collapsed into fewer categories: categories 1 and 2 were merged in to a single 'urban' category; 3 and 4 formed a 'small town' category; 5 and 6 formed a 'rural' category; 3 and 5 formed an 'accessible' category; and 5 and 6 formed a 'remote' category.

³ To explore the relationship between the importance of each of the critical success factors, and also, in relative terms, stakeholders' assessments of the Scottish Government on each factor, the two scores (importance and performance) were standardised by converting the mean of each of the scores given to a z-score. A z-score expresses each item in a numerical series in terms of the series mean and standard deviation to tell us which have scored higher or lower than average. The z-score for any item in a series is calculated as the value minus the mean of the series, divided by the standard deviation of the series. This is shown below where x is any item in the series a to z.

$$z_x = \frac{(x - \overline{x_{atoz}})}{\sigma_{atoz}}$$

Participants were drawn from those who said, at the end of the mainstage telephone survey, that they would be willing to participate in further research on the subject. As in the scoping phase, all of these interviews were conducted by telephone using a topic guide designed by Ipsos MORI in consultation with the Scottish Government.

3.17 Fifteen of the follow-up interviews were undertaken with stakeholders who, in the survey, expressed dissatisfaction with the Scottish Government. Specific aims of these interviews were to:

- explore factors underpinning dissatisfaction with the Scottish Government
- ask detailed questions about areas of engagement in which the Scottish Government is seen to perform less well, and
- explore awareness and perceptions of Scotland Performs.

3.18 A further 10 interviews were undertaken with stakeholders who perceived that the local government concordat will change their organisation's working relationships with the Scottish Government. These interviews were used to explore, in depth, awareness and expectations of the new approach to government, and specifically:

- perceptions of the local government concordat
- perceptions of partnership working with the Scottish Government
- awareness and perceptions of Scotland Performs.

Copies of the topic guides used in the follow-up interviews are provided in appendix C.

Interpretation of the research findings

Quantitative data

3.19 All survey results are subject to sampling variability which means that observed differences between sub-groups may not always be statistically significant i.e. they may have occurred by chance. Throughout the report, we have only commented upon differences which are statistically significant (at the 0.05 level) – i.e. where we can be reasonably certain that they are unlikely to have occurred by chance.

3.20 Where percentages do not sum to 100%, this may be due to computer rounding, the exclusion of 'don't know' categories or multiple answers. Throughout the report, an asterisk (*) denotes any value less than half a percent, while a dash (-) denotes zero.

Qualitative data

3.21 Like most qualitative research, the qualitative components of this study involved substantially fewer people than the quantitative element. However, the

qualitative component explored attitudes in much more depth. The aim is not to generalise to the wider population in terms of the *prevalence* of attitudes (e.g. '10% of respondents think the Government is *never* joined up'). Rather it is to identify and explore issues and themes relating to the subject being researched. When conducting qualitative research, the assumption is that issues and themes affecting the participants are a reflection of issues and themes in the wider population. Although it cannot be quantified, the *extent* to which these factors apply to the wider population or specific sub-groups, the value of qualitative research is in identifying the range of different issues involved and the impact they can have.

4 PROFILE OF SURVEY SAMPLE

4.1 This section describes the profile of the 811 respondents to the stakeholder survey and the organisations for which they worked. For comparison purposes, data from the 2004 and 2005 surveys is also provided where possible.

4.2 As shown in table 4.1, the majority of respondents worked for one of five types of organisation:

- 25% worked for a registered charity, and 16% worked for a voluntary or third sector body
- 15% worked for an interest group or representative body
- 15% worked for the NHS or another health organisation
- 13% worked for a local authority
- 11% represented a non-departmental public body (NDPB).

4.3 As in previous years, smaller numbers of respondents were employed in the private sector or businesses, UK government departments and agencies, academic institutions, and public-private sector partnerships.

Table 4.1: Organisation Type

Q What type of organisation is (NAME OF ORGANISATION)? Is it a...?

	2004	2005	2008
<i>Base: All respondents (811)</i>	824	1,099	811
	%	%	%
Registered charity	15	13	25
Voluntary/third sector body	n/a	n/a	16
Interest group/representative body	n/a	n/a	15
NHS/health organisation	n/a	n/a	15
Local authority	13	19	13
Non-Departmental Public Body	25	24	11
Private sector/business	9	6	7
Academic institution	4	6	6
Central government department	5	5	3
Public-private sector partnership	2	4	3
A member of a community planning partnership	n/a	n/a	3
UK Government agency	3	5	1
Other	19	12	9
Don't know	*	*	*

*The sum of the columns is greater than 100% because respondents were able to select more than one response in this question.

4.4 Two-thirds of respondents were based in the central belt, while a third were based elsewhere in Scotland. The majority worked for organisations situated in urban locations (table 4.2)⁴.

Table 4.2: Location of office

	2005	2008
<i>Base: All respondents</i>	1,099	811
	%	%
Central belt	63	65
Non-central belt	33	30
1 – Large urban	53	51
2 – Other urban	20	18
3 – Accessible small town	2	1
4 – Remote small town	3	3
5 – Accessible rural	7	5
6 – Remote rural	2	2

4.5 As shown in table 4.3, 20% of respondents worked for an organisation with 10 or fewer employees, while a similar proportion (19%) worked for an organisation with 11-50 employees. Twenty-three percent worked for organisations with 51-500 employees and 37% worked for organisations employing over 500 people.

Table 4.3: Number of employees in organisation

Q How many people would you say are currently employed by your organisation at all of its offices or branches?

Base: All respondents (811)

	%
10 or less	20
11-50	19
51-200	13
201-500	10
501-1,000	8
1,001-5,000	14
5,001+	15
Don't know	1

4.6 Thirty-five percent of respondents had worked for their organisation for less than five years, 29% for five to 10 years and 36% for more than 10 years (table 4.4).

⁴ As in the 2004 and 2005 surveys, there were some stakeholders, for example those based outside Scotland, for whom office postcodes could not be classified according to these categories.

Table 4.4: Length of service

Q How long have you been with your organisation?			
	2004	2005	2008
<i>Base: All respondents</i>	824	1,099	811
	%	%	%
Less than 5 years	41	34	35
5 to 10 years	29	32	29
More than 10 years	30	34	36
Don't know/can't remember	*	-	-

4.7 As illustrated in table 4.5, around two-thirds (65%) of those surveyed deliver services on behalf of, or in partnership with, the Scottish Government. Meanwhile, just fewer than half (48%) play an advisory or consultancy role to the Government and 38% campaign or lobby on specific issues.

Table 4.5: Relationship with the Scottish Government

Q Which of the following best describes your organisation's relationship with the Scottish Government?			
	2004	2005	2008
<i>Base: All respondents</i>	824	1,099	811
	%	%	%
Campaigns/lobbies on specific issues	30	30	38
Delivers services on behalf of/in partnership with, the Scottish Government**	49	57	65
Delivers services to the Scottish Government	16	13	19
Advisory/consultancy role on behalf of the Scottish Government	11	11	24
Advisory/consultancy role to the Scottish Government	36	36	48
Other	16	8	8
Don't know	1	1	1

*The sum of the columns is greater than 100% because respondents were able to select more than one role.

**In the 2004 and 2005 surveys, the question wording was 'Delivers services on behalf of the Executive'

4.8 One-fifth (20%) of respondents said that their organisation was funded wholly by the Scottish Government, while 59% reported partial funding from Government. Meanwhile, a quarter of respondents indicated that their organisation was previously funded by the Scottish Government through specific funding streams that have ended while 12% noted that their organisation was previously funded by local government funding streams that have ended. Forty-one percent indicated that their organisation is regulated by the Scottish Government (table 4.6)

Table 4.6: Funding**Q Is your organisation...?**

	2004	2005	2008
<i>Base: All respondents</i>	824	1,099	811
	% Yes	% Yes	% Yes
Funded wholly by the Scottish Government	23	24	20
Funded in part by the Scottish Government*	52	60	47
Regulated by the Scottish Government	39	45	41
Previously funded by the Scottish Government through specific funding streams that have ended	n/a	n/a	24
Previously funded by local government through specific funding streams that have ended	n/a	n/a	12

* This question was only asked of those who were not 'funded wholly by the Scottish Government'.

4.9 As table 4.7 shows, respondents' engagement with the Scottish Government related to a broad range of policy areas. The most commonly mentioned areas were health and wellbeing, education and skills, inclusion, equalities and community engagement, while the least commonly mentioned was marine and fisheries issues. Policy areas were identified by the Office of Chief Researcher. This process of identification was based on the standard list of policy areas which is used civil-service wide and adapted to the local arrangements of the Scottish Government.

Table 4.7: Policy area of engagement**Q To which policy area does most of your engagement relate?**

Base: All respondents 811

	%
Agriculture and rural development	16
Arts, heritage and recreation	15
Business and industry	19
Crime, law, justice and rights	24
Care and social work	25
Economics and finance	18
Education and skills	35
Employment, jobs and careers	21
Energy and fuel	13
Environment	24
Government, politics and public administration	22
Health/wellbeing	43
Housing and regeneration	22
Inclusion, equalities and community engagement	30
Information and communication	18
Marine and fisheries issues	9
Science, technology and innovation	13
Transport and infrastructure	15

4.10 For analysis purposes, these policy areas were grouped to reflect the new Scottish Government Directors General portfolio areas (table 4.8).

Table 4.8: constituent policy areas of Directors General portfolio areas

Directors General portfolio areas	Constituent policy areas	% of respondents engaging with each DG portfolio area
<i>Base: All respondents (811)</i>		
Justice and Communities Economy	Crime, law, justice and rights	24
	Business and Industry Economics and finance Energy and fuel Government, politics and public administration (incl. LA's / Councils) Science, technology and innovation Transport and infrastructure	41
Education	Education and Skills Employment, jobs and careers	39
Environment	Agriculture and Rural Development Environment Marine and fisheries issues	30
Health	Care and social work (incl. child/elderly care) Health/wellbeing (incl. NHS/Health Boards) Housing and Regeneration Inclusion, Equalities and Community Engagement	61
Permanent Secretary	Arts, Heritage and Recreation Information and communication	25

5 OVERALL SATISFACTION WITH THE SCOTTISH GOVERNMENT

5.1 This section looks at stakeholders' overall satisfaction with the Scottish Government and their readiness to speak favourably or negatively about the organisation.

Overall satisfaction with the Scottish Government

5.2 Perceptions of the Scottish Government tended to be very positive. In total, 83% of respondents said they had been satisfied with their engagement with the organisation in the past year, of which 34% said they had been *very* satisfied. Just 6% of respondents expressed any dissatisfaction (table 5.1).

5.3 Overall, satisfaction has increased by seven percentage points since the 2005 survey – and by eleven percentage points since the 2004 survey. Consistent with this, the percentage of those who are *very* satisfied has increased across the three waves and the proportion expressing dissatisfaction has decreased.

Table 5.1: Overall satisfaction with the Scottish Government

Q In the last 12 months, how satisfied or dissatisfied have you been with the dealings you have had with the Scottish Government?

	2004	2005	2008
<i>Base: All respondents</i>	824	1,099	811
	%	%	%
Very satisfied	21	26	34
Fairly satisfied	51	50	50
Neither satisfied nor dissatisfied	14	15	10
Fairly dissatisfied	8	6	4
Very dissatisfied	3	2	2
Don't know	1	1	*

5.4 There was some variation depending on which Scottish Government Directorates stakeholders engaged with most often. In particular, stakeholders engaging with Education Directorates were more likely than average to have been satisfied with their dealings with the Government over the last year (87% versus 83% - a full break-down of the results by DG portfolio areas is provided in appendix D).

5.5 Stakeholders working in the NHS or another health organisation on the other hand were *less* likely than others to express satisfaction (73% versus 83%).

5.6 An open-ended question in the survey provided respondents with the opportunity to make general comments on the way in which the Government engages with them.

5.7 Consistent with the findings reported in table 5.1, a large proportion of the comments made were positive, with stakeholders referring among other things to:

- the good working relationship they have with the Government (26% of participants raised this)
- the Government showing an interest in stakeholder organisations (16%)
- government staff being co-operative, helpful, friendly, and polite (11%)
- improvements in stakeholder engagement since the change in administration (9%).

5.8 The more negative comments – the most common of which accounted for only 6% of all comments made – tended to focus around:

- a need for the Government to be more receptive and to act on stakeholder advice (less tokenistic engagement) (6%)
- a perceived lack of join up in the Scottish Government (5%)
- the speed at which the Government respond and make decisions (3%)
- short timescales allowed by the Scottish Government for stakeholder input (3%).

5.9 The qualitative interviews helped further elicit considerations underpinning satisfaction and dissatisfaction.

5.10 Several interviewees commented that there had been considerable improvements in their working relationships with the Government since the 2007 change of administration. They commented that over the last year or so, government officials appear to have had renewed enthusiasm for their work and a greater sense of purpose, which in turn has impacted positively on their relations with stakeholders:

Comparative to a year ago, more sense of purpose, more energised, more enthusiastic. I think there's been a real lift since the change of government and the new strategy and everything else.

Third sector

I would say [my impression has] improved in the last year ... [there] just seems to be an attitude that they want to make things better, for customers and partners.

Local authority

5.11 Other interviewees felt that improved relationships were *not* a direct consequence of the change of administration but rather reflected a continuation of positive changes that have been developing gradually since the onset of devolution:

Well it has developed and strengthened in the last year, it was there before in the last five years. It wasn't there at all before that and it's

something that has developed and improved, I think as the trust, respect and the maturity of the relationship has developed, then all of that has got even better and better.

Local authority

It has been gradual over time, I would say the last four or five years, we've really noticed quite a difference. Really since the inception of the Scottish Parliament rather than the SNP administration. I suppose you could take it back to then; [it] took the Scottish Parliament a year or so to get it's feet under the table and just generally that the Executive has been more accessible as a result of the Parliament I think.

Third sector

- 5.12 In the qualitative interviews undertaken with 'dissatisfied stakeholders', some of the disappointment expressed tended to be related to specific service or policy decisions – in other words perceptions were influenced by the extent to which stakeholder organisations had achieved their own objectives. However, interviewees also reflected on systemic problems, or on the behaviours or attitudes of officials. In particular, a lack of join up in the Government and poor understanding of stakeholder organisations were commonly mentioned:

I think [the dissatisfaction I expressed in the survey] was largely because there had been many changes of direction. Sometimes you get asked to do a job and then they have got something parallel going on behind the scenes. I was caught twice with this in the last year, so you undertake a lot of work and then discover that, oh no they don't want it in the end and you think, oh come on, make your mind up first. It showed to me there was a lack of coordination within the department and one branch didn't know necessarily what another one was doing.

NHS/health

Dealing with the Scottish Government can be quite frustrating and it's not any lack of willingness, I don't think, on the part of officials, but there is a complete failure often to understand what it's like when you're in a situation dealing with the general public and the press ... which is not surprising in some ways, when you are doing the job that you're doing in a big office in Edinburgh I think the perspective tends to be a bit different.

NDPB

- 5.13 In addition, there was reference to the fact that the quality of stakeholder engagement can vary across the organisation:

I think it's individual relationships, I think some civil servants can be quite open and useful to work with, others can be quite closed in what

they want to share with you. I think you can often be working at cross purposes with people.

Third sector

5.14 It is important to note however, that within these interviews, negative criticisms were frequently offset with positive comments and reference to 'gradually improving relationships'. Perceived problems were commonly attributed to the recent changes and the associated time it takes for processes and procedures to bed-in, as opposed to a lack of genuine commitment to positive engagement on the part of the Government.

Overall, although the dissatisfaction in service is [for] specific reasons, we do feel quite positive about our relationship with the Government and the future of that relationship.

Third Sector

There has been a glitch this year; we can understand why, but we do get the sense that there is a commitment to try and improve.

NDPB

5.15 Both strengths and weaknesses in the Scottish Government's approach to stakeholder engagement are explored more fully in the next chapter.

Advocacy

5.16 As in previous years, the survey explored the extent to which stakeholders would be inclined to act as 'advocates' of the Scottish Government. As table 5.2 shows, the results are again very positive, with stakeholders around six times more likely to speak highly of the Government than to be critical of it (57% versus 9%).

5.17 Consistent with the positive trend in overall satisfaction with the Scottish Government reported above, the proportion of stakeholders who said they would speak highly of the organisation has increased by 18 percentage points since 2005 (57% compared to 39%). Significantly, much of this increase reflects a doubling in the proportion who said they would speak highly of the Scottish Government *without being asked* their opinion (27% compared to 13%).

5.18 The proportion of stakeholders that said they would be critical of the Government (either with or without being asked) has halved since 2005 (from 18% to 9%).

Table: 5.2 Advocacy of the Scottish Government**Q Which of these comes closest to describing how you would speak about the Scottish Government?**

	2004	2005	2008
<i>Base: All respondents</i>	824	1,099	811
	%	%	%
Speak highly of it without being asked your opinion	18	13	27
Speak highly of it but only if you are asked	22	26	30
Be neutral about it	38	39	32
Be critical of it if asked	14	15	7
Be critical of it without being asked	5	3	2
Don't know	3	3	2

5.19 Once again, stakeholders who had engaged mainly with Education Directorates were significantly more likely than respondents as a whole to respond positively about the Scottish Government (table 5.3).

5.20 Advocacy was similarly higher than average among representatives of third sector organisations (65% versus 57% overall) but lower than average among stakeholders representing the NHS or another health organisation (45% versus 57% overall).

Table 5.3: Advocacy by DG portfolio areas**Q Which of these comes closest to describing how you would speak about the Scottish Government?***Base: All respondents (811)*

	% who would speak highly
Overall	57
Education	65
Permanent Secretary	60
Economy	59
Justice and Communities	57
Health	57
Environment	56

6 WORKING WITH THE SCOTTISH GOVERNMENT

6.1 This chapter focuses on stakeholders' experiences of day-to-day working with the Scottish Government. It begins by examining the type and method of contact respondents have had with the organisation before moving on to explore the Government's perceived performance against a number of 'critical success factors'.

Type of contact

6.2 Table 6.1 summarises the type and frequency of contact stakeholders have had with the Scottish Government. It shows that:

- almost all stakeholders had contacted the Government both seeking and providing advice
- a similarly high proportion had responded to a consultation over a specific policy or project (the most common reason for being in contact with the Scottish Executive in the 2005 survey)
- two-thirds had received assistance on delivering outcomes
- significantly fewer stakeholders had received information on grant processing or assistance interpreting legislation.

Table 6.1: Types of contact with the Scottish Government

Q How often have you had the following types of contact with the Scottish Government as a representative of (name of organisation) in the last 12 months?

	Frequently	Occasionally	Never	Don't know
<i>Base: All respondents (811)</i>	%	%	%	%
Seeking information or advice from the Scottish Government	41	53	6	*
Responding to a consultation over a specific policy/project	51	42	7	*
Receiving information on grant processing	16	38	44	2
Receiving assistance interpreting legislation	8	47	45	*
Receiving assistance in delivering outcomes	19	47	32	2
Providing advice to the Scottish Government	33	51	16	*
Receiving information or guidance	42	51	6	*

6.3 The type of contact stakeholders had experienced varied depending on which Directorates they engaged with most often. Those who were primarily in

contact with Health Directorates were more likely than average to have responded to a consultation (57% versus 51% overall), and to have provided advice to the Government (36% versus 33% overall).

- 6.4 Those who had engaged mainly with Environment or Economy Directorates were more likely than other stakeholders to have been in frequent contact seeking information or advice (48% and 46% versus 41% overall). There were no other significant variations by DG portfolio area but a full break-down of the results by DG portfolio area is provided in appendix D.
- 6.5 There was further variation by organisation type. In particular, third sector representatives were more likely than average to have been in contact with the Government to receive information on grant processing (28% versus 16% overall).

Methods of contact

- 6.6 As in previous years, the method of contact most commonly used by stakeholders to engage with the Government was e-mail (mentioned by 84% of respondents). This was followed by face-to-face meetings and telephone conversations (75% and 67% respectively).
- 6.7 Contact via letters, reports and other written documentation, and participation in conferences are relatively less common modes of contact and, indeed, mention of each has declined since the last survey, as table 6.2 shows (see appendix D for results by DG portfolio areas).
- 6.8 As illustrated in table 6.2, since the 2004 survey, there has been a small increase in face-to-face contact, coupled with a move away from corresponding via letters.

Table 6.2: Methods used to interact with the Scottish Government

Q And what is the main method of contact you use to interact with the Scottish Government?

	2004	2005	2008
<i>Base: All respondents</i>	824	1,099	811
	%	%	%
Email	87	88	84
Face-to-face meetings	73	69	75
Telephone conversations	69	73	67
Letters	44	44	32
Reports and other written documents	33	33	29
Conference/event	25	25	23
Scottish Government website	n/a	n/a	19
Other	3	3	3
None	0	0	1

Knowing who to contact in the Scottish Government

6.9 As illustrated in table 6.3, around half of stakeholders said they find out who to speak to in the Scottish Government by asking someone they already know in the organisation (52%). A similar proportion said that they “just know” who to speak to through their extensive dealings with the organisation (45%). Smaller proportions said they find out who to speak to by looking up the Scottish Government website (18%) or by telephoning the Central Enquiry Unit (5%).

Table 6.3: Knowing who to contact in the Scottish Government

Q How do you find out who to speak to in the Scottish Government?

Base: All respondents (811)	%
Ask a Scottish Government contact that I know already	52
Just know – deal extensively with the Scottish Government	45
Ask among colleagues and/or professional networks	28
Use named official on correspondence	21
Look up website	18
Telephone Scottish Government Central Enquiry Unit and ask	5

Perceived characteristics of the Scottish Government

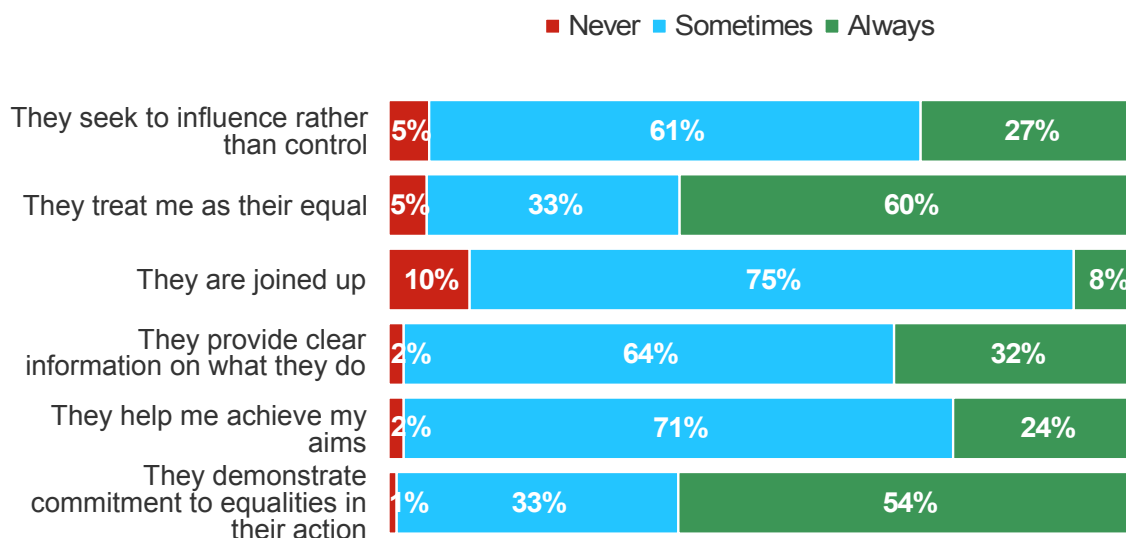
6.10 Respondents were presented with a list of six statements that might be used to describe an organisation and asked to indicate to what extent each of these fitted with their impressions of the Scottish Government.

6.11 In some respects the findings are positive, with a majority of stakeholders saying that the Government always treat them as their equal and demonstrate commitment to equalities in their actions. However, only around a third said that the Government *always* provide clear information and only around a quarter say they *always* ‘help me achieve my aims’. Further, only 8% say the Government is *always* joined up, with a similar proportion saying this is *never* the case (figure 6.1)⁵

⁵ It is not possible to compare these findings with results from the previous surveys due to changes in the structure and wording of the question.

Figure 6.1: Perceived characteristics of the Scottish Government

Q. I am going to read out a list of words and phrases that could be used to describe the way that people in an organisation work. I would like you to tell me to what extent these fit your impressions of the Scottish Government officials you work with most often.



Base: All (811)

6.12 Given that join up has emerged as an area of weakness in all three surveys conducted to date, the issue was explored in some depth in the qualitative interviews.

6.13 While many stakeholders felt that efforts had been made to improve join up in recent years, the consensus was that the problem is far from being resolved. Indeed, a few interviewees suggested that the re-organisation of departments into wider portfolios may have served to temporarily halt progress in this area as the new Directorates have not yet established effective communication links.

6.14 There was reference to a lack of join up both between directorates and within individual directorates. Specifically, stakeholders commented that at times, different groups of officials within the Government appear to work almost independently of each other with little co-ordination of their respective agendas. This, it was felt, both impedes knowledge sharing within the organisation and results in stakeholders receiving “mixed messages”:

There’s still a sense that ‘this is our initiative so we’re going to do it this way with our money’ whereas we always look for a more strategic approach from government ... and we expect departments to learn from each other. They need to work with us in a more joined up way ... until there is something in the culture that actually drives cross-departmental working [it won’t happen].

Third sector

The two directorates disagree about the policy that our organisation should be following and therefore I'm getting a very mixed message about what the future direction of our organisation should be within government policy.

NHS/health

- 6.15 Interviewees who expressed such views were asked to comment in more detail about the impact poor join up has on their work. The most commonly mentioned problems related to delayed decision making, conflicting messages in terms of what the Scottish Government expects from stakeholders, and a need to “work around” competing policy priorities:

It can mean that you have to wait longer to get decisions, it can mean that you have to say the same thing over and over again to different officials.

NHS/health

At one level you are never awfully clear whether you should progress a piece of work or not, because if you take it from one part of the department that you should progress it, you might do a great deal of work and then be told, “I'm sorry no, we didn't actually want you to do that because we set off another organisation doing that somewhere else”.

NHS/health

You simply work something up and they say “I'm sorry it isn't policy, because [of the priorities of] that other department”.

NHS/health

If they're trying to achieve things like building lots of new houses for example ... then they have gone about it in a rather odd way. They imposed a set of rules that are going to go against achieving that aim, so there seemed to be lack of joined up thinking.

Third sector

- 6.16 There was a perception that these problems are at times exacerbated by the movement of Scottish Government staff around the organisation:

I think they need to get more stability in the individuals, because otherwise a new person comes in and we almost start from scratch again. Things that you thought you decided, or had been decided between different sections, or different organisations are suddenly up for grabs again and that can be quite disappointing.

Third sector

- 6.17 Some interviewees suggested that senior management in the Scottish Government could play more of a role in facilitating join up, for example, through briefing sessions, while others suggested that improvements would

stem from better knowledge management and in particular, mechanisms such as a central information sharing resource:

To my mind it is the management board that somehow just needs to get better, whether there is team briefing up and down or something, so that the issues are shared and that one branch knows what another is doing.

NHS/health

They can improve things with perhaps profiles of organisations on a shared system that people can log into. If they are going to start working with an organisation so they can quickly get up to speed with past experience of the government working with that organisation, some examples of work and clear description of aims, objectives and what the organisation is about.

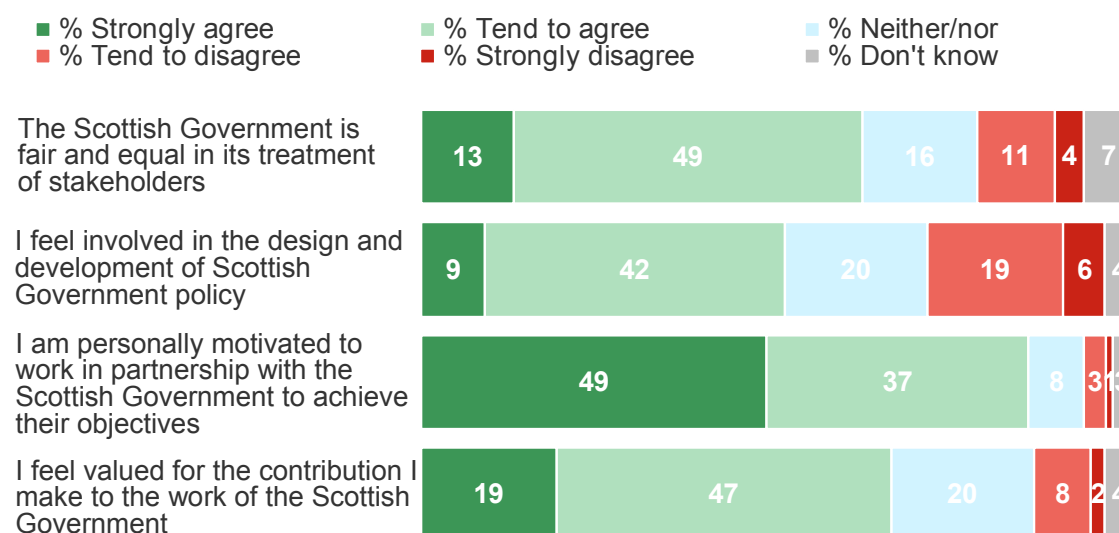
NDPB

6.18 To further explore stakeholders' experiences of engagement, respondents were presented with a list of statements about working with the Government and asked to what extent they agreed or disagreed with each. On one level the results are positive, as figure 6.2 illustrates, with majorities agreeing that: they are personally motivated to work in partnership with the Scottish Government; that they feel valued for the contribution they make; and that the Scottish Government are fair and equal in their treatment of stakeholders.

6.19 Again, however, there is clearly some room for improvement. Only around half of stakeholders agreed with the statement: "I feel involved in the design and development of Scottish Government policy", while a quarter disagreed. Further, the proportions of stakeholders agreeing *strongly* with *any* of the four statements never reaches a majority and, indeed, in most cases falls well short of doing so.

Figure 6.2: perceptions of working with the Scottish Government

Q. I am going to read out four statements about the way in which the Scottish Government works with stakeholders. Can you tell me to what extent you agree or disagree with each?



Base: All (811)

6.20 Stakeholders representing the third sector, or interest groups and representative bodies were more likely than average to feel involved in policy design and development (60% and 62% respectively), while those in the NHS and other health organisations were less likely to do so (42%). NHS representatives were also among those least likely to feel valued for their contribution (55%).

6.21 There was also some geographical variation in the findings, with more stakeholders in the central belt than elsewhere in Scotland feeling involved in policy design and development (55% versus 43% respectively) and valued for their contribution (69% versus 62% respectively).

6.22 There was no notable variation by DG portfolio areas (see appendix D).

Critical success factors

6.23 As in the previous surveys, stakeholders were presented with a list of 'critical success factors' and asked to rate the importance of each factor, and also, the performance of the Scottish Government against each. For the 2008 survey, the number of factors was cut from 19 to 11 and the wording of some was altered to reflect changing Government priorities for stakeholder engagement. The 11 factors cover various facets of engagement from the extent to which the Government listens to and involves stakeholders, to whether the organisation's staff are courteous and knowledgeable about their area of work.

Perceived importance of critical success factors

6.24 While almost all respondents regarded each of the success factors as important, there was once again some variation in the *degree* of importance attached to each (table 6.4).

6.25 Factors considered to be of highest importance included 'providing accurate and reliable information', 'that policy and decisions are based upon sound evidence', 'having staff who are knowledgeable about their area of work', 'understanding what you are trying to achieve', and 'understanding constraints facing stakeholders'.

6.26 Factors thought to be of medium importance included 'involving you at an early stage in developing policy'; and, 'in policy making, being clear about how much is open to change'.

6.27 Factors seen to be of lower importance were 'being open to challenge', 'providing timely and appropriate responses', 'being willing to take your views on board' and 'having staff who treat you with courtesy and respect'.

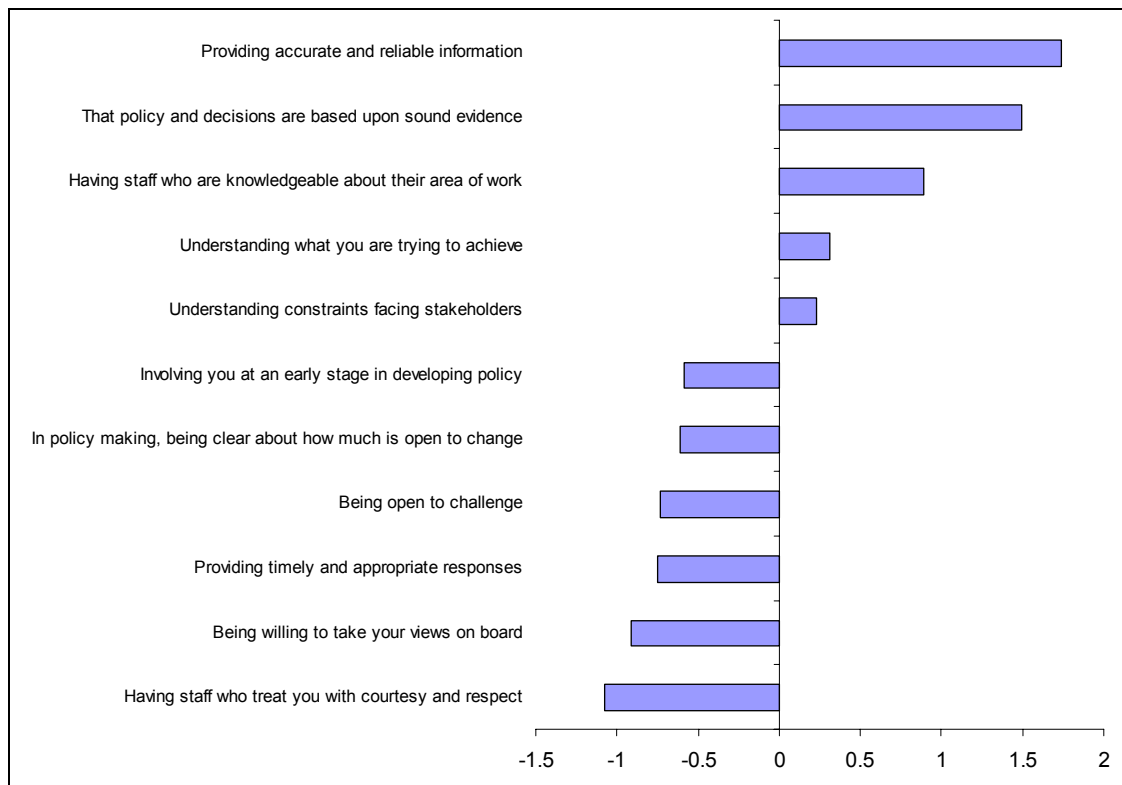
Table 6.4: Perceived importance of critical success factors

Q I am going to read out a number of attributes and I'd like you to tell me how important each is to you in your dealings with Scottish Government officials. Could you tell me whether each is essential, very important, important or not important?

<i>Base: All respondents (811)</i>	Essential	Very important	Important	Not important
	%	%	%	%
Provides accurate and reliable information	63	28	9	*
That policy and decisions are based upon sound evidence	61	27	10	1
Staff are knowledgeable about their area of work	53	34	13	*
Understands constraints facing stakeholders	47	34	19	*
Understands what you are trying to achieve	46	37	16	*
Involves you at an early stage in developing policy	40	36	20	3
In policy making, is clear about how much is open to change	38	37	22	1
Staff treat you with courtesy and respect	37	33	29	1
Is open to challenge	37	38	24	1
Provides timely and appropriate responses	35	42	23	*
Is willing to take your views on board	34	41	24	1

6.28 Figure 6.2 illustrates the relative importance of each of the factors. Where comparison is possible, the results are broadly consistent with those from 2005.

Figure 6.2: Relative importance of the critical success factors



Performance against the critical success factors

6.29 Table 6.5 shows the perceived performance of the Scottish Government on the same success factors; the results are generally positive with the Government receiving a rating of at least 'good' on almost all of the factors.

Table 6.5: Perceived performance of the Scottish Government on critical success factors

Q I am going to read out the same list of attributes and I'd like you to tell me what your experience is of the Scottish Government officials with whom you have most contact. Could you tell me whether your experience has been excellent, very good, good, average, poor or very poor?

	Excellent	Very good	Good	Average	Poor	Very poor
<i>Base: All respondents (811)</i>	%	%	%	%	%	%
Providing accurate and reliable information	9	33	41	14	3	*
That policy and decisions are based upon sound evidence	5	21	38	25	8	1
Having staff who are knowledgeable about their area of work	10	35	38	12	4	1
Understanding constraints facing stakeholders	5	19	37	27	10	1
Understanding what you are trying to achieve	7	27	40	19	6	1
Involving you at an early stage in developing policy	6	19	32	27	10	2
In policy making, being clear about how much is open to change	4	18	37	28	8	2
Having staff who treat you with courtesy and respect	25	44	25	5	1	*
Being open to challenge	5	18	35	27	10	2
Providing timely and appropriate responses	7	25	38	19	7	2
Being willing to take your views on board	8	22	40	22	7	1

6.30 As in previous years, areas in which the Government was seen to be performing particularly well were: 'having staff who treat you with courtesy and respect' (94% rated this as *excellent*, *very good*, or *good*), 'having staff that are knowledgeable about their area of work' (83%), and 'providing accurate and reliable information' (82%).

6.31 Other areas where the Government were seen to be performing relatively well included: 'understanding what you are trying to achieve' (74%), 'providing timely and appropriate responses', and 'being willing to take your views on board' (both 70%).

6.32 Areas in which performance was most likely to be rated as *average*, *poor*, or *very poor* tended to be those related to policymaking, including: 'involving you at an early stage in developing policy' (39% rated this as *average*, *poor*, or *very poor*), 'being open to challenge' (39%), 'in policymaking, being clear about how

much is open to change' (38%), 'understanding constraints facing stakeholders' (38%), and 'that policy and decisions are based upon sound evidence' (34%).

- 6.33 While ratings were generally positive, the proportion of stakeholders giving 'excellent' ratings is again low. Indeed, the figure stands at 10% or less for all factors except 'having staff who treat you with courtesy and respect' (25%). Furthermore, the proportions giving ratings of 'very good' are 35% or lower for all factors except having courteous staff (44%). While this should not detract from the generally positive assessment, it does indicate the potential for improvement and provides a basis for setting targets to track progress in these areas.
- 6.34 Table 6.6 shows change in the perceived performance of the Scottish Government since 2004. Of the nine factors included in both the 2005 and current survey, ratings have improved for almost all. Indeed, in terms of respondents giving ratings of *good*, *very good*, or *excellent*, two factors show percentage point increases of ten or more – 'understanding constraints facing stakeholders' (+14%) and 'providing timely and appropriate responses' (+10%). The former result is particularly significant given that the proportion giving a positive rating for 'understanding the constraints facing stakeholders' fell by eight percentage points between 2004 and 2005.
- 6.35 The only factors that have not seen increased ratings since 2005 are 'involving you at an early stage in developing policy' and 'having staff who treat you with courtesy and respect'. In each case, the results have remained stable.

Table 6.6: Change in performance on Critical Success Factors since 2004

*Q I'm now going to read out the same list of attributes and I'd like you to tell what your experience is of the Scottish Government officials with whom you have most contact. Could you tell me whether your experience has been excellent, very good, good, average, poor or very poor?**

	Good to excellent			Poor to very poor		
	2004 (824) %	2005 (1,099) %	2008 (811) %	2004 (824) %	2005 (1,099) %	2008 (811) %
Base: All respondents						
Providing accurate and reliable information	74	74	82	5	6	3
That policy and decisions are based upon sound evidence	n/a	n/a	63	n/a	n/a	9
Having staff who are knowledgeable about their area of work	n/a	78	83	n/a	5	4
Understanding constraints facing stakeholders	55	47	61	17	19	11
Understanding what you are trying to achieve	68	65	73	12	12	7
Involving you at an early stage in developing policy	52	58	57	17	14	12
In policy making, being clear about how much is open to change	51	51	59	18	15	10
Having staff who treat you with courtesy and respect	91	91	93	3	2	1
Being open to challenge	n/a	n/a	58	n/a	n/a	12
Providing timely and appropriate responses	66	61	71	10	11	9
Being willing to take your views on board	66	62	69	10	12	7

* In 2004 & 2005, respondents were asked to comment on the Scottish Executive department with which they had had most contact, rather than the Scottish Government overall

6.36 There were few differences depending on which Directorate(s) stakeholders were primarily in contact with. However, those who dealt with Education Directorates were more likely than average to rate the Government as *excellent, very good or good* in respect to three of the success factors:

- providing accurate and reliable information (87% versus 82% overall)
- in policymaking, being clear about how much is open to change (65% versus 59% overall)

- that policy and decisions are based upon sound evidence (68% versus 63% overall)

6.37 Those who dealt with Justice and Communities Directorates were more likely than average to rate the Government as *excellent*, *very good*, or *good* at 'understanding what you are trying to achieve' (80% versus 73% overall).

6.38 Those who dealt with Permanent Secretary Directorates were more likely than average to rate the Government as *excellent*, *very good* or *good* at having staff who are knowledgeable about their area of work (87% versus 83% overall).

6.39 There are no other significant variations by DG portfolio area but a full breakdown of the DG results are provided in appendix D.

Opportunities for improvement

6.40 Figure 6.3 illustrates the relationship between the relative importance of each factor and, also in relative terms, stakeholders' assessments of the Scottish Government's performance on each factor. In tables 6.4 and 6.5, importance and performance were rated on a four point and six point scale respectively. In order to illustrate the two measures on a comparable scale and to show the relationship between the factors - their relative importance and performance - the scores for each factor were standardised.⁶

6.41 In this analysis, factors that are more important than average or on which the Scottish Government is performing better than average attain positive z-scores. Conversely, factors viewed as being less important than average or on which the Scottish Government is performing less well than average have negative z-scores.

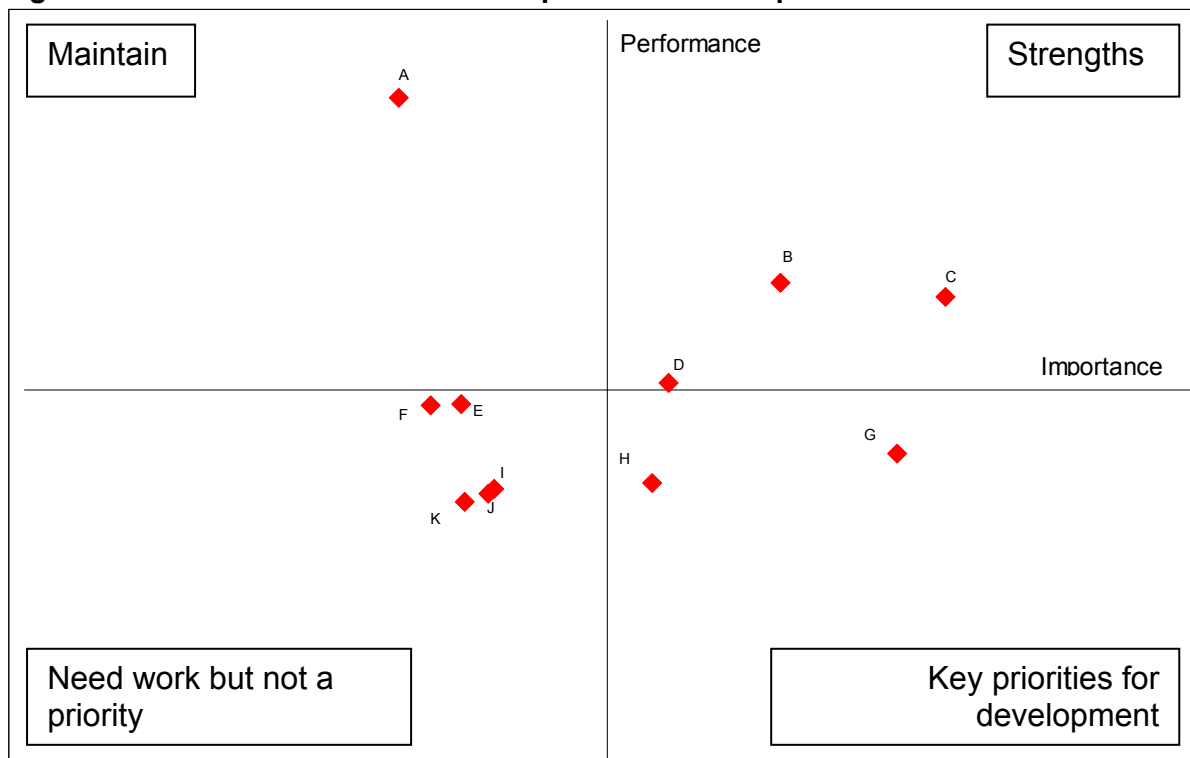
6.42 In this type of analysis, the ideal would be to achieve high performance on attributes that have the highest levels of importance, placing these factors in the top-right quadrant of the chart (Strengths). High performance on relatively less important factors would be in the top-left (Maintain) and relatively poor performance on less important factors would appear in the bottom-left (Need work but not a priority).

6.43 One important feature of this chart is that it highlights the *relative priority that needs to be attached to improving performance on each factor*. In general, the aim would be to prioritise those aspects that are most important and showing the poorest performance – those that appear in the bottom-right quadrant (Key priorities for development).

⁶ The scores for each attribute were standardised by converting the mean of each of the scores given to a z-score. A z-score expresses each item in a numerical series in terms of the series mean and standard deviation to tell us which have scored higher or lower than average. The z-score for any item in a series is calculated as the value minus the mean of the series, divided by the standard deviation of the series. This is shown below where x is any item in the series a to z.

$$z_x = \frac{(x - \overline{x_{a\text{to}z})}{\sigma_{a\text{to}z}}$$

Figure 6.3: Critical success factors: Importance versus performance



- A Having staff who treat you with courtesy and respect
- B Having staff who are knowledgeable about their area of work
- C Providing accurate and reliable information
- D Understanding what you are trying to achieve
- E Providing timely and appropriate responses
- F Being willing to take your views on board
- G That policy and decisions are based upon sound evidence
- H Understanding constraints facing stakeholders
- I Involving you at an early stage in developing policy
- J In policy making, being clear about how much is open to change
- K Being open to challenge

6.44 Of the 11 critical success factors, the chart highlights two on which, compared with importance, performance is below average:

- that policy and decisions are based upon sound evidence – the 2nd most important attribute
- understanding constraints facing stakeholders – the 5th most important attribute.

6.45 The qualitative interviews helped to elucidate some of the particular concerns stakeholders have in relation to these areas.

- 6.46 In terms of policy and decisions being based upon sound evidence, there was a perception that the Government sometimes appears to select evidence to suit their particular agenda. One stakeholder drew on an experience where the Government did not appear to acknowledge information that contradicted their own evidence base:

For the consultation earlier this year they seemed to pick up certain facts. Some of it was a comparison with something down in England. They took one little element of it and said, "look grant levels are much lower down in England" but they didn't actually look beyond that as to why they were lower. It was a headline figure and then they got a whole lot of other evidence delivered to them showing that the whole basis of their calculations didn't work, but they ignored it altogether, so I think they cherry pick.

Third sector

- 6.47 Another stakeholder supported this view, and suggested that the problem arises in part because stakeholders are often asked to provide evidence "in a vacuum", without being given any information on why that evidence is required or how it will be used:

Because you're providing advice which becomes the evidence, often in a vacuum, they're not giving you the context so they can be selective about what advice they choose and what evidence they present. They might get the wrong end of the stick but you wouldn't know that and ... because they've not asked the question, they wouldn't be aware of that, so [they're] probably not doing it on purpose, but that's the end result.

NDPB

- 6.48 Other stakeholders took a different view, suggesting that any failure on the part of the Government to make full use of evidence simply reflects the fact that they do not have in place a systematic approach to knowledge management and are therefore not always aware of what evidence is available or how it might be accessed:

I think it's not [that they're] deliberately ignoring evidence, it's sometimes they simply don't know where they might look for evidence, or they don't even realise that there is evidence out there that they might have got.

NHS/health

- 6.49 From a different perspective, other interviewees expressed concern about the lack of feedback they receive on their input, pointing out that it is hard to know if evidence has been interpreted as intended, both because of the lack of context provided, as discussed above, and because there tends to be limited dialogue after submission:

Nobody checks back with you. "You have given this information, this is the advice we are going to give to the minister have we got it right?" Bearing in mind that you haven't got experts there and sometimes you have people who have not perhaps been in that post very long, it is a bit of a leap of faith.

Third sector

- 6.50 Whatever the perceived reason for poor use of evidence, there was a concern that the Government risks developing policies that are unadvisable or impractical, while also serving to frustrate and alienate organisations that could be usefully engaged in the process.

It's not an equitable partnership, I think perhaps that's the best way to describe it, you feel as if you are implementing policy and objectives which you might not at the end of the day feel is the best way forward, but you're not really able to make those changes.

Local authority

- 6.51 With regard to the second critical success factor on which the Scottish Governments performance was rated below average: 'understanding constraints facing stakeholders', many interviewees felt the Government does not have sufficient awareness of the challenges experienced by organisations at the frontline of service provision:

I think because a lot of people who work in the civil service have never managed things outside of there and they have always been part of a policy environment within St Andrews House, [they] don't really understand some of the challenges that are involved in actually putting into place structures and procedures. [They] don't understand the challenge of line managing organisations which are dispersed across Scotland. They don't understand just because you decide something should happen, it doesn't simply automatically get translated into practice.

Local authority

- 6.52 A major barrier to improving the Government's understanding of stakeholder organisations was felt to be the frequent movement of staff around the organisation:

When new staff came in, they literally did not know what we did at all ... it seemed as if they felt they knew better, but they didn't seem to know what I did, or what our organisation did, and that was very frustrating.

NHS/health

- 6.53 It was suggested that Government staff could gain a rounder understanding of the challenges stakeholders face if they spent more time with these organisations, via secondments or at the very least through field visits. Such an approach, it was felt, would help to promote more open and trusting relationships as well as more effective and informed policy design.

Our civil servants never even come here and there is no way they could fully understand the specifics of trying to work in the Highlands and Islands ... and these civil servants just don't want to know that.

NDPB

6.54 Returning to the ratings in figure 6.3, five critical success were identified as being of lesser importance to stakeholders but still in need of improvement, namely:

- Providing timely and appropriate responses (E)
- Being willing to take your views on board (F)
- Involving you at an early stage in developing policy (I)
- In policymaking, being clear about how much is open to change (J)
- Being open to challenge (K)

6.55 Again, the qualitative interviews provided some insight into how the Government might better its performance in relation to these factors.

6.56 With regard to 'providing timely and appropriate responses', a number of stakeholders commented upon the slow speed of decision making following consultation exercises:

They take a bit of time to come back with the consolidated views after they have closed a consultation. There was one recently on children's care, it closed in May and we still haven't had the definitive answer on what they made of the consultation.

Third sector

6.57 In terms of 'involving you at an early in developing policy' a common observation was that stakeholders need to have more strategic involvement in policy design, rather than being invited to give their view only after officials have already formed a view on the appropriate approach to take:

I hate having a conversation with someone who says, "I want to know your views about such and such" and you know behind all of that there's all of their current thinking and we never get to see that.

Local authority

6.58 Related to this, with respect to 'in policy making, being clear about how much is open to change', stakeholders felt that the Government should be clearer about the amount of influence that stakeholders can realistically hope to have over particular areas of policy in order that they can make more informed choices about where to concentrate their efforts:

If I know from the start that certain things are immovable, that's fine, I'll take that, they're the Government, they should take the lead on certain things but to go through a pretend consultation doesn't do anybody any favours.

Third sector

If there are certain things that we do have some influence over I would like to know what they are up front, so that we can actually put our efforts into influencing things where we actually have a degree of influence.

NHS/Health

- 6.59 As regards 'being open to challenge', opinion was mixed. Some interviewees felt the Government was very receptive to stakeholders views and genuinely willing to reconsider policy that has been subject to critique:

We're seeing early drafts of policies and we are genuinely asked to annotate comments, send back observations or alternative suggestions or to challenge some of the issues that are in the policy area. So, I think that there is a real openness to try to do that and not everything gets changed, of course, but then I wouldn't expect that, but we are encouraged and given the time to influence.

Local authority

- 6.60 However, others felt that this responsiveness was more evident at the ministerial level and less so among senior civil servants who at times remained somewhat defensive:

I think there is still a bit of defensiveness there. I'm aware there's been quite a lot of work going on – I mean from second hand in a sense, there have been quite a lot of ministers [who have] felt they need to try and sort out a lot of the civil servants in terms of departmentalism and the like ... At the last meeting in June, I felt that openness was gone and the defences were coming up.

Local authority

7 THE NEW APPROACH TO GOVERNMENT

7.1 In addition to exploring perceptions of the way in which the Scottish Government engages with stakeholders on a day to day basis, the research assessed awareness and views of the new approach to government outlined in *Moving Scotland Forward: the Government's Programme for Scotland 2008-09*. As described in Chapter two, defining features of the new approach are:

- the Scottish Government's overarching Purpose and the associated emphasis on delivering National Outcomes
- a focus on partnership working to promote effective policy-making, and
- the local government concordat which has transformed relationships between central and local government.

7.2 Each of these features has significant implications for the way in which the Scottish Government works with stakeholders.

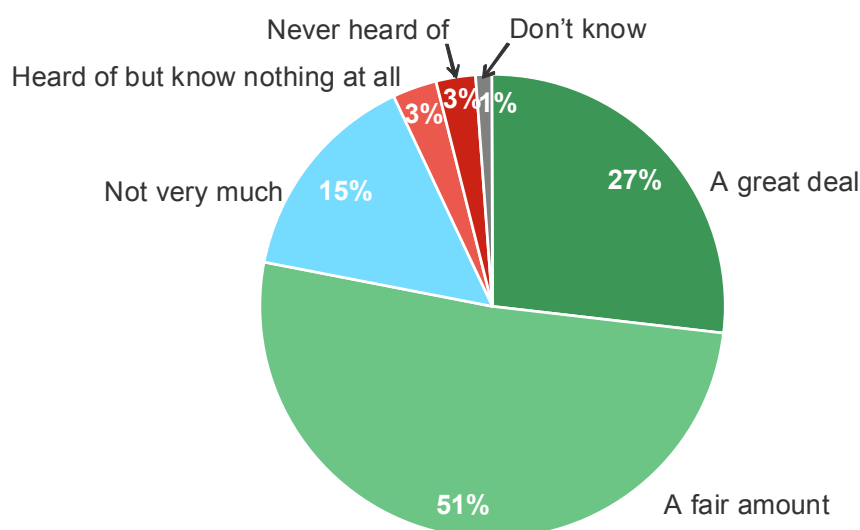
7.3 This chapter looks at awareness and perceptions of the new approach in detail. It begins by considering stakeholders' level of familiarity with the Scottish Government's Purpose and National Outcomes before going on to explore perceptions of the local government concordat, and of partnership working more generally.

The Scottish Government's Purpose and National Outcomes

7.4 Almost four in five stakeholders (78%) said they knew a great deal or a fair amount about the Scottish Government's Purpose and National Outcomes. In contrast, 6% said they knew nothing at all about, or had never heard of, these initiatives (figure 7.1).

Figure 7.1: Awareness of Scottish Government’s Purpose and National Outcomes

Q. Overall, how much, if anything, do you know about the Scottish Government’s Purpose and National Outcomes? Would you say…?

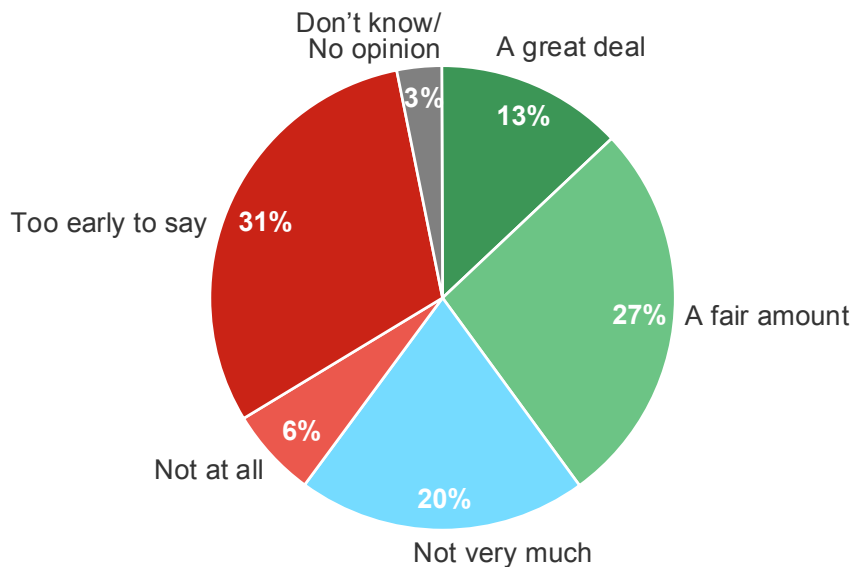


Base: All (811)

- 7.5 Awareness of the Purpose and Outcomes was higher than average among stakeholders representing local authorities (93% of this group knew a great deal or a fair amount) and registered charities (85%), and among those based in the central belt of Scotland (81% versus 74% elsewhere).
- 7.6 In terms of differences by DG portfolio area, stakeholders engaging mainly with Economy, Education, Health and Permanent Secretary DGs were more likely than average to know a great deal or a fair amount about the Purpose and Outcomes (85%, 85%, 83% and 84% respectively – see appendix D for full results).
- 7.7 Asked how well they felt the Scottish Government has communicated its Purpose and National Outcomes, four in five stakeholders (81%) said very or fairly well, while 15% said not very well. A further 1% said it hasn’t communicated the Purpose and Outcomes *at all*.
- 7.8 Local authority stakeholders were more likely than average to say the Scottish Government has communicated its Purpose and National Outcomes fairly or very well (93%). In contrast, stakeholders working in the NHS and other health organisations were among those most likely to feel communication has been *lacking* (24%).
- 7.9 As figure 7.2 shows, stakeholders were divided over the extent to which the Purpose and Outcomes will change their working relationships with the Scottish Government. Forty per cent anticipated a great deal or a fair amount of change, while 31% felt it was too early to say what will happen and 25% said there will be no, or not very much, change.

Figure 7.2: Perceived impact of Purpose and National Outcomes on stakeholders' relationships with SG

Q. To what extent would you say the Government's Purpose and National Outcomes will change working relationships between your organisation and Scottish Government officials?



Base: All who know a great deal, a fair amount or not very much about the Purpose and National Outcomes (757)

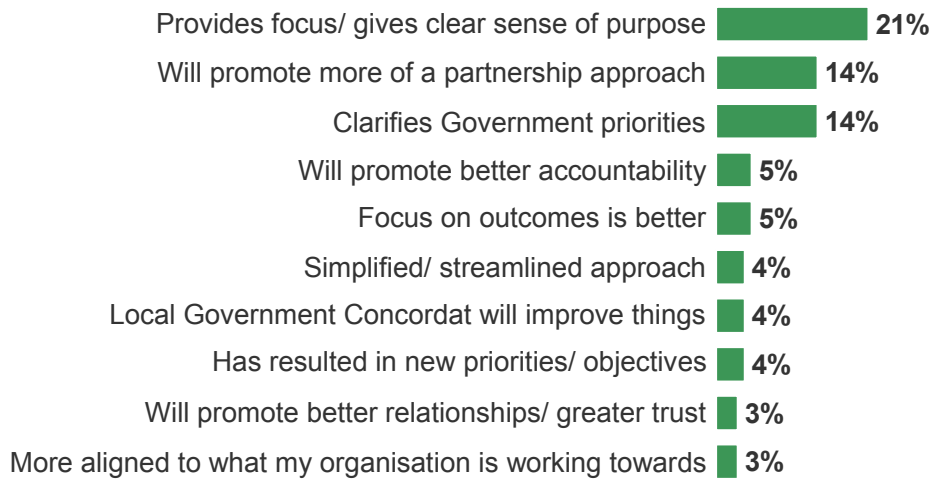
7.10 Stakeholders representing local authorities were among those more likely to say that their working relationships with the Scottish Government will change a great deal or a fair amount (64%). This is undoubtedly a reflection of changes that have already taken place in relations between central and local government, following the signing of the concordat.

7.11 There was no variation by DG portfolio area (see appendix D).

7.12 All of those stakeholders who said that the Purpose and National Outcomes will change their relationship with the Scottish Government were asked to say what specifically will change. Figure 7.3 presents the top ten responses in order of frequency. Significantly, all of these responses are positive in nature suggesting that the Purpose and Outcomes have been generally well received by stakeholders. Looking at the most common responses, there was a perception that the Purpose and Outcomes provide a clearer sense of direction, will promote more of a partnership approach and help to clarify the Government's priorities.

Figure 7.3: Ways in which the Purpose and National Outcomes will change stakeholders' relationships with SG

Q. *In what way will it change your working relationship?*



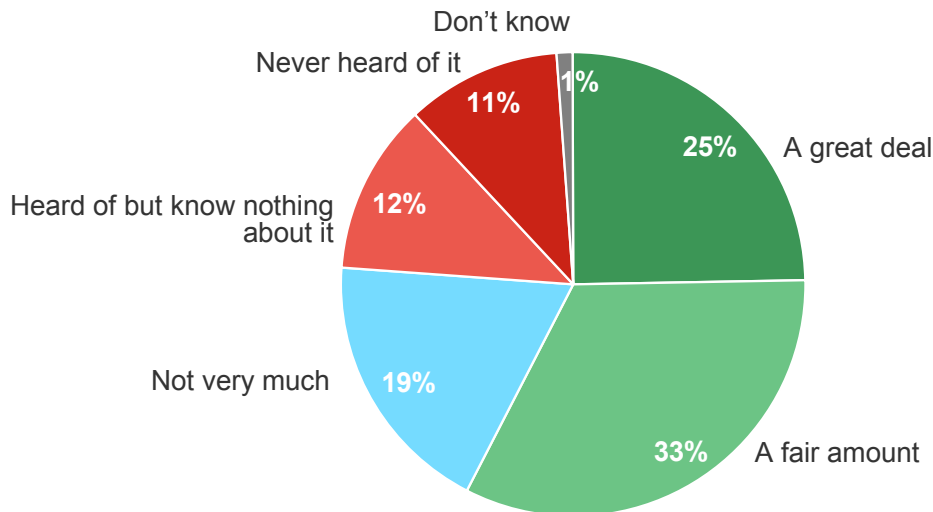
Base: All who say the introduction of the Purpose and National Outcomes will change working relationships a great deal or a fair amount (305)

The Local Government Concordat

7.13 Just under three in five respondents (58%) said they knew a great deal or a fair amount about the local government concordat. Meanwhile, 19% said they didn't know much about it and 12% said they had heard of it but knew nothing about it. A further 11% had *never* heard of the concordat (figure 7.4).

Figure 7.4: Knowledge of the local government concordat

Q. Before this interview how much, if anything, would you say you knew about the concordat?



Base: All (811)

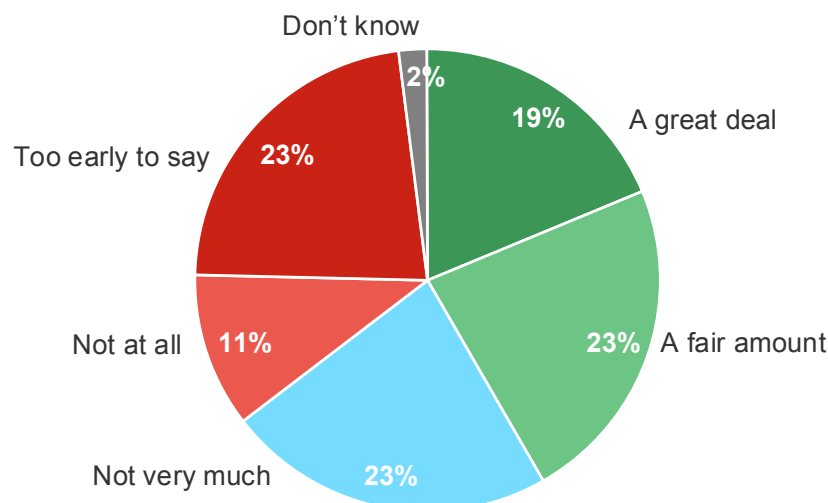
7.14 Knowledge of the concordat was higher than average among local authority representatives (95%), as would be expected, but lower than average among other public sector representatives (49%) and stakeholders based outwith the central belt (53% versus 60% in the central belt).

7.15 There were also differences depending on which Directorate(s) stakeholders dealt with most often. Those who dealt with the Justice and Communities, Education, Health, or Permanent Secretary Directorates were more likely than average to know a great deal or a fair amount about the concordat (66%, 67%, 65% and 68% respectively). (See appendix D).

7.16 All stakeholders who were aware of the concordat were asked to what extent it would change their working relationships with the Scottish Government. As in the case of the Purpose and Outcomes, opinion was divided. Thus whereas 41% felt it would change things a great deal or a fair amount, 34% felt it would have little or no impact and 23% were unable to give a definitive response either way (figure 7.5).

Figure 7.5: Perceived impact of the concordat on stakeholders' relationships with SG

Q. To what extent do you feel that the new Concordat arrangements will change working relationships between your organisation and Scottish Government officials?



Base: All who know a great deal, a fair amount or not very much about the Concordat (624)

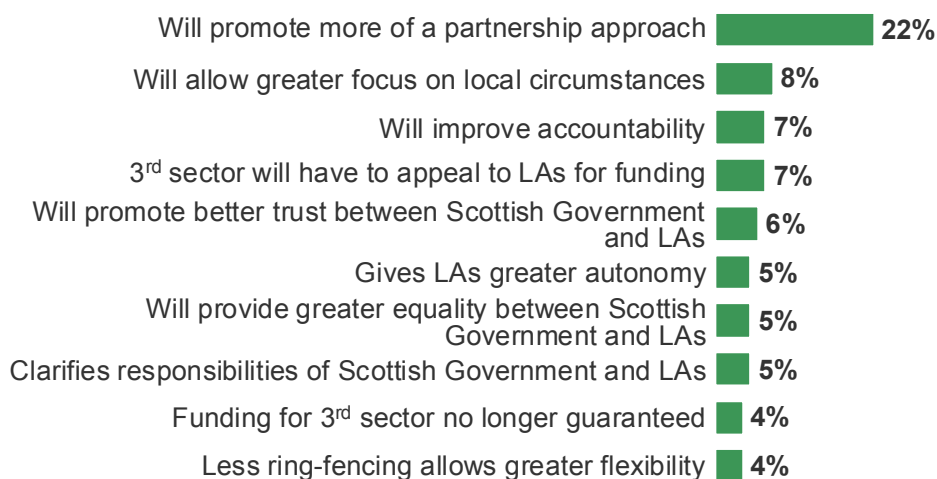
7.17 Predictably, local authority representatives were more likely than average to say that the concordat would change their working relationship with the Scottish Government (73%); indeed almost half (47%) of this group said it would change things *a great deal*.

7.18 All stakeholders who foresaw a change to their relationships with the Government were again asked to describe what specifically would change. For the most part, the findings were positive, with stakeholders suggesting that the new arrangements will promote better partnership working, enable more of a focus on local circumstances and provide for better accountability, among other things (figure 7.6).

7.19 However, there was also some concern about the impact the concordat arrangements will have on the funding of third sector organisations. Specifically, 7% referred to the fact that such organisations now have to appeal directly to all 32 local authorities for funding, and a further 4% commented that funding for the voluntary sector is no longer guaranteed.

Figure 7.6: Ways in which the concordat will change stakeholders' relationships with SG

Q. And in what way do you think it will change your working relationship?



Base: All who say new Concordat arrangements will change working relationships a great deal or a fair amount (257)

7.20 Perceptions of the local government concordat were explored in more depth in the qualitative interviews. The findings both confirmed and helped to elucidate the survey results.

7.21 Local authority interviewees spoke in very positive terms about the new arrangements, typically suggesting that these represented a more “adult” relationship between central and local government, characterised by partnership working and mutual respect. Further, there was a perception that Single Outcomes Agreements (SOAs) would help to create a greater sense of focus and subsequently improved outcomes for service users.

I think it is a very refreshing, grown up way of central and local government doing business with each other. I think it suits them to be less confrontational and [pursue] more of a partnership approach. It also gives a lot more clarity in terms of what the government is expecting.

Local authority

It is a commitment about working differently ... we are more involved at the early stages of policy formulation, rather than just being left with the policy implementation. So generally, that is really good and it means that we would jointly feel some ownership of the development.

Local authority

I think it will focus the mind, there will be less picking and choosing of things they want to do and we want to do and more common interest.

Local authority

7.22 However, local authority representatives also had some concerns about the new arrangements, and in particular about challenges involved in delivering on the SOAs. Firstly, questions were raised about the level of funding that would be made available for the implementation of certain policies and initiatives – there was a perception the SG have not been clear on this issue to date. Secondly, it was suggested that the timescales for achieving outcomes may not be realistic given that the concordat demands an entirely new way of working – and even some degree of restructuring - on the part of local authorities and their partner organisations.

We have now got a concordat and we have a relationship for three years, but it does seem that new demands are coming on and when we ask about the funding for that, the officials will tell us it's all in the concordat. Now I think we have a difficulty with that ... is there enough funding in the concordat to meet all of these aspirations? I think we doubt that, so there is a bit of frustration that the stock answer is "the money is in the concordat".

Local authority

Some of this is massive change and transformational change and that takes time to be done well. It probably involves a lot of awareness raising, staff development, communication of information, sometimes a reorganisation and really it's quite easy to write the policy bit, the hard bit is to change the organisations around in order to deliver and I think some of the timescales are a bit unrealistic.

Local authority

7.23 Representatives of third sector organisations, despite being supportive of the devolutionary principles underpinning the concordat, also had concerns about the new arrangements. These concerns can be divided into three main themes.

7.24 First, there was a perception that the Government has shifted too much responsibility to local authorities and that certain areas of policy – for example climate change and skills policy – would have been best left under centralised control. Related to this, there was concern about a perceived absence of any mechanisms for encouraging or imposing common approaches to dealing with problems across Scotland's 32 local authorities. This, it was felt, could result in some authorities failing to address those problems.

While I understand why they think each local authority knows best what it needs in its own area, [but] when you're talking about the overall skills level of people in Scotland and what the economy needs in terms of young people being able to do particular things, I think that's something that's achieved better at an overall level ... There has to be a recognition that some things are better managed centrally and I think they've done it wholesale and said, no, everything goes to the local authority.

Third sector

[There are] major challenges there for the likes of the individual authorities but also local government collectively to deal with new issues coming on to the agenda – the greener agenda and things like climate change ... if you can't impose [minimum standards] then how do you work with local government to support their effort in that direction? I don't think COSLA, I don't think the local government structures, are well developed to enable at a national level some view to be taken to say, this is how across the 32, the recommendations should be implemented.

Third sector

- 7.25 Second, and following on from the previous point, there was a concern that the Scottish Government may adopt too much of a 'laissez-faire' approach in respect to local authorities and that this could similarly undermine progress towards outcomes. In discussing this point, interviewees suggested that the Government must both retain a strong leadership role to promote the "common interest" and develop effective mechanisms by which to monitor authorities' performance against their SOAs.

[From] most of my contact with other third sector organisations at this stage, I think they are all quite concerned as to how it will work out in terms of detail. There still needs to be a leadership role for the central government. [It] can't just relieve itself of that responsibility and say, [it's] all up to local authorities. I think in so many areas of government work there is still a need for central government leadership role. There is also a critical role in terms of monitoring progress with the outcome agreements. Is the government going to put sufficient resources in to making sure that the system works the way they are hoping it's going to? How will they ensure that local authorities are still delivering on all the priorities that government has set?

Third sector

- 7.26 Third, a few interviewees suggested that the introduction of the new arrangements has served to impede progress in their respective policy areas because local government officials have been preoccupied with "getting their heads around" new practices and procedures. This situation, it was felt, has been exacerbated by the fact that the new arrangements have been introduced relatively quickly, without an appropriate period of transition.

The fact that it's all happened jump shift has meant there is basically a whole year of nothing happening; nobody spending because they don't know how to do it. All they're saying is let's carry on exactly how we did last year because we can't possibly get our heads around this change until next year. So you're left out in the cold for a year while everyone sorts themselves out.

Third sector

7.27 Finally, most interviewees from the third sector referred to practical challenges they face in dealing directly with local authorities rather than with the Scottish Government on key issues:

You've got to engage with people in 32 separate organisations and it's not just one individual in each of those 32, it's probably about four or five and because we're not funded centrally any more we had to cut costs dramatically which reduced our staff and we are now faced with 32 different conversations to win the hearts and minds of people for something that we still perceive as being good for Scotland overall.

Third sector

In the past you have been able to go to central government, create a good case for something and there was a chance that some sort of ring fenced fund could be created and then through strategic guidance letters to local authorities, there was a degree of consistency of approach ...Whereas now, because so much power and resources reside within individual local authorities and a single outcome agreement, effectively the third sector is now going to have to go and create relationships with each individual local authority. I can actually see that's going to be a big problem as time goes on, because a lot of our types of organisations just don't have the capacity to go round and create relationships with 32 different local authorities.

Third sector

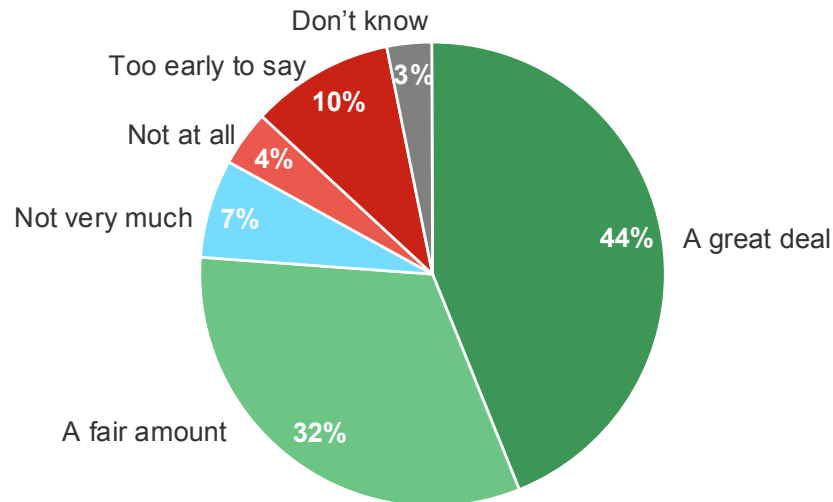
7.28 Whatever their views, however, interviewees tended to qualify their comments by emphasising that the concordat is still very much in its infancy and much remains to be seen in terms of how the new arrangements will work in practice.

Partnership working outwith local government

7.29 The Scottish Government has expressed a commitment to working in partnership with *all* of its stakeholders, not just those in local government. Accordingly, in the survey, stakeholders with a non-local government background were asked to what extent they felt their organisation could contribute to helping the Scottish Government achieve its Purpose and National Outcomes. As figure 7.7 shows, three quarters felt they could contribute a great deal or a fair amount, while 11% felt there was little or nothing they could contribute. A further 10% felt it was too early comment.

Figure 7.7: Extent to which stakeholders feel they can contribute to achievement of SG's purpose and National Outcomes

Q. To what extent do you feel your organisation could contribute to helping the Scottish Government achieve their Purpose and National Outcomes?



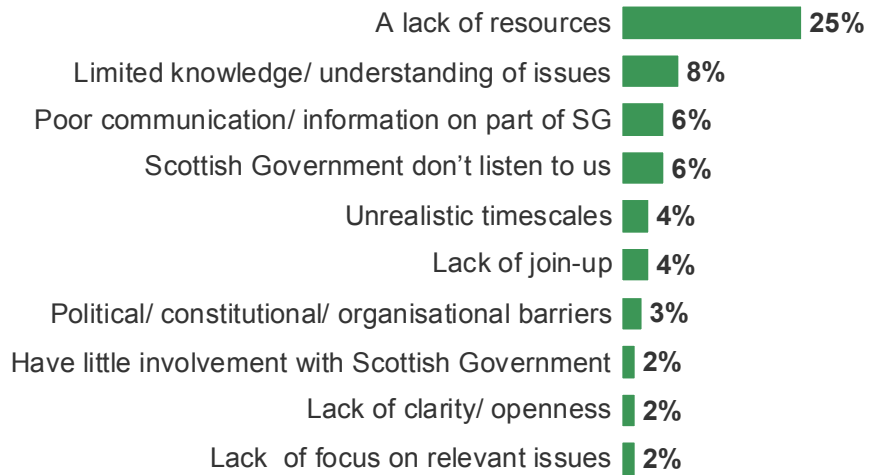
Base: All non-local authority stakeholders (703)

7.30 There were few notable sub-group differences in these findings, but representatives of the NHS and stakeholders who liaise mainly with Education or Health Directorates were more likely than average to feel that their organisation could contribute a great deal or fair amount (84%, 83% and 82% respectively - see appendix D).

7.31 Non-local authority stakeholders were further asked about any barriers which limit the extent to which they can contribute to the Government's Purpose and Outcomes. A very wide range of barriers were mentioned but the most common response related to a lack of resources, mentioned by 25%. The next most common responses were a lack of understanding of the issues, poor communication on the part of the Scottish Government and a perception that the Government does not listen (figure 7.8).

Figure 7.8: Barriers to contributing to the Government's Purpose and Outcomes

Q. And what barriers, if any, limit the extent to which you can contribute to the Scottish Government's Purpose and National Outcomes?



Base: All non-local authority stakeholders (703)

8 SCOTLAND PERFORMS

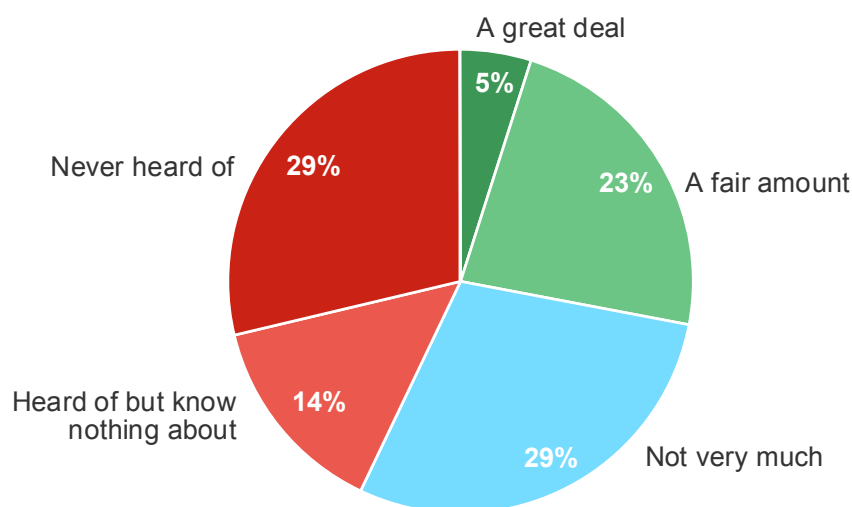
8.1 The Government recently launched Scotland Performs; a website which allows people to track progress towards the Purpose and National Outcomes. This chapter looks in detail at awareness and perception of Scotland Performs, drawing on evidence from both the survey and the qualitative interviews.

Knowledge of Scotland Performs

8.2 The survey indicated that knowledge of Scotland Performs was generally low among stakeholders. As figure 8.1 shows, only around a quarter of respondents said that they knew a great deal or a fair amount about the website, while a total of 43% said they knew nothing about it or had never heard of it.

Figure 8.1: Knowledge of Scotland Performs

Q. How much do you know about Scotland Performs? Would you say you know...?



Base: All (811)

8.3 Representatives of local authorities and NDPBs were more likely than average to say they knew a great deal or a fair amount about Scotland Performs (50% and 38% respectively) but the figure remains short of a majority in both cases.

8.4 Findings from the qualitative interviews suggest that low awareness of Scotland Performs may reflect a lack of formal communication about the website: Of those interviewees who were aware of Scotland Performs, many had heard about it almost by chance – for example, when it was mentioned in a meeting or conference they were attending, or when they noticed a feature about it in

Holyrood magazine. Few – with the exception of NDPB representatives – had received any official, dedicated communication about the site.

Perceptions of Scotland Performs

- 8.5 Perceptions of Scotland Performs were explored in some detail in the qualitative research. Interviewees generally welcomed the idea of being able to track the Government’s progress online, suggesting that this would help to promote greater transparency. However, it was apparent that a few of these individuals had either looked at the site before any performance data had been added to it or had failed to notice this data. Accordingly, they tended to suggest that the website was lacking in hard evidence:

I quite like the easy visual impact of not having to read much to be able to get an impression of how things are moving, but there is a bit of me as well, a cynical policy side of me, that says where is this coming from; the arrow is pointing up, where’s the evidence?

Third sector

- 8.6 Stakeholders who had explored the Scotland Performs website in its entirety had mixed views about it. While some suggested that it provides a good, simple model for people to “get hold of in terms of what the Government is trying to achieve”, others felt that the performance data presented is too generic and lacking in detail. In particular, local authority representatives pointed out that the inclusion of national level data only means they are unable to compare their authority’s performance with that of Scotland as a whole on key indicators.

We’re more focused on the Highlands, and whether there is a sort of Highland component to [performance]. I think data for Scotland is quite difficult in some areas and once you get below the Scotland level it gets less accurate, so that would be my concern. I was looking at some statistics yesterday for the Highlands which were interesting, but I was thinking how are we comparing with other parts of Scotland and what’s happening to the country as a whole.

Local authority

Until I can see how my authority is performing, compared to the national aggregate, I don’t know if we are good, bad or indifferent, so I need to know what [my authority’s] contribution is, to each of these targets before it’s of any use.

Local authority

- 8.7 A couple of interviews suggested that it would be helpful if Scotland Performs “linked in” to other relevant performance reporting mechanisms in order to provide a clearer, more “joined-up” monitoring system.

There's maybe a question for local authorities in terms of the Single Outcome Agreements and any reports that local authorities would produce in relation to those agreements, how do they link to the national indicators, so how do you get that nesting taking place? It's not a criticism of Scotland Performs in itself; it's just really how does it hang together with other reporting.

Third sector

Impact of Scotland Performs

- 8.8 Asked whether or not Scotland Performs would influence the way in which they engage with the Scottish Government, interviewees again gave mixed responses. Many, including most local authority and third sector representatives, said it would have little impact. In contrast, NDPBs said it would affect things a great deal in the sense that their organisation is required to report on how it is delivering on the outcomes highlighted in Scotland Performs. In discussing this point, a few NDPB representatives were keen to emphasise that they should not be “shoe-horned” into reporting against just one or two outcomes but rather should be permitted to work in a “much more across the board way”.

9 LOOKING TO THE FUTURE

- 9.1 At the close of the survey, stakeholders were asked to reflect on all of the issues explored in the interview and suggest *one* way in which the Scottish Government could improve the way in which it works with and involves other organisations.
- 9.2 A very wide range of responses were given and no single improvement was mentioned by more than one in ten respondents. However, as figure 9.1 illustrates, the most common responses centred around four main themes:
- a need for the Government to listen more to stakeholders
 - involve stakeholders at an earlier stage in the policy process
 - provide better feedback on policy developments
 - improve join up within the organisation.

Figure 9.1: Priorities for improving the SG’s engagement with stakeholders

Q. Finally, thinking about all the things we have discussed, if you could suggest one way in which the Scottish Government could improve the way in which it works with and involves other organisations, what would it be?



Base: All (811)

- 9.3 To provide a longer-term perspective on stakeholders’ aspirations for the future, participants in the qualitative interviews were asked how they would like to see their relationship with the Government evolve in the next 10 to 15 years time. By far the most common response was that the current focus on partnership working and shared objectives should be maintained and developed. Specifically, there was reference to the need for improved

“understanding” between stakeholders and government, more “equitable” partnerships and a clearer indication of what the Government wants to achieve in working with stakeholders.

I think the direction of travel is the right way. There was the kernels of this maybe from five years ago and it's just improved and improved and it is the right way to go, to have better understanding, shared vision, and realistic expectations.

Local authority

Well I think a more equitable partnership where we are able to exchange information quite pragmatically, about how things work on the ground ... would be the best way forward. I don't think we are looking for more than that really; we're just looking for a dialogue and I'm sure it does happen across many, many, areas of the Government.

Local authority

A successful partnership is shared aims, shared vision and I think as a stakeholder we are clear about what we want to achieve, but perhaps the Government is not clear about what it wants to achieve through its relationship with the stakeholder, so, if they got that side of things a bit clearer, it would make for a much smoother relationship and then you can do a lot more things together.

NDPB

- 9.4 Of the few additional comments that were made by interviewees, one focused on a need for designated “account managers” in the Scottish Government to facilitate stakeholder engagement with the organisation.

We could do with an account manager from central government. I think at one time, some of the directors from the Scottish Government were attached to different local authorities, to see how that relationship was developing, and I'm not sure to what extent that's happening any more. Inevitably there are some problems arising, so who do you call to fix it? Do you go to the director for that department, do you go to people that you know within the Government? I still think it's quite a faceless organisation and you tend to know people by the work area that you're in, but you don't know across the piece.

Local authority

- 9.5 Meanwhile a representative of an NDPB suggested that the Government might consider pursuing a less rigid, departmentalised approach to engagement:

I'd like to think that given modern systems, they could be smart enough for us not to be restricted to a single sponsoring department, which in this day and age seems to us to be very old fashioned. Every NDPB like us has a single sponsor department and if they're asking us to

behave in a more holistic fashion, the idea of a single port of call to go through seems very old fashioned now.

NDPB

10 CONCLUSIONS

10.1 Taken together, the research findings suggest that the Scottish Government continues to be well regarded by its stakeholders and indeed that perceptions of the organisation have improved significantly since the time of the last survey. This is evident in the increased proportion of stakeholders who are satisfied with their dealings with the Government, who would speak highly of the organisation – whether or not they are asked their opinion – and in the improved ratings achieved on almost all of those success factors where comparison with 2005 is possible.

10.2 Alongside these positive perceptions, it is clear that stakeholders are highly committed to working in partnership with the Government to achieve its objectives and feel they have a significant contribution to make in this respect. A key task for the Government moving forward will be to facilitate and develop partnership working to ensure that stakeholders are able to contribute as fully as they would like.

Areas of best practice

10.3 In terms of day-to-day aspects of stakeholder engagement, the research identified several areas of best practice, most notably:

- treating stakeholders as equals
- valuing stakeholders for the contribution they make
- having staff who treat stakeholders with courtesy and respect
- having staff who are knowledgeable about their area of work
- providing accurate and reliable information.

Areas for improvement

10.4 However there are clearly also areas where significant improvement is required. In particular, a lack of join up continues to be a key concern and, indeed, is regarded as a major impediment to effective engagement.

10.5 There similarly appears to be room for improvement in the nature and extent of stakeholder involvement in policy making. Many stakeholders do not feel involved in policy design and rate the Government's performance as average or poor in respect to:

- involving stakeholders *at an early stage* in the process
- being clear how much is open to change, and
- being open to challenge.

10.6 Other perceived areas of weakness in the Scottish Government's performance concern the extent to which they base policy and decisions on sound evidence and their understanding of the constraints facing stakeholders.

Suggestions for improvement

10.7 The research identified various ways in which each of these problem areas might be addressed in the future. With regard to join up there was repeated suggestion that senior managers could play a greater role in facilitating communication between Directorates to ensure a more co-ordinated approach.

10.8 In respect to policy making, stakeholders would clearly welcome more strategic involvement in decisions, as opposed to being consulted when the general direction of policy has already been set. They also called for the Government to be more candid about the amount of influence that stakeholders can realistically hope to have over particular areas of policy in order that they can make more informed choices about the areas in which to concentrate their attention and resources.

10.9 As regards basing policy on sound evidence, it was suggested that the Government could demonstrate greater willingness to take on board information provided by stakeholders, even if this contradicts or otherwise challenges, the existing evidence base.

10.10 Finally, in terms of understanding the constraints facing stakeholders, the main view expressed was that Government needs to develop greater awareness of the challenges stakeholders experience at the frontline of service delivery. This, it was felt, could best be achieved through secondments or field visits.

10.11 Looking beyond the aggregate level survey findings, stakeholders working in the NHS and other health organisations were clearly less satisfied with their dealings with the Government than other groups. It will be important to investigate this further in order to identify factors underpinning their dissatisfaction and possible ways of addressing this moving forward.

Looking to the future

10.12 Whether or not stakeholders' perceptions of the Scottish Government will remain stable in the future will depend to a large degree on how the new approach to government is seen to evolve in the future. The research was conducted at a time when the context for engagement was changing dramatically and while the findings suggest that perceptions of the new approach are in many respects positive, there is a clear sense in which the jury is still out on some matters. In particular, there was a degree of scepticism about the extent to which the Government will be open to challenge in practice.

Also, questions were raised about operational aspects of the local government concordat, particularly:

- the level of funding that will be made available to local authorities
- the timeframes for achieving outcomes
- the extent to which progress towards SOAs will be monitored, and
- the impact the new arrangements will have on third sector organisations.

10.13 All of these issues have the potential to influence stakeholders' perceptions of the Scottish Government in the future. Therefore, only after the next stakeholder survey is conducted will it be possible to judge fully the impact of the new approach. Still, in the interim, the findings provide some ground for optimism and should assist the Scottish Government in its efforts to improve its approach to working with and involving other organisations on a day-to-day basis.

Appendix A

Topic Guide for Scoping Interviews

Scottish Government Stakeholder Survey 2008

Scoping phase topic guide

Introduction

- Introduce self, Ipsos MORI and research - i.e. 2008 Scottish Government Stakeholder Survey will be conducted over the next couple of months. This will focus on the way in which the Scottish Government works with other organisations and on awareness of and attitudes towards the new Government's Purpose and Strategic Objectives.
- Explain the purpose of interview i.e. to inform the design of the survey questionnaire and ensure that the questionnaire is focused and covers the issues that are most important to stakeholders. Explain that we are speaking to a cross-section of stakeholder organisations which have been selected at random from the SG's stakeholder database.
- Explain that the interview should last around 30 minutes.
- Emphasise confidentiality, anonymity etc.
- Request permission to tape record (can be turned off at any point).

Background and overall impressions of the Scottish Government

- Firstly, it would be helpful if you could provide a brief overview of the ways in which your organisation engages with the Scottish Government.
- IF NOT ALREADY COVERED: And, to which policy areas does most of your engagement relate?
- How would you describe your opinion of the Scottish Government as a whole and of its performance? IF NECESSARY EMPHASISE TALKING ABOUT OFFICIALS RATHER THAN MINISTERS
- What factors have influenced your perceptions? PROBE FOR: Relations with the civil service, communications, media.

Working relations

- Thinking about working with the Scottish Government on a day to day basis, what, to you, would be the key characteristics of a successful working relationship between your organisation and the Scottish Government?
- And how close is the reality of your experiences to this ideal? PROBE FOR: positives and negatives.

The new Scottish Government's Purpose and Strategic Objectives

- Are you familiar with the Scottish Government's Purpose and five Strategic Objectives?

IF FAMILIAR:

- Do you have any general comments you would like to make about this? We will go on to discuss some of the detail next.
- Does the Purpose and Strategic Objectives represent a change for the better or worse? Why?
- Do you have any views on how the Government has communicated its Purpose and Strategic Objectives?

IF UNFAMILIAR WITH PURPOSE AND STRATEGIC OBJECTIVES, EXPLAIN:

The Scottish Government's Purpose is 'to focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish through increasing sustainable economic growth.' To achieve this purpose, the Scottish Government has adopted an outcomes approach based around five key objectives. These are to make Scotland wealthier, fairer, healthier, safer and stronger, smarter and greener.

- What do you think of this approach? Why? PROBE FOR: Better/worse than what has gone before.

Questions for Local Government stakeholders

- One of the delivery mechanisms for the Purpose and Objectives is the local government Concordat – Are you aware of the new local government Concordat, signed by the Scottish Government and COSLA?

IF YES:

- Overall, would you say the signing of the Concordat was a positive or negative development? Why?
- IF NOT ALREADY COVERED: I'm interested to hear your views on specific elements of the Concordat. In particular:
 - the focus on partnership working – I'm interested to know what expectations you have for this? What do you hope to get out of it? What do you think the government will get out of it?
 - the move away from ring fencing in favour of Single Outcome Agreements – PROBE FOR: Positives, negatives?
 - how do you feel about being held accountable for the achievement of SG objectives in this way?
 - the intention to stand back from micro-managing delivery – is this realistic?
- Is this approach better/worse than what has gone before? Why?
- How do you see it impacting on your day to day working relationship with the Scottish Government? PROBE for benefits and challenges.

IF NOT AWARE OF THE CONCORDAT EXPLAIN: The Concordat sets out the terms of a new relationship between the Scottish Government and local government based on partnership and mutual respect. Under the Concordat each local authority will reach a Single Outcome Agreement with the Scottish Government based on target national outcomes, but reflecting local circumstances and priorities.

- Overall, what do you think of this approach?
- IF NOT ALREADY COVERED I'm interested to hear your views on specific elements of the Concordat. In particular:
 - the focus on partnership working – what expectations would you have for this. PROBE FOR: mutual benefit?
 - the move away from ring fencing in favour of Single Outcome Agreements – PROBE FOR: Positives, negatives?
 - how do you feel about being held accountable for the achievement of SG objectives in this way?
 - the intention to stand back from micro-managing delivery – is this realistic?

Questions for non-local government stakeholders

- Are you aware of the new local government Concordat, signed by the Scottish Government and COSLA?

IF AWARE OF THE CONCORDAT:

- I'm interested to know what you think of this approach and, in particular, to what extent you would favour the extension of this approach to your own organisation/sector? Why do you say that?
- The Concordat emphasises partnership working between the Scottish Government and LAs. What would be your expectations of partnership working between the Scottish Government and your own organisation/sector – what would you hope to get out of it? What do you think they would get out of it
- Under the Concordat, there is a move away from ring fencing towards Single Outcome Agreements whereby each local authority will agree to deliver specific local outcomes based on national priorities but reflecting local circumstances. Do you think this is a change for the better/worse? Why?
- The Concordat also sets out the Government's intention to set the general direction of policy but stand back from micro-managing delivery. Do you think this is a realistic aspiration? Why?

IF NOT AWARE OF THE CONCORDAT: The Concordat sets out the terms of a new relationship between the Scottish Government and local government based on partnership and mutual respect. Under the Concordat each local authority will reach a Single Outcome Agreement with the Scottish Government based on target national outcomes, but reflecting local circumstances and priorities.

- I'm interested to know what you think of this approach and, in particular, to what extent you would favour the extension of this approach into your own organisation/sector? Why do you say that?
- Under the Concordat, there is a move away from ring fencing. Do you think this is a change for the better/worse? Why?
- The Concordat emphasises partnership working between the Scottish Government and LAs. What would be your expectations of partnership working between the Scottish Government and your own organisation/sector – what would you hope to get out of it? What do you think they would get out of it
- The Concordat also sets out the Government's intention to set the general direction of policy but stand back from micro-managing delivery. Do you think this is a realistic aspiration? Why?

The value of stakeholder relations

- What influence and impact would your organisation like to have on the work of the Scottish Government?
- Through which means would you like to achieve this?
- Apart from the things we have already mentioned is there anything which you feel the Scottish Government should be doing to help and support your organisation to contribute to the achievement of its objectives?
- How would you like to see your organisation's relationship with the Scottish Government evolve in the long term, say in ten years time?

Closing remarks

Apart from the various issues we have already discussed, are there any other areas which you feel the 2008 Scottish Government Stakeholder Survey should definitely address?

Appendix B

Survey Questionnaire

Scottish Government Stakeholder Survey 2008

Good morning, afternoon, evening. My name is from Ipsos MORI, the research organisation, and we are carrying out a survey of the Scottish Government's key stakeholders. The survey focuses on the ways in which the Scottish Government engages with other organisations and you have been identified as one of their key stakeholders. You should have received an email or letter about this already. The interview will take about 20 minutes. Are you willing to take part?

**PLEASE NOTE THE QUESTIONS THAT FOLLOW ARE ABOUT
GOVERNMENT OFFICIALS NOT MINISTERS**

Screening

Q1 **Have you had contact with the Scottish Government in the last 12 months?**
SINGLE CODE

Yes	1	CONTINUE
No	2	CLOSE

Demographics

To begin, I would like to ask you a few questions about yourself and about the organisation you represent. Some of the questions about your organisation may seem very basic and the answers obvious. However, we need to ensure that the information we gather is completely accurate so that we are able to group organisations together for analysis purposes.

Q2 **What is your position in (CATI scripter insert organisation)? WRITE IN.**

ANY ANSWER (WRITE IN AND CODE '1) 1

X

Y

Q3 **How long have you been with [CATI Scripter insert organisation]? SINGLE CODE**

Less than five years	1
Between five and ten years	2
More than 10 years	3
Don't know/can't remember	4

Q4 **What type of organisation is (CATI scripter insert organisation)? Is it a... READ OUT MULTICODE OK**

Non-Departmental Public Body	1	
Local Authority	2	
Voluntary/Other third sector or voluntary bodies	3	
Interest Group/ Representative Body	4	
Registered Charity	5	
Private sector/business	6	
NHS/health organisation	7	
Scottish Government Agency	8	CLOSE
Central government department	9	
Academic institution	10	
Public/private sector partnership	11	
UK Government Agency	12	
A member of a Community Planning Partnership	13	
Other (PLEASE WRITE IN AND CODE '')	14	
Don't know	15	

ASK ALL

Q5 **What is the postcode of the office from which you work?**

PLEASE WRITE IN AND CODE	1
Don't know	2

Q6 Which of the following would you say best describes your organisation's relationship with the Scottish Government? READ OUT a) – e) MULTICODE OK

a)	Campaigns or lobbies on specific issues	1
b)	Delivers services on behalf of or in partnership with the Scottish Government	2
c)	Delivers services to the Scottish Government	3
d)	Advises or consults on behalf of the Scottish Government	4
e)	Advises or consults to the Scottish Government	5
	Something else (PLEASE WRITE IN AND CODE ' ')	6
	Don't know	7

Q7 Is your organisation...READ OUT a) – d) SINGLE CODE

	YES	NO	Don't know
a) Funded wholly by the Scottish Government	1	2	3
b) ASK IF NO AT a) Funded in part by the Scottish Government	1	2	3
c) Regulated by the Scottish Government	1	2	3
d) Previously funded by Scottish Government through specific funding streams that have ended	1	2	3
e) Previously funded by local government through specific funding streams that have ended	1	2	3

Q8 How many people would you say are currently employed by your organisation at all of its offices or branches? TYPE IN. IF RESPONDENT IS UNSURE, ASK FOR AN APPROXIMATE FIGURE

<10	1
11-50	2
51-200	3
201-500	4
501-1,000	5
1,001-5,000	6
5,001+	7
Don't know	8

Q9 To which policy areas does most of your engagement relate?
MULTI CODE OK

	()
Agriculture and Rural Development	1
Arts, Heritage and Recreation	2
Business and Industry	3
Crime, law, justice and rights	4
Care and social work (incl. child/elderly care)	5
Economics and finance	6
Education and Skills	7
Employment, jobs and careers	8
Energy and fuel	9
Environment	10
Government, politics and public administration (incl. LA's/Councils)	11
Health/wellbeing (incl. NHS/Health Boards)	12
Housing and Regeneration	13
Inclusion, Equalities and Community Engagement	14
Information and communication	15
Marine and fisheries issues	16
Science, technology and innovation	17
Transport and infrastructure	18
Other WRITE IN	19
Don't know	20

General perceptions of the Scottish Government

I'd now like to ask you some questions about your general impressions of the Scottish Government.

AGAIN, PLEASE NOTE THE QUESTIONS THAT FOLLOW ARE ABOUT GOVERNMENT OFFICIALS NOT MINISTERS

Q10 Do you have any general comments about the way in which the Scottish Government engages with you as a key stakeholder? PROBE FULLY AND WRITE IN. ()

ANY ANSWER (WRITE IN AND CODE '1) 1

None/no answer X

Don't know Y (-)

Q11 In the last 12 months, how satisfied have you been with the dealings you have had with the Scottish Government? SINGLE CODE

Very satisfied	1
Fairly satisfied	2
Neither satisfied nor dissatisfied	3
Fairly dissatisfied	4
Very dissatisfied	5
Don't know	6

Q12 Which of these comes closest to describing how you would speak about the Scottish Government? Would you... REVERSE ORDER. SINGLE CODE

Speak highly of it without being asked your opinion	1
Speak highly of it but only if you are asked	2
Be neutral about it	3
Be critical of it if asked	4
Be critical of it without being asked	5
Don't know	6

Successful stakeholder relations

I'd now like to ask you about some specific aspects of working with the Scottish Government. Just to remind you again, PLEASE NOTE THE QUESTIONS THAT FOLLOW ARE ABOUT GOVERNMENT OFFICIALS NOT MINISTERS

Q13 How often have you had the following types of contact with the Scottish Government as a representative of [INSERT ORGANISATION] in the last 12 months? SINGLE CODE EACH ROW

	Frequently	Occasionally	Never	Don't know
Seeking information or advice	1	2	3	4
Responding to consultation over a specific policy/project	1	2	3	4
Receiving information on grant processing	1	2	3	4
Receiving assistance interpreting legislation	1	2	3	4
Providing advice to the Government	1	2	3	4
Receiving assistance in delivering outcomes	1	2	3	4
Receiving information or guidance	1	2	3	4

Q14 **And what are the main methods you use to interact with the Scottish Government?** MULTI CODE OK

Face to face meetings	1
Letters	2
Reports/proposals/submissions Other written documents	3
Emails	4
Telephone conversations	5
Conference/event	6
Scottish Government website	7
Other (PLEASE WRITE IN AND CODE ' ')	8
None of these	9
Don't know	10

Q15 **How do you find out who you need to speak to in the Scottish Government?** MULTI CODE OK

Ask amongst colleagues and/or professional networks	1
'Just know' – deal extensively with the SG	2
Look up website	3
Go through established contacts	4
Telephone Scottish Government Central Enquiry Unit and ask	5
Use named official on correspondence	6
Ask an SG contact that I know already	7
Other (PLEASE WRITE IN AND CODE ' ')	8
None of these	9

Q16 I am going to read out a list of words and phrases that could be used to describe the way that people in an organisation work. I would like you to tell me to what extent these fit your impressions of the Scottish Government officials you work with most often. READ OUT. RANDOMISE ORDER. MULTICODE OK

	ALWAYS	SOMETIMES	NEVER	DK/NO OPINION
a) They seek to influence rather than control	1	2	3	4
b) They treat me as their equal	1	2	3	4
c) They are joined up	1	2	3	4
d) They provide clear information on what they do	1	2	3	4
e) They help me achieve my aims	1	2	3	4
f) They demonstrate commitment to equalities in their action	1	2	3	4

ASK ALL
Q17

I am going to read out a list of 11 attributes and I'd like you to tell me how important each is to you in your dealings with Scottish Government officials. Could you tell me whether you think each is essential, very important, important or not important. CODE ONE ON EACH ROW ONLY. RANDOMISE ORDER

	Essential	Very important	Important	Not important	Don't know
Provides accurate and reliable information	1	2	3	4	5
<i>Provides timely and appropriate responses</i>	1	2	3	4	5
Is open to challenge	1	2	3	4	5
Is willing to take your views on board	1	2	3	4	5
<i>Understands what you are trying to achieve</i>	1	2	3	4	5
In policy making, is clear about how much is open to change	1	2	3	4	5
<i>Involves you at an early stage in developing policy</i>	1	2	3	4	5
Staff treat you with courtesy and respect	1	2	3	4	5
<i>Staff are knowledgeable about their area of work</i>	1	2	3	4	5
That policy and decisions are based upon sound evidence	1	2	3	4	5
<i>Understands constraints facing stakeholders</i>	1	2	3	4	5

4

* Italics indicate that the attribute was identified as being of key importance in the 2005 survey

Q18 I'm now going to read out the same list of attributes and I'd like you to tell me what your experience is of the Scottish Government officials with whom you have most contact. Could you tell me whether your experience has been excellent, very good, good, average, poor or very poor? CODE ONE ON EACH ROW ONLY. RANDOMISE ORDER

	Excellent	Very good	Good	Average	Poor	Very poor	Don't know
Providing accurate and reliable information	1	2	3	4	5	6	7
<i>Providing timely and appropriate responses</i>	1	2	3	4	5	6	7
Is open to challenge	1	2	3	4	5	6	7
Willing to take your views on board	1	2	3	4	5	6	7
<i>Understands what you are trying to achieve</i>	1	2	3	4	5	6	7
In policy making, being clear about how much is open to change	1	2	3	4	5	6	7
<i>Involving you at an early stage in developing policy</i>	1	2	3	4	5	6	7
Staff who treat you with courtesy and respect	1	2	3	4	5	6	7
<i>Staff that are knowledgeable about their area of work</i>	1	2	3	4	5	6	7
That policy and decisions are based upon sound evidence	1	2	3	4	5	6	7
<i>Understands constraints facing stakeholders</i>	1	2	3	4	5	6	7

* Italics indicate that the attribute was identified as being of key importance in the 2005 survey

Q19 I am going to read out a further 4 statements about the way in which the Scottish Government works with stakeholders. Please can you tell me to what extent you agree or disagree with each?

CODE ONE ON EACH ROW ONLY. RANDOMISE ORDER

	Strongly agree	Tend to Agree	Neither	Tend to Disagree	Strongly Disagree	Don't Know/ No opinion
The Scottish Government is fair and equal in their treatment of stakeholders	1	2	3	4	5	6
I feel involved in the design and development of Scottish Government policy	1	2	3	4	5	6
I am personally motivated to work in partnership with the Scottish Government to achieve their objectives	1	2	3	4	5	6
I feel valued for the contribution I make to the work of the Scottish Government	1	2	3	4	5	6

Stakeholders and the Scottish Government

Last year the Scottish Government set out their Purpose, Strategic Objectives and National Outcomes.

Q20 Overall, how much, if anything, do you know about the Scottish Government's Purpose and Strategic Objectives? Would you say ...

REVERSE ORDER. SINGLE CODE

A great deal	1
A fair amount	2
Not very much	3
Heard of but know nothing at all	4
Never heard of	5
Don't know/No opinion	6

ASK ALL WHO SAY A GREAT DEAL > HEARD OF BUT KNOW NOTHING

Q21 **And how well do you feel the Scottish Government has communicated their Purpose and Strategic Objectives? Would you say...** REVERSE ORDER.
SINGLE CODE

Very well	1
Fairly well	2
Not very well	3
Hasn't communicated at all	4
Don't know/No opinion	5

Q22 **To what extent do you feel the introduction of the Government's new Purpose and Strategic Objectives will change working relationships between yourselves and Scottish Government officials? Would you say...**
SINGLE CODE

A great deal	1
A fair amount	2
Not very much	3
Not at all	4
Too early to say	5
Don't know/No opinion	6

ASK ALL WHO SAY A GREAT DEAL OR FAIR AMOUNT

Q23 **And, in what way will it change your working relationships?** DO NOT READ OUT.

Will promote more of a partnership approach	1
Has resulted in new priorities/objectives	2
Will provide focus/gives a clear sense of purpose	3
Will provide clarity/overarching view of Govt priorities	4
Will ensure Scottish Government policy is coherent/aligned	5
The Purpose/Objectives/priorities reflect those of my organisation so more agreement	6
Will promote greater efficiency	7
Will provide better accountability/quantifiable benchmarks/easier to assess Govt. performance	8
Has resulted in the Local Government Concordat which changes the relationship between the Scottish Government/local authorities/gives local authorities more responsibility	9
Will have to provide more	10

evidence of outcomes	
There will be less accountability/lines of responsibility are unclear	11
Has removed the focus on my policy area	12
Other (WRITE IN)	13
Don't know	14
No reason	15

ASK ALL

In November 2007, the Scottish Government signed a Concordat with the Convention of Scottish Local Authorities setting out the terms of a new relationship between national and local government in Scotland. Under the Concordat each local authority will reach a Single Outcome Agreement with the Scottish Government based on 15 national outcomes but reflecting local circumstances and priorities.

Q24 Before this interview, how much, if anything, would you say you knew about the Concordat? Would you say ... REVERSE ORDER. SINGLE CODE

A great deal	1
A fair amount	2
Not very much	3
Heard of but knew nothing at all	4
Never heard of it	5
Don't know/No opinion	6

Q25 To what extent do you feel that the new Concordat arrangements will change working relationships between yourselves and Scottish Government officials? Would you say...

SINGLE CODE

A great deal	1
A fair amount	2
Not very much	3
Not at all	4
Too early to say	5
Don't know/No opinion	6

ASK ALL WHO SAY A GREAT DEAL OR FAIR AMOUNT

Q26 **And in what way do you think it will change your working relationships? DO NOT READ OUT.**

POSITIVE		NEGATIVE	
Will promote more of a partnership approach	1	Will have to go to local councils for funding, instead of the Scottish Government	1
Gives local government greater autonomy	2	Funding for voluntary sector not guaranteed as before	2
Will promote a more trusting relationship between the Scottish Government and local government	3	Will be difficult to promote national standards if every local council is doing something different/Will result in postcode lottery	3
There will be less interference/micro-management by the Scottish Government	4	There will be more interference/micro management by the Scottish Government	4
More democratic	5	Allows government to blame councils/pass the buck	5
Brings greater equality/a more equal relationship/partnership between local and national government	6	May/has removed the focus on my policy area	6
Moves away from ring fencing allows greater flexibility	7	There will be more monitoring/reporting obligations	7
Enables a focus on local circumstances/priorities/needs	8	There will be less accountability/lines of responsibility are unclear	8
Recognises that local councils are competent/can be trusted	9		
Will provide better accountability/clearer lines of accountability	10		
Will result in reduction in monitoring and reporting obligations	11		
Will result in efficiency savings	12		
Provides clarity on responsibilities of the Scottish Govt vis a vis local government	13		
Will allow greater innovation by local government	14		
Recognises a one size fits all approach is not appropriate	15		
Outcomes based model gives clearer/greater focus	16		
Other (WRITE IN)	17		
Don't know	18		
No reason	X		

The Value of Stakeholder Relations

ASK ALL NON-LOCAL AUTHORITY STAKEHOLDERS

Q27 **To what extent do you feel your organisation could contribute to helping the Scottish Government to achieve their Purpose and Strategic Objectives? Would you say... SINGLE CODE ONLY**

A great deal	1
A fair amount	2
Not very much	3
Not at all	4
Too early to say	5
Don't know	6

Q28 **And what barriers, if any, limit the extent to which you can contribute?**
DO NOT READ OUT

Poor communication/information	1
Too much paperwork/bureaucracy	2
Staff move around too much/break up of relationships	3
Lack of join up	4
Lack of understanding/knowledge/Poor understanding of issues	5
Too central belt focused	6
Unrealistic timescales	7
Controlling/ignore advice/don't listen to us	8
Lack of clarity/openness	9
Too prescriptive	10
No focus/lack of focus on relevant issues	11
Too many initiatives	12
My organisation lacks resources	13
My organisation lacks the expertise	14
Other (WRITE IN)	15
Don't know	16
No/none/nothing	17

ASK ALL

Earlier this year, the Scottish Government launched their Scotland Performs website to allow people to measure the impact of their policies.

**Q29 How much do you know about Scotland Performs? Would you say you know ...
REVERSE ORDER. SINGLE CODE ONLY**

A great deal	1
A fair amount	2
Not very much	3
Heard of but know nothing about	4
Never heard of	5
Don't know/no opinion	6

Q30 Finally, thinking about all the things we have discussed, if you could suggest one way in which the Scottish Government could improve the ways in which they work with and involves other organisations, what would it be? DO NOT READ OUT

More realistic/less demanding timetables	1
Speed up response and delivery	2
Listen to other organisations/stakeholders	3
More face to face meetings/dialogues	4
Staff moving around less	5
More discussion as opposed to instruction	6
Earlier/more strategic dialogue	7
Be more open/transparent	8
Have a more corporate approach/more consistent approach	9
More job shadowing/(informal) secondments (to see what is going on)	10
Come out and see/visit us more often	11
Improving staffing levels	12
Have a better understanding/knowledge of other organisations	13
Directorates need to work together/be more joined up	14
Produce a briefing on who is responsible for each area of work	15
Greater flexibility/less constrained by	16

legislation/bureaucracy	
Take more risks/be less cautious	17
Be more proactive	18
To be kept informed/better communications/feedback	19
Provide more resources	20
Tell local decision makers what to do	21
Other	22
Don't know	23
None/nothing	24

Q31 Thank you very much for taking part in this survey. Over the next few weeks, Ipsos MORI will be conducting telephone interviews with a small number of stakeholders to explore in more depth some key issues arising from this research. Would you be willing to help with that research? You would, of course, be free to say 'no' at the time. SINGLE CODE ONLY

Yes	1
No	2

IF YES, check preferred phone number and record

Appendix C

Follow up stakeholder interviews – Topic Guide A

Scottish Government Stakeholder Survey Follow up qualitative research Topic Guide A

**These questions will be asked of people who said they have been dissatisfied with the dealings they have had with the Scottish Government over the last 12 months
(SGSS 2008 Q11)**

Introduction

- Thank you for agreeing to take part in this follow up qualitative research
- In order to provide a deeper understanding of stakeholder experiences, which the Government can act upon, the Scottish Government has asked us to explore in more detail some of the issues raised in the recent stakeholder survey.
- Interview will last around 30 minutes
- Permission to tape record
- Reassurances on confidentiality/anonymity
- Emphasise focusing on officials not ministers

General satisfaction

- In the survey, you said that you were dissatisfied with the Scottish Government overall. Why did you say this? Can you give me specific examples of what is less good about your relationship with them/the way they engage with you?
- Has your impression of the Scottish Government changed in the last year? Positive/Negative? Why do you say this?

Areas for improvement

The Government are interested in us exploring in further detail some of the issues that were highlighted from the survey. So I'd now just like to ask you what you think about some of these issues.

Join up

The survey emphasised the value of the Scottish Government working in a joined-up manner. So first of all, I'd like to explore your perceptions of join up.

- Would you agree or disagree that the SG is joined up? – Why do you say that?
 - PROBE FOR: Join up within Directorates, between Directorates, or between the SG and other organisations?

- Can you give me an example of the SG not being joined up?
- What do you think the SG could do to improve join up?
- How has this impacted on your work/engagement with the SG?
- To what extent is a lack of join-up a barrier to interacting with the SG?

Stakeholder relationships

In terms of the Scottish Government relating to stakeholder organisations, another issue highlighted in the survey was the SG's understanding of the needs and objectives of stakeholder organisations and, related to this, helping stakeholders to achieve their aims.

- Overall, would you say that working with the SG benefits your organisation?
- Do you think that the SG understands the needs/objectives of your organisation? – Why do you say that? – PROBE FOR EXAMPLES.
- What more could the SG do to help you achieve your aims and objectives?
- When the SG lacks understanding of your organisation's needs and objectives, what impact (if any?) does it have on your organisation and/or working with the Scottish Government?
- How would it improve your organisation's working with the SG, to have the SG better understand your needs and objectives?

Policymaking

Another important issue identified in the survey was stakeholder involvement in policy development.

- How do you feel about the extent to which the SG involves you in policy making? – Why do you say that?
- Do you feel they involve the right people? At the right stage(s) of the process? – Can you give me a specific example of where the SG has involved/not involved you satisfactorily in the policy development process? – PROBE FOR EXAMPLES.
- Do you feel that the SG recognise the expertise of their stakeholders? – Why do you say that? – What could they do to improve in this respect?
- What is your perception of how open to change the SG is in regard to policy making? – Why do you say that? – PROBE FOR EXAMPLES. What could the SG do to improve in this respect?
- Could the SG communicate better what is or isn't open to change? In what way or at what stage?

Also with regard to policy, the results of the survey suggest that stakeholders feel that policy and decisions are not always based upon sound evidence.

- What is your perception of the SG's use of evidence?
- Why do you say that?
- Can you give me a specific example?

- The perception that the SG does not always base policy and decisions on sound evidence - what sort of impact does that have on how you engage with the SG?
- What do you think the SG can do to improve in this respect?

Partnership working in general

Now I have a few questions on partnership working between the SG and stakeholders.

- To what extent would you say that the SG is genuinely seeking to work in partnership at the moment? – Why do you say that?
 - PROBE FOR: Open to challenge, Extent to which they seek to influence rather than control.
 - Can you give me a specific example?
 - How do you think the SG could improve in this respect?
- How do you feel about your organisation's capacity to work in partnership with the SG? PROBE for views on level of involvement expected.
- How would you like to see your relationship with the Scottish Government evolving in the long term, say in 10, 15 years time?

Providing clear information about what they do

- In terms of providing information about what they do, what do you feel the SG do well/less effectively – Are there any areas they could communicate with you better? – Why do you say that?
- From where have you received your information about what they do?
- What information would you like that you do not currently have? – How could the SG best provide this information?
- How has poor provision/effective provision of information impacted on how your organisation functions and/or deals with the SG?
- Have you any other comments about what the SG could do to improve information provision about what they do?

Scotland Performs

In the survey, we also asked you about the Scotland Performs website which the Scottish Government has launched to enable people to measure the impact of its policies

- IF KNEW GREAT DEAL/FAIR AMOUNT/NOT MUCH ABOUT SCOTLAND PERFORMS IN THE SURVEY
 - In the survey you said that you knew a bit about Scotland performs. Where did you find out about it?
 - What would you say you know?
 - Have you looked at the website?

- What do you think of it in general; to what extent do you find it useful?
- Does the data available on Scotland Performs website have a role in influencing how you engage with the SG?
- IF HEARD OF BUT KNOW NOTHING/NEVER HEARD OF SCOTLAND PERFORMS IN THE SURVEY
 - In the survey you said that you didn't know much about Scotland Performs.
 - Have you received any information about it at all? (If yes) What information did you receive? Did you find it helpful or interesting?
 - Is the Scotland Performs website something that you would find interesting/useful? How would you like to receive information about it?
 - What sort of value could the Scotland Performs website add to your dealings with the SG?

Looking to the future

And finally...

- What do you think should be the priority areas for improvement for the Scottish Government in developing their relationship with you? – Why do you say that?
- Thinking about the areas we have covered in this interview, is there anything else you would like to say about your engagement with the Scottish Government?

THANK AND CLOSE

Follow up stakeholder interviews – Topic Guide B
Scottish Government Stakeholder Survey
Follow up qualitative research
Topic Guide B

These questions will be asked of people who said the new concordat arrangements will change working relationships between themselves and Scottish Government officials either a great deal or a fair amount (SGSS 2008 Q24)

Introduction

- Thank you for agreeing to take part in this follow up qualitative research
- In order to provide a deeper understanding of stakeholder experiences, which the Government can act upon, the Scottish Government has asked us to explore in more detail some of the issues raised in the recent stakeholder survey.
- Interview will last around 30 minutes
- Permission to tape record
- Reassurances on confidentiality/anonymity
- Emphasise focusing on officials not ministers

General satisfaction

- In the survey, you said that you were satisfied/dissatisfied with the Scottish Government overall. Why did you say this?
- To what extent has your impression of the Scottish Government changed in the last year? Why?

Concordat

Moving on, I'd like to focus on the local government concordat which was also discussed in the survey.

- In the survey you said that the Concordat would change your working relationship with the Scottish Government. Why did you say this?
- Will these changes be a positive development for your organisation or unhelpful? Why?
- What type of impact would the Concordat have on the way your organisation functions?
- Will there be any significant changes that you will have to make?
- Is there anything about the Concordat arrangements that you would like to see change? If yes, what are they?

Partnership working in general

Now I have a few questions on partnership working between the SG and stakeholders.

- To what extent would you say the Scottish Government is genuinely seeking to work in partnership with stakeholders at the moment? Why do you say that?
 - PROBE FOR: Open to challenge, Extent to which they seek to influence rather than control.
- How do you feel about your organisation's capacity to work in partnership with the SG? PROBE FOR views on level of involvement expected.
- How would you like to see your relationship with the Scottish Government evolving in the long term, say in 10, 15 years time?

Scotland performs

In the survey, we also asked you about the Scotland Performs website which the Scottish Government has launched to enable people to measure the impact of its policies.

- IF KNEW GREAT DEAL/FAIR AMOUNT/NOT MUCH ABOUT SCOTLAND PERFORMS IN THE SURVEY
 - In the survey you said that you knew a bit about Scotland performs. Where did you find out about it?
 - What would you say you know?
 - Have you looked at the website?
 - What do you think of it in general; to what extent do you find it useful?
 - Does the data available on Scotland Performs website have a role in influencing how you engage with the SG?
- IF HEARD OF BUT KNOW NOTHING/NEVER HEARD OF SCOTLAND PERFORMS IN THE SURVEY
 - In the survey you said that you didn't know much about Scotland Performs.
 - Have you received any information about it at all? (If yes) What information did you receive? Did you find it helpful or interesting?
 - Is the Scotland Performs website something that you would find interesting/useful? How would you like to receive information about it?
 - What sort of value could the Scotland Performs website add to your dealings with the SG?
- Thinking about the areas we have discussed in this interview or the topics covered in the survey, is there anything else you would like to say?

THANK & CLOSE

Appendix D

Survey results by Directors General portfolio areas

Table D.1 Satisfaction with the Scottish Government

In the last 12 months, how satisfied or dissatisfied have you been with the dealings you have had with the Scottish Government?

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Very satisfied	41	34	38	32	31	35
Fairly satisfied	42	50	49	51	52	48
Neither satisfied nor dissatisfied	11	10	9	9	12	8
Fairly dissatisfied	4	3	2	4	4	4
Very dissatisfied	2	2	2	2	1	3
Don't know	1	1	*	-	1	1

Table D.2 - D.8 Types of contact with the Scottish Government

How often have you had the following types of contact with the Scottish Government as a representative of [name of organisation] in the last 12 months?

Table D.2 Seeking information or advice from the Scottish Government

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Frequently	41	46	41	48	43	46
Occasionally	49	48	53	45	52	49
Never	9	5	5	6	5	5
Don't know	1	*	*	*	*	*

Table D.3 Responding to consultation over a specific policy/project

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Frequently	56	52	52	55	57	55
Occasionally	36	39	42	38	39	40
Never	8	9	5	6	4	5
Don't know	-	-	-	-	*	*

Table D.4 Receiving information on grant processing

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198 %	333 %	317 %	247 %	496 %	205 %
Frequently	18	16	19	15	16	18
Occasionally	37	40	48	39	43	43
Never	42	42	31	44	39	37
Don't know	3	2	2	2	2	2

Table D.5 Receiving assistance interpreting legislation

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198 %	333 %	317 %	247 %	496 %	205 %
Frequently	10	10	8	7	9	10
Occasionally	46	48	52	49	52	51
Never	43	41	40	43	39	38
Don't know	1	1	1	1	*	*

Table D.6 Providing advice to the Scottish Government

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198 %	333 %	317 %	247 %	496 %	205 %
Frequently	38	35	31	34	36	36
Occasionally	51	50	56	54	51	53
Never	11	16	12	13	12	11
Don't know	-	-	*	-	*	-

Table D.7 Receiving assistance in delivering outcomes

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198 %	333 %	317 %	247 %	496 %	205 %
Frequently	17	21	20	20	21	22
Occasionally	50	46	50	47	51	52
Never	30	31	27	32	25	23
Don't know	3	2	3	2	2	3

Table D.8 Receiving information or guidance

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198 %	333 %	317 %	247 %	496 %	205 %
Frequently	39	45	44	43	50	50
Occasionally	54	50	51	51	46	47
Never	7	5	5	6	4	3
Don't know	-	-	-	-	*	*

Table D.9 Main method of contact used to interact with the Scottish Government

And what are the main methods you use to interact with the Scottish Government?

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198 %	333 %	317 %	247 %	496 %	205 %
Emails	84	87	87	84	87	88
Face to face meetings	83	80	78	81	76	83
Phone conversations	67	72	68	72	68	76
Letters	36	38	34	36	35	41
Reports/proposals/ submissions/other written documents	33	34	32	35	32	41
Conference/event	29	28	29	28	27	33
SG website	22	25	22	25	22	29
Other	2	1	1	*	1	2
None of these	-	*	*	*	*	*

Table D.10 – D.22 Perceived performance of Scottish Government officials on critical success factors

I'm now going to read out the same list of attributes and I'd like you to tell me what your experience is of the Scottish Government officials with whom you have most contact

Table D.10 Providing accurate and reliable information

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Excellent	8	10	8	8	7	10
Very good	33	28	35	29	33	31
Good	43	46	44	49	42	46
Average	13	13	11	12	15	10
Poor	2	2	1	2	2	3
Very poor	-	1	*	*	*	*
Don't know	2	1	*	*	*	*

Table D.11 Providing timely and appropriate responses

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Excellent	10	8	7	8	7	9
Very good	24	21	21	19	24	20
Good	39	39	44	45	39	42
Average	17	21	18	18	20	20
Poor	6	8	5	8	8	5
Very poor	3	2	3	2	1	3
Don't know	2	2	1	1	1	1

D.12 Being open to challenge

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Excellent	6	6	5	4	4	7
Very good	18	16	20	15	17	17
Good	32	33	35	36	35	33
Average	26	31	27	30	29	29
Poor	11	11	9	12	12	11
Very poor	3	2	2	1	1	2
Don't know	4	1	2	2	2	1

D.13 Being willing to take your views on board

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Excellent	8	7	7	6	5	7
Very good	22	20	23	20	22	18
Good	41	45	43	41	42	46
Average	16	21	21	23	22	20
Poor	10	6	5	7	7	7
Very poor	1	*	1	*	*	-
Don't know	3	1	1	1	1	1

D.14 Understanding what you are trying to achieve

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Excellent	9	7	6	4	5	7
Very good	28	23	30	21	26	25
Good	42	44	41	45	42	43
Average	13	21	17	22	18	18
Poor	6	6	5	6	8	5
Very poor	1	-	*	1	*	1
Don't know	1	*	*	1	*	*

D.15 In policy making, being clear about how much is open to change

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Excellent	5	3	3	2	3	4
Very good	22	19	22	17	17	20
Good	35	37	41	39	39	36
Average	24	29	24	27	29	27
Poor	8	7	7	10	8	9
Very poor	2	2	2	2	2	1
Don't know	5	2	1	3	2	2

D.16 Involving you at an early stage in developing policy

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Excellent	6	5	5	4	5	5
Very good	21	19	21	19	19	19
Good	36	32	36	37	33	35
Average	22	29	25	26	30	25
Poor	8	10	10	10	11	11
Very poor	2	2	2	2	1	2
Don't know	6	3	2	2	1	3

D.17 Having staff who treat you with courtesy and respect

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Excellent	24	21	25	23	23	24
Very good	41	46	44	42	46	42
Good	28	27	25	30	25	28
Average	4	5	5	4	5	5
Poor	1	1	1	1	1	*
Very poor	-	-	-	-	*	*
Don't know	2	*	*	-	*	-

D.18 Having staff who are knowledgeable about their area of work

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Excellent	12	10	11	10	9	12
Very good	34	34	33	36	34	36
Good	39	41	41	39	42	40
Average	9	10	9	11	10	7
Poor	4	3	3	4	4	3
Very poor	1	2	1	1	1	1
Don't know	2	1	1	*	1	*

D.19 That policy and decisions are based upon sound evidence

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Excellent	5	6	5	5	4	6
Very good	24	17	21	17	18	19
Good	36	41	42	45	39	44
Average	22	26	23	22	27	20
Poor	6	7	5	8	9	8
Very poor	2	1	1	1	1	1
Don't know	6	2	3	2	2	2

D.20 Understanding constraints facing stakeholders

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Excellent	5	5	4	4	4	7
Very good	21	19	24	17	17	19
Good	38	36	34	36	37	37
Average	25	29	26	30	28	25
Poor	8	9	9	11	12	10
Very poor	1	1	1	1	1	1
Don't know	2	1	1	1	*	*

D.21 – D.24 Perceptions of Scottish Government work with stakeholders

I am going to read out a further 4 statements about the way in which the Scottish Government works with stakeholders. Please can you tell me to what extent you agree or disagree with each?

Table D.21 The Scottish Government is fair and equal in their treatment of stakeholders

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Strongly agree	14	14	12	14	13	10
Tend to agree	52	50	54	46	49	53
Neither	14	14	15	15	17	16
Tend to disagree	10	11	9	11	12	8
Strongly disagree	3	4	3	6	4	5
Don't know/no opinion	8	7	7	8	6	8

Table D.22 I feel involved in the design of Scottish Government policy

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Strongly agree	11	11	10	12	9	10
Tend to agree	41	38	44	41	43	42
Neither	19	22	20	20	20	21
Tend to disagree	17	20	18	17	20	17
Strongly disagree	6	5	3	5	5	5
Don't know/no opinion	6	5	3	5	2	5

Table D.23 I am personally motivated to work in partnership with the Scottish Government to achieve their objectives

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Strongly agree	49	48	52	44	51	50
Tend to agree	34	38	38	42	37	37
Neither	9	7	6	8	7	7
Tend to disagree	2	3	1	3	2	4
Strongly disagree	2	*	-	*	*	*
Don't know/no opinion	5	3	2	3	2	2

Table D.24 I feel valued for the contribution I make to the work of the Scottish Government

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
Strongly agree	23	20	22	22	19	22
Tend to agree	45	47	47	43	49	42
Neither	20	20	19	21	19	21
Tend to disagree	6	8	7	8	7	9
Strongly disagree	2	2	2	2	2	2
Don't know/no opinion	4	3	3	4	3	3

D.25 Knowledge of the Scottish Government's Purpose and National Outcomes

Overall, how much, if anything, do you know about the Scottish Government's Purpose and National Outcomes? Would you say?

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
A great deal	33	30	36	32	29	37
A fair amount	47	55	49	49	55	47
Not very much	10	11	10	12	12	12
Heard of but know nothing at all	6	3	3	4	3	2
Never heard of	4	1	1	2	2	1
Don't know	1	*	*	*	*	*

D.26 Communication of the Scottish Government's Purpose and National Outcomes

And how well do you feel the Scottish Government has communicated their Purpose and National Outcomes? Would you say?

Base: All who know a great deal, a fair amount or not very much about the Purpose and National Outcomes

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	178	318	302	230	473	197
	%	%	%	%	%	%
Very well	30	26	33	28	26	29
Fairly well	56	59	54	55	56	55
Not very well	12	12	11	12	16	12
Hasn't communicated at all	1	1	1	2	1	1
Don't know	2	2	2	3	2	3

D.27 Impact of Purpose and National Outcomes on stakeholders' relationships with SG

To what extent do you feel the introduction of the Government's new Purpose and National Outcomes will change working relationships between your organisation and Scottish Government officials?

Base: All who know a great deal, a fair amount or not very much about the Purpose and Outcomes

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	178	318	302	230	473	197
	%	%	%	%	%	%
A great deal	18	17	20	17	15	24
A fair amount	30	31	32	32	29	31
Not very much	23	20	15	20	18	18
Not at all	7	6	5	7	5	6
Too early to say	20	24	25	20	30	18
Don't know/ no opinion	2	3	2	4	3	4

Table D.28 Knowledge of the local government concordat

Before this interview, how much, if anything, would you say you knew about the concordat?

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	198	333	317	247	496	205
	%	%	%	%	%	%
A great deal	33	27	33	24	29	35
A fair amount	32	33	33	32	36	33
Not very much	18	22	18	20	19	20
Heard of but knew nothing at all	9	11	9	13	9	8
Never heard of it	7	6	5	10	6	4
Don't know/no opinion	1	1	*	*	1	*

D.29 Impact of concordat on stakeholders' relationships with SG

To what extent do you feel that the new concordat arrangements will change working relationships between your organisation and Scottish Government officials?

Base: All who know a great deal, a fair amount or not very much about the concordat

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	<i>165</i>	<i>274</i>	<i>270</i>	<i>190</i>	<i>417</i>	<i>180</i>
	%	%	%	%	%	%
A great deal	27	24	24	21	20	27
A fair amount	23	22	28	24	27	23
Not very much	22	25	21	25	21	26
Not at all	10	10	6	12	7	7
Too early to say	16	16	20	15	22	14
Don't know/ no opinion	2	2	2	3	2	3

Table D.30 Extent to which stakeholders feel they can contribute to achievement of SG's Purpose and National Outcomes

To what extent do you feel your organisation could contribute to helping the Scottish Government to achieve their Purpose and National Outcomes?

Base: All non-local authority stakeholders

	Justice and Communities	Economy	Education	Environment	Health	Permanent Secretary
<i>Base:</i>	<i>160</i>	<i>261</i>	<i>248</i>	<i>199</i>	<i>420</i>	<i>156</i>
	%	%	%	%	%	%
A great deal	46	46	52	40	50	51
A fair amount	31	33	31	37	31	28
Not very much	8	8	5	8	5	8
Not at all	3	3	2	4	2	3
Too early to say	9	9	8	8	10	8
Don't know	4	2	3	3	2	2

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