

**Commission on
Parliamentary
Reform**

Your Parliament
Your Voice

Coimisean air
Ath-leasachadh
Pàrlamaideach

Do Phàrlamaid
Do Ghuth

Agenda

3rd Meeting

Friday 25 November 2016

The Commission will meet at 1.00 pm in Q1.04 at the Scottish Parliament.

1. The Commission will discuss the importance of public engagement and participation in the parliamentary process with—

Professor Cristina Leston-Bandeira, Professor of Politics, University of Leeds;
Dr Oliver Escobar, Lecturer in Public Policy, University of Edinburgh and Co-Director, What Works Scotland
Kirsten Urquhart, Director of Digital Information, Young Scot; and
Kaela Scott, Involve.

Paper CPR/3/1 – written views of discussion participants

Paper CPR/3/2 (private paper) – The role of public engagement and participation

2. The Commission will discuss the Scottish Parliament's public engagement strategy with (in private) —

Callum Thomson, Group Head of Research, Communications and Public Engagement; Susan Duffy, Group Head of Committees and Outreach; and Emma Armstrong, Web and Online Manager; Sally Coyne, Head of Outreach Services, The Scottish Parliament.

Paper CPR/3/3 – Note for the Commission on Parliamentary Reform – Public Engagement Strategy for Session 5

3. The Commission will discuss its forward work programme (in private).

Paper CPR/3/4 (private paper) – forward work programme

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Commission on Parliamentary Reform

3rd Meeting, Friday 25 November 2016

Public engagement and participation – views of discussion participants

Introduction

1. At its meeting on 7 November, the Commission agreed to hold discussions with a number of academics and professionals on the role of the Scottish Parliament and its engagement function.
2. The following participants have agreed to meet with the Commission—
 - [Professor Cristina Leston-Bandeira](#), Professor of Politics, University of Leeds;
 - [Dr Oliver Escobar](#), Lecturer in Public Policy, University of Edinburgh and Co-Director, What Works Scotland;
 - Young Scot;
 - Kaela Scott, Engagement Lead in Scotland, Involve
3. The participants have provided background papers for Commission members' information and these are set out in the annexes to this paper.

PROFESSOR CRISTINA LESTON-BANDEIRA**How well does the Scottish Parliament engage?***1. What is the Parliament's image?*

Parliament's image is invisible. Or, to put in another way, it is like a sponge that absorbs other units' image. This means that it is very difficult for the public to actually differentiate and identify a specific image of parliament. Parliament is a collective institution that encompasses a variety of different actors (representatives, parties, officials) and agendas (support government policies, scrutinise government, oppose government, represent constituents), many of which run counter to each other. Parliament's image is simultaneously the composite of the image of all of these units/actors with an overriding general image associated with other elements of our political systems: politics in general, politicians, democracy and government. In practical terms the main body that affects parliament's image is government. Most people cannot differentiate between parliament and government. This is not a problem specific to the UK or Scotland. It is an issue seen with parliaments all over the world, though in the UK it is particularly prominent due to the Westminster culture which encompasses a fusion between the Executive and the Legislative branches. As a result of this, if government is popular, parliament will be popular, and vice-versa, without this necessarily reflecting parliament's actual actions. This lack of a strong image for the institution itself is mainly due to it being a collective institution comprising a range of diverse actors. It also reflects power relationships. For most cases, power lies within government (not parliament). As a consequence the media and other stakeholders pay particular attention to what members of the government do and what government decides; the reaction from parliament to these becomes subsidiary. This changes in those situations where power shifts to parliament (for instance in situations of minority government), in which cases parliament's image may become more visible and distinct. Regardless of context, there has been in recent years a concerted effort from parliaments to be more pro-active in presenting an institutional image of parliament to the public. This is particularly patent in the Scottish Parliament.

2. Who does the Parliament engage with and how well?

Most people engaging with parliament are already politically engaged, campaign for a specific issue and/or are part of a specialised public. Paths for engagement with parliament can be summarised into three. (1) Most engagement takes place as part of daily routine politics, for instance representatives interacting with constituents. The vast majority of engagement with parliament comes therefore from a politically active public or from constituents who have a pressing issue that leads them onto a path of campaign that eventually involves their parliamentary representative. (2) Another type of engagement is developed around specific parliamentary business, such as bill proposals. This tends to engage specialised public such as campaign groups and any interested stakeholders. (3) finally, in recent times, parliaments have expanded considerably their activity explicitly aiming at public engagement; this includes activities focusing on education, information and/or participation. The Scottish Parliament is a particularly good example of the expansion of this type of public engagement, having had a strong focus in this area from its inception, with its

founding principles specifically emphasising ideas of openness, accessibility and participation. This third type of engagement is the one most likely to reach a disengaged public, because it is specifically developed to reach out to public that may not routinely engage with parliament. Comparatively to other legislatures, the Scottish Parliament is well known for its public engagement activity, namely in the way it works with local communities and in the way it has integrated non-political activities into its programme (such as the Festival of Politics in the summer). The last Parliament's programme of Parliament Days is a very good example of a well thought through public engagement activity: issue specific and community focused.

3. *Where could it improve?*

Three key aspects can lead to the improvement of public engagement: more emphasis on issues, better integration with the normal parliamentary business and going where the people are. Parliamentary public engagement is often very a-political, that is very neutral. A number of reasons explain this, namely the fact that most public engagement activity is delivered by officials who have to be neutral and a-political at all times. But people engage through issues and opinions. The vast majority of the public doesn't engage with politics because they are interested in politics or because they have a burning desire to participate; it is the interest for specific issues which will lead them to participate. One way of improving on parliamentary public engagement is therefore by integrating politics more – be it by the active involvement of politicians or by focusing on issues. Activities such as Facebook based consultations on ongoing bills (for example consultation on train stations) are a good example of issue specific activities. The Scottish Parliament already does this, but could do more (though this requires resources to be done properly). Focusing on committees as a basis for this type of activity is a good way to keep public engagement activity updated and issue specific. Integration with representatives is also important though. There is sometimes a tendency of developing public engagement in parallel to “normal” parliamentary business, resulting in a poor integration with representatives' work. Involving MSPs in consultations run with the public for instance, is one way of integrating this element. Or making sure MSPs refer back to material collated through consultations in their speeches for instance. Besides issue specific, public engagement works best also when it goes out to where the people are. Be it to people's own communities where they live, study or work, be it online communities (such as online groups supporting specific campaign groups, for example Friends of the Earth Scotland or Spokes- the Lothian cycle campaign), rather than expecting the public to come to Parliament (or to Parliament's online platforms) to engage. Integrating the study and understanding of parliament into the school curriculum would also contribute to dismissing some myths often associated with politics and parliament from an earlier age.

4. *What can we learn from elsewhere?*

Public engagement is still a very new activity for parliaments. It can be dated to the turn of the 21st century. The vast majority of parliaments, therefore, still do little in this area or use very traditional methods for engagement. In this context, the Scottish Parliament has actually been a leading legislature in trying new and innovative methods of engagement. Still, many other legislatures are also experimenting with a variety of methods. From this we know that experimenting and taking risks is

paramount, rather than worrying about only applying well tried methods. Parliaments are risk averse institutions (for a variety of reasons), however it is important to embrace innovative and perhaps temporary methods when it comes to public engagement; as different types of activity will suit different types of groups of people and this may change rapidly. The examples I outline here are in great part a result of this approach, of trying out experiments but also being flexible and not expecting to adopt the same approach for all similar types of engagement activities. One example worth investigating is the digital debates being developed by the Houses of Parliament. These are debates taking place on a social media platform around a bespoke hashtag, linked to a specific parliamentary activity (debate, motion, e-petition). The debate takes place prior to the parliamentary activity, a briefing summarising the key issues raised by the public is produced for relevant MP(s), who then refer to this in the actual session. MPs may also engage directly into the social media discussion at a specific time. Another example is the work the Welsh National Assembly has been developing recently around bills, namely the small focus groups it organises, which are led by AMs. This enables a direct contact between representative and public, through a focused activity that may unveil day-to-day practical experiences of a particular bill's effects. Finally, the very well known *e-democracia* programme of the Brazilian lower chamber also needs to be mentioned. This is a complex platform that facilitates public participation in the proposal, discussion and amendment of bills and has been live since 2009.

[Letting the public in on the Act](#), Research Report, October 2016

Managing Parliament's Image,

DR OLIVER ESCOBAR

Democratic innovations in parliamentary public engagement*1) Context for parliamentary innovation: A global democratic recession?*

- Democratic deficits can undermine institutions: growing gap between citizens' aspirations and satisfaction with democracy. The academic literature offers two narratives about the evolving role of citizens in Western liberal democracies:
 - **Stories of decline:**
 - Voter turnout in elections
 - Trust in & legitimacy of traditional institutions of public life (e.g. government, media, parties, unions, community associations, etc)
 - Social capital: community ethos & networks
 - **Stories of progress:**
 - Citizens are becoming
 - better educated, more knowledgeable and critical;
 - less deferential to traditional authority and elite-driven / hierarchical forms of governance;
 - dismissive of conventional channels and engaged in alternative mechanisms of political expression.
 - Myth of public apathy
- So there are **democratic arguments** to make the case for widening and deepening public participation in parliamentary business (e.g. developing institutions that respond to civic aspiration and improve transparency, scrutiny, deliberation, trust and legitimacy)
- There are also **pragmatic arguments** for democratic innovation, in particular around the need to improve policy and decision making on complex issues (e.g. citizens can bring different perspectives, knowledge and skills; participation may generate broader consensus on difficult decisions)

2) What are 'democratic innovations'?

In political studies, democratic innovations are "institutions that have been specifically designed to increase and deepen citizen participation in the political decision-making process" (Smith 2009, p.1).

Five types of democratic innovations have become prominent around the world:

- Mini-publics (e.g. citizens' juries, deliberative polls, consensus conferences, planning cells, citizens' assemblies, citizen councils)
- Participatory Budgeting
- Citizens' initiatives, ballots and referenda
- Collaborative governance (e.g. stakeholder partnerships)
- Digital participation (e.g. crowdsourcing, e-petitions)

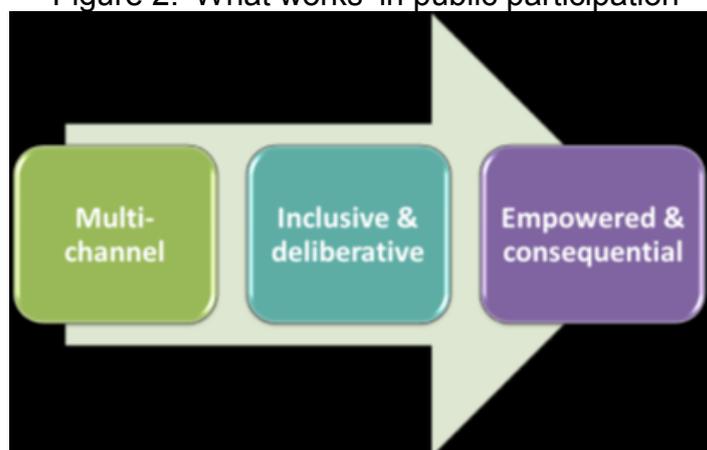
Examples of parliamentary innovations: Canadian Citizens' Assemblies, Irish Constitutional Convention, Danish Board of Technology, Open Ministry Finland, Oregon's Citizen Initiative Review, Australian's Citizens' Parliament, Icelandic National Forum and Constitutional Council, Estonian People's Assembly, Citizens' Hall Mongolia, National Public Policy Conferences Brazil, etc. See: <http://participedia.net/en>

3) Widening & deepening participation in parliamentary business—key issues

Figure 1. Challenges in organising public participation



Figure 2. 'What works' in public participation



When undertaking parliamentary reform, **democratic innovators should ask:**

- Are we creating opportunities that accommodate the variety of ways in which people may want to participate?
- Are we harnessing the power of combining online and face-to-face platforms for public participation?
- Are we creating inclusive processes where everyone has an equal chance to participate and influence?
- Are we creating deliberative spaces where participants can learn, hear different views, and engage in dialogue to offer informed opinions and considered judgements?
- Are we fostering empowered processes, where people know that their participation can make a difference?

Other **key considerations** in institutional design:

- Access:
 - Recruiting participants: self-selection vs. targeted selection vs. random selection (sortition)
 - Lowering barriers to participation –tackling inequalities
- Deliberative quality –now just ‘widening’ but also ‘deepening’ public participation (e.g. what kind of citizen are citizens invited to be?)
- Capacity – infrastructure / staff / resources
- Systemic thinking – coherent system rather than ‘add-ons’; transparent division of labour; maximising the democratic goods realised by different components in the parliamentary system.

References

- Elstub, S. and Escobar, O. (forthcoming) *The Handbook of Democratic Innovation and Governance*, Cheltenham, UK; Northampton, MA, USA: Edward Elgar.
- Escobar, O. (2014) 'Towards Participatory Democracy in Scotland', in POST (ed.), *Scotland 44: Ideas for a new nation*. Edinburgh: POST, pp. 24-33. Available: <http://bit.ly/towardsPDinScotland>
- Norris, P. (2011) *Democratic Deficit: Critical Citizens Revisited*, Cambridge: Cambridge University Press.
- Smith, G. (2009). *Democratic Innovations: Designing Institutions for Citizen Participation*. Cambridge: Cambridge University Press.

YOUNG SCOT

Young Scot is ambitious for Scotland's young people. We want to activate, connect and empower young people aged 11-26 in order to support them in making meaning of their lives as they grow up and face transitions.

We believe that in order to engage meaningfully with young people, and to engender a culture of participation, we have to do it on their terms; in the spaces they operate, in a format that they understand, and in a context that is relevant to their lives.

Young people have told us that they want to have a bigger say in the decisions, made locally, nationally and globally, that affect their lives. They want to actively participate. Through our Co-Design approach we support young people to engage as early as possible in decision making processes; sharing knowledge and power, and working in partnership to develop new ideas and solutions to current challenges. Young people are assets to their communities, and are advocates for positive change. Through our innovative co-design approaches, we give young people a voice to share their experiences and insights.

The Young Scot Co-design process enables young people and organisations to share power, explore insights and experiences and develop ideas together;

- 1. Explore:** Uncover issues through gathering insights and genuine experiences from young people.
- 2. Create:** Generate ideas and co-create solutions with/by young people.
- 3. Reflect:** Consider the future impact and sustainability of the ideas produced.
- 4. Recommend:** Produce influential ideas/solutions with young people.

In the past year, Young Scot has engaged with young people on a wide range of projects, working with more young people than ever before on areas such as health, transport, culture, policing and education. Some highlights include:

- **Police Scotland Youth Volunteers** > strengthening links between Scotland's young people and the police with over 400 volunteers, 19 local groups and over 17,000 volunteer hours recorded.
- **Police Scotland Youth Advisory Panel** > a partnership between a team of young people from across Scotland, Police Scotland and Young Scot, who worked together to develop Children and Young People 2016/20 – Our Approach, which sets out Police Scotland's priorities and commitment to children and young people **Creating a Healthier Scotland Youth Investigation Team** > working with the Scottish Government and key partners across Scotland to support a team of 11 young leaders to identify ideas and actions for a healthier Scotland. This resulted in the creation of Scottish Governments 'Creating a Healthier Scotland – What Matters To You' report in 2016.

- **5Rights Youth Commission** > Scotland's national Youth Commission on Digital Rights was set up to make recommendations to the Scottish Government on how Scotland can become a nation that recognises young people's rights online as well as off. Throughout the exciting 12 month project, the Commission will gather evidence, insights and ideas from across Scotland, to recommend '*How Scotland can become a nation which realises children and young people's digital rights*'. The Youth Commission is led by 19 young people, aged between 14 and 21, who will make recommendations to key organisations, leaders and decision makers. The Commissioners will share learnings from their investigations; which will include their own primary research, expert witness hearings and engagement with young people, tech companies and policy makers.

The way that young people engage with content has changed, and is ever evolving. Young Scot understands that we are operating in an attention-economy, whereby only topics and content that are relevant to individual lives and circumstances attracts attention. Through their digital devices, many young people have a vast amount of information to decipher via a range of social and digital platforms. We also understand that you have to have an agile approach to engaging young people on different social media platforms – developing the right content/messaging in the right format for each individual platform. Young Scot therefore adopts a multi-platform approach to information dissemination and digital engagement, and works in partnership with a range of public and third sector bodies to ensure consistency of message/approach.

In the past year, Young Scot has delivered a wide range of information campaigns with partners such as Respect Me Scotland (Anti-bullying week 2016), Choices For Life (Police Scotland/Scottish Government) and Local Authority partners. Some highlights include;

- **Child Sexual Exploitation Campaign with The Scottish Government** > Young Scot delivered innovative Snapchat campaign to support the wider #CSETheSigns. Utilising this popular youth platform using the medium of storytelling, Young Scot and The Scottish Government were able to deliver key information around the signs of grooming. This campaign was the recent recipient of the best use of social media at the Scottish Herald Digital Business Awards 2016.
- **#AyeMind** > working in partnership with NHS Greater Glasgow and Clyde, The Mental Health Foundation and Snook, we supported young people to explore and create content around digital mental health. This included running a competition to create social media gifs to deliver supportive messages to young people in Scotland.
- **Votes at 16 campaign** > young people met with Deputy First Minister John Swinney to discuss the change in the voting age in Scotland along with taking questions in advance via @youngscot Twitter platform using #askDFM and #VotesAt16 hashtags

Connecting young people with opportunities to engage and participate can contribute to reducing inequalities and improving health and wellbeing, as well as developing skills and experience for life and work. The Young Scot National Entitlement Card uses smart-tech to tackle inequalities by providing young people with a sense of agency and entitlement. Linking the Young Scot card with our innovative Young Scot Rewards programme encourages participation in positive activities and the opportunity for young people to have their say through offering incentives. Over the past year, we have seen more young people than ever before engage in opportunities linking the card and rewards. Highlights include;

- **North Ayrshire Participatory Budgeting** > In November 2016, over 5,000 young people accessed Young Scot's E-voting platform using their National Entitlement Card number to decide how £60,762 should be allocated to 67 youth projects in 6 localities in North Ayrshire. The first £40,000 in funding was from North Ayrshire Council's Youth Action Fund. The remaining £20,762 coming from the Scottish Government's Community Choices Fund – an initiative to enable people to have a greater voice on local priorities. All young people aged 11 to 25 from North Ayrshire were eligible to vote using the single transferable vote method. The project incorporated Young Scot Rewards whereby young people could collect points for voting and exchange them for meaningful opportunities and experiences.
- **Pre-EU Referendum Survey** > Young Scot conducted an independent survey using Young Scot Rewards platform to determine the issues that were important to young people when approaching the EU Referendum in June 2016. Using the digital platform to carry out a survey, young people were able to access via our full range of digital and social media platforms. Over 600 young people participated from 31 Scottish Local Authorities. Young Scot has recently launched a new follow-up survey looking at young people's opinions on the decision for the UK leaving the European Union. The new survey will examine to what extent the decision to leave the EU will affect young people and ask if young people feel they are being involved in preparations to leave the European Union.

Young Scot welcomes the opportunity to provide evidence to the Commission on Parliamentary Reform around how we engage with young people to encourage participation. We hope that the Commission can use this evidence to further engagement around parliamentary reform in Scotland.

INVOLVE

About Involve

Involve is the UK's leading authority on public participation. We believe passionately in a democracy where citizens are able to take and influence the decisions that affect their lives. Through both research and practice we seek to radically transform the relationship between citizens and their governments to support greater engagement, collaboration and accountability in ways that work for both citizens and organisations.

We are a 'think-and-do tank', with offices in London and Edinburgh who focus on the practical realities of public participation, to bring about:

- Better practice – in engagement strategy, design and delivery
- New thinking – through research, evaluation and advocacy
- Greater capacity – with training, mentoring and advice

Strengthening Participation in Parliamentary Business

Involve's focus on the participation of citizens in the decisions that affect their lives means that we approach the question of strengthening public engagement with the Parliament from a perspective that looks for opportunities for public involvement: and particularly opportunities for the public to contribute to decision making.

One key opportunity for this seems to be through the work of Parliamentary Committees.

Committees clearly have well established mechanisms for calling for evidence from community stakeholders to inform inquiries and legislative scrutiny. While there is no question that this is a tried and tested means for bringing different perspectives into the discussion, there is sometimes concern that the views of the wider public can become overshadowed by organised lobby groups and 'those who shout the loudest'. For the MSP sitting on committees, engagement with their constituencies and the wider public is a fundamental part of the day job, and there are clearly also opportunities to bring this knowledge into their committee work.

The challenge, however, seems to be to find opportunities for Committees to engage more widely as a *Committee*, in meaningful and purposeful ways.

We know that across the UK, and beyond, Parliamentary Committees are increasingly experimenting with different ways to raise awareness of their activities and bring a greater diversity of public views, perspectives and experiences into their deliberations:

- Outreach visits to affected communities;
- Directly inviting community members with lived experience of the issue under discussion to meet with the Committee in less formal contexts;
- Using social media and other new communication technologies to reach people who would not otherwise be heard;

- Crowdsourcing ideas to help set a Committee agenda or define the scope of an inquiry;
- Initiating targeted consultations or engagement exercises to hear from less well represented groups.

It is however all too easy, in thinking about undertaking wider engagement to focus on *how* it can be delivered, and let practical considerations (like timetables, member's time, resources, staff, available skills) drive planning decisions.

Effective public engagement however is a process, and a process that should always start with questions of 'Why?' Without a clearly defined purpose engagement activities, while they may increase public awareness of the activities of the Parliament, risk adding little value to its work. Therefore, in looking for opportunities to widen public participation and engagement with the work of the Parliament, we would suggest the most important stage is to spend time considering questions of purpose:

- Why is it important to open up a particular question/issue to wider participation?
- What is it that the engagement can add to what MSP's already know or will hear from other sources?
- Who do MSPs really need to hear from? Whose perspective might be missing?
 - those directly affected by an issue / decision;
 - those with a unique insight into a matter;
 - a representative sample of the general public – the unaffiliated public voice?
- What do MSPs need from their participation?
 - to hear a diversity of voices;
 - to create opportunities for dialogue;
 - stories of lived experience;
 - ideas for change?
- How will MSPs use the information generated?

This will not only allow for the most appropriate method to be identified, but is also the best way of demonstrating to the wider public that the Parliament is genuinely interested in their views, that their contributions will be valued and, ultimately, encouraging ongoing engagement.

Note for the Commission on Parliamentary Reform

Public Engagement Strategy for Session 5

Introduction

1. This brief note provides details on the Parliament's Public Engagement Strategy for Session 5 – the framework that sets the direction for delivery of the Parliament's strategic public engagement goal:

“to promote engagement and participation to support and strengthen the work of the Parliament and to enhance parliamentary democracy.”

How Public Engagement is delivered

2. The Public Engagement Strategy was agreed by the SPCB in October 2016. It is included as Annex A to this paper. It sets our future direction and, understandably, that means the focus is on new activities and emerging priorities.
3. But, before addressing these activities, it is important to note that the bulk of our resources will continue to support the day-in, day-out services that are valued by Members and the public alike. A large number of the offices of the Parliament work together to support public engagement in all its various forms.
4. For example, the Events & Exhibitions Team support Members' events; Visitor Services staff provide the front-of-house service for the 300,000 or so people who visit the Parliament each year. Outreach staff support inward and outward education programmes and the Public Information team provide the switchboard service, as well as other services.

Parliamentary Focus to Public Engagement

5. There was a review of our engagement activities following the 2014 Referendum and the outcome was,
 - firstly, to sharpen our focus on those engagement activities that improve the quality and visibility of the **core work of the Parliament**; and
 - secondly, to seek to prioritise our resources on groups with whom we have not previously engaged.
6. This was a significant shift in direction for the parliamentary service, designed to making sure that the limited resources are geared towards making our engagement activities as parliamentary and participative as possible.
7. Delivery of our public engagement strategy is through the business-as-usual activities (referenced above) and through various priority activities that are set out at the bottom of the Strategy. They are all designed to continue and deepen the revised approach.
8. These are discussed briefly below and, for ease of reference, they have been grouped into four main themes.

Delivering engagement activities to support/encourage participation in the work of the Parliament

9. There are many examples of successful engagement work by committees over the previous four sessions, particularly over the last session. But one criticism that could be levelled is that engagement work did not always happen as routinely as it could have done. A Committee Engagement Strategy was developed and this has now been implemented with effect from September 2016.
10. By putting a deliberate focus on the work of committees, our engagement activities will support the twin aims of the Parliament's overarching strategy, namely (1) supporting Members in their parliamentary/representative roles and (2) improving parliamentary scrutiny to ensure effective oversight of the Scottish Government and other accountable bodies.
11. It is the joined-up nature of the support that is available to committees that is at the heart of this new approach. Offices which support engagement work (e.g. Media Relations; Web and Social Media; Outreach) will concentrate their efforts on this work which seeks to increase public participation in the scrutiny and legislation work of committees.
12. The goal is for 'engagement plans' to be presented for 75% of all bills and inquiries approach papers by March 2017, working towards 100% by December 2017. Even at a very early stage in the new Session, there are already encouraging signs about how this way of working is enriching the evidence that informs committees and widening the range of voices that committees hear from.
13. Committee teams are encouraged to work through an engagement checklist at the start of an inquiry or bill. The checklist begins with questions about the aim of any engagement activity (what it would add to scrutiny) and whose voices need to be heard. Once these questions have been answered, staff from different parts of the Parliament can work together to develop a programme of activity including – as appropriate - online engagement, community outreach and communications. As well as embedding engagement plans, activities under the strategy will include work on evaluation, engaging with young people, support for external meetings, witness support and expanding the range of digital tools for committees. A copy of the checklist is attached as Annex B.
14. While our main effort is undoubtedly on committees, we are also looking to take the opportunity to ensure that other events that the Parliament hosts have much stronger linkages to the business of Parliament (principally through committee work). Another example of our intention to 'align' activities to support public engagement is in relation to Gaelic, where we consider there is scope to link our activities better to the core work of the Parliament.

Visiting the Parliament

15. This strand of activity will help to define the current visitor engagement experience of the Parliament, with a view to enhancing it, particularly by

connecting better with the business of Parliament. There are a number of key delivery items in this strand including the new permanent exhibition and marketing strategy. This strand of work will also influence the future direction of the composition of our major events and exhibition programmes, one of our bigger engagement components.

Understanding our audiences

16. The start of the Session offers an opportunity to understand better how the people of Scotland wish to engage with us. As such, we have prioritised research work so that we can better understand our audiences and also how they wish to engage with us.
17. This is critical in determining the direction of our engagement services, including the balance of effort between the visitor experience at Holyrood; our online services and engagement work throughout Scotland. This research will also inform improvements to how we design and target our engagement and participation activities.

Develop and deliver public engagement digital priorities

18. Digital engagement is ever more important and we are targeting our efforts at audiences who have not previously engaged. The activities in the Strategy all relate to making it as easy as possible for the public to consume our information and interact with us.
19. Specific examples include expanding our social media offering (e.g. through the recently launched Instagram site) or investing in our use of video, animation and interactive/infographic content to explain parliamentary business.

Callum Thomson
Group Head, Research, Communications and Public Engagement

Susan Duffy
Group Head, Committees and Outreach

November 2016

ANNEX A

Public Engagement Strategy for Session 5			
Purpose of the Parliament	Representing the people of Scotland by debating issues of national importance, passing legislation and holding the Scottish Government to account		
Strategic goal of public engagement	Promoting engagement and participation to support and strengthen the work of the Parliament and to enhance parliamentary democracy		
Our audience	The people of Scotland, particularly those people who we have not previously engaged with		
Aims of public engagement activities	Raise awareness of the relevance of the Parliament	Communicate in ways that make it as easy as possible to interact with the Parliament	Support and encourage participation in the work of the Parliament
SPS priority for change on public engagement	Deliver public engagement activities that improve the quality and visibility of the work of the Parliament		
Current Key Activities	<p><i>Offices working together to support and encourage participation in the work of the Parliament</i></p> <ul style="list-style-type: none"> • Deliver the Committee Engagement Strategy approach within the emerging work programmes, ensuring engagement plans are presented in 75% of all bills and inquiries approach papers by end March 2017, working towards 100% by end December 2017 • Deliver activities using Gaelic as a means to engage the public in the work of the Parliament, in preparation for launching consultation on new Gaelic Language Plan by March 2017 • Host sitting of the Scottish Youth Parliament and two 'Your Scottish Parliament' events that support and encourage participation in committee work by April 2017. • By March 2017, collaborate to ensure public engagement priorities are reflected in the Diversity and Inclusion Delivery Plan 		

Visiting the Parliament

- By December 2016, deliver educational activities/events as part of the Harry Benson: Seeing America exhibition
- By February 2017, deliver new Parliament permanent exhibition
- From early 2017, raise awareness by running a Visit Parliament marketing campaign
- By March 2017, map the current visitor engagement and experience to Parliament and subsequently develop and deliver a programme of change that will enhance that engagement and experience by December 2017.

Improved Understanding of our audiences

- Improving the design and targeting of our education, communication, engagement and participation activities for 2018 onwards, starting with a research programme across audiences by March 2017 to establish:
 - Levels of knowledge and understanding of the Parliament (identifying the entry level on engagement journey)
 - Why people might choose to interact and why others don't with the Parliament (motivations and barriers)
 - An understanding of the preferences for interacting with the Parliament (channels)
 - The profile of people currently interacting with the Parliament at Holyrood; online; and via our work in local communities (thereby identifying gaps in audience reach)

Develop and deliver public engagement digital priorities

- Develop and deliver evaluation and reporting mechanisms to assess the impact of our activities on web and social media channels by end March 2017
- By March 2017, exploit the public appetite for engagement via digital resources (e.g. videos, animations and infographics) by delivering a plan to ensure content is delivered through the appropriate resources.
- Procure a new webcasting and video on demand service with scope to introduce new functionality and facilitate reuse of footage by end September 2017
- Develop and deliver a new online strategy *[timescale dependent on Digital Strategy]*
- Deliver a Contact Relationship Management system that meets the Parliament's needs to capture, reuse and manage personal information in support of public engagement goals. *[timescale dependent on Digital Strategy]*

ANNEX B

COMMITTEE ENGAGEMENT PLANS: CHECKLIST

A. Scope and purpose of inquiry

OUTPUT: Statement of purpose, including the contribution you want from any engagement activity

B. Identify stakeholders

OUTPUT: List of key stakeholders to target

- Who will be affected by changes in this area? Which of these people are most crucial to reach?
- Who has expertise, knowledge or information in this field?
- Do you want to build on existing relationships (core audience/follow-up contacts)? Or reach people you haven't heard from before?
- How will you ensure that you hear from, and are accessible to, a diverse range of stakeholders?

C. Plan activities

OUTPUT: List of engagement activities, timescales and who is responsible for what

- What is the best way of reaching each group of stakeholders you have identified? In what format or setting are they most likely to contribute? What are likely barriers to them engaging?
- What do we want from them and what do they want from us – what can we offer to encourage engagement? Do you need to manage expectations (eg about what they can influence)?

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- Do you need to include an education element before stakeholders are in a position to give committee the information it needs?
- What existing community groups, regular/already planned meetings or online forums can you use? What umbrella groups exist who can make contacts for you?
- What research or information gathering could you commission to support this?
- What is your communications strategy – media/social media - for launch, maintaining interest and for promoting events/other engagement opportunities?
- Can this be done in the time you have available? Do all departments involved agree that this is deliverable?
- Are there any clashes with other resource intensive activities (eg Parliament days, external committee meetings)? Are there any clashes with major local events in areas you plan to visit or Scottish Government consultations/ events?

D. Capturing evidence

OUTPUT: summary of approach to capturing/reporting evidence

- How will you capture/standardise/use evidence from informal meetings and visits?
- How will you capture/use evidence from Facebook, Twitter or other social media?
- What opportunities are there to gather photo or video evidence?
- Will there be complex information to present in the report? Are there innovative/accessible ways of doing that?

E. Evaluation

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OUTPUT: Summary of evaluation approach, including criteria to be used and plans for sharing lessons learned

OUTPUT: Summary of how stakeholder feedback will be sought and given and by whom

- How will you measure whether the engagement is successful in terms of
 - outputs (quality of activities/delivery)
 - outcomes (impact of activities)
- How will you share lessons learned with other clerks and departments?
- How will you give feedback to/seek feedback from stakeholders during and after the inquiry?