

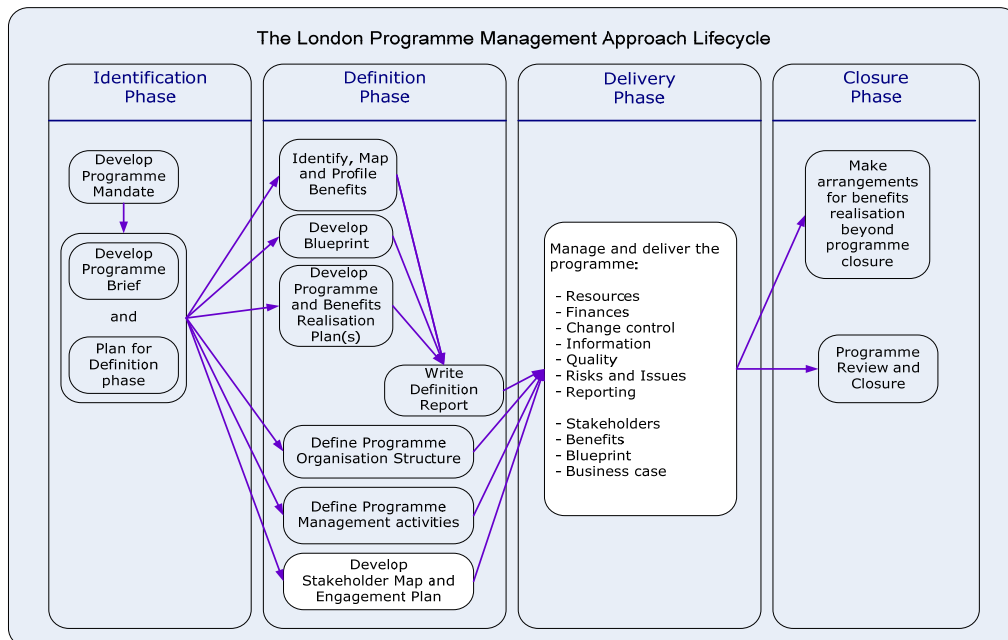
# Stakeholder Engagement and Communication

## Guidance

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The purpose of this document is to identify and understand the programme's stakeholders, and to generate ideas and a plan for engaging and communicating with them.

This guidance is accompanied by a template to use as the basis for identifying and analysing stakeholders and setting out engagement and communication activities.



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## Purpose

Good stakeholder engagement and communications can make or break a programme. During the Identification phase several stakeholders may become engaged in the programme, for example by involving some of them in developing the vision as part of the Programme Brief. During the Definition phase it is essential to ensure a comprehensive understanding of all the stakeholders, their interests and influence and to think about how the programme will engage and communicate with them going forward.

*Please note the examples in the following sections are for illustrative purposes designed to indicate the kind of information that is recorded. They are not complete working examples.*

## 1. Identification and Analysis

### 1.1 Stakeholder identification

Stakeholder engagement and communication begins with identifying all the stakeholders involved in or affected by the programme and its outcomes. Programmes normally have large numbers of individual stakeholders. It is therefore useful to group stakeholders, but also important to identify key individuals, for example a key Cabinet member (in a local authority).

When identifying stakeholders think widely – it's better to start by listing as many as you can then narrow the list down if appropriate. A good way of identifying all individuals and groups is to brainstorm in a workshop with people who understand the subject area of the programme. In a local authority this may include front line workers, service managers, senior managers and professional experts. The vision and Blueprint as well as other sources will also provide a basis for identifying stakeholders.

Common stakeholder categories in a public sector programme might include

- Elected / opposition Members
- Residents / Users / Customers
- Visitors
- The project/programme teams
- Staff directly affected / indirectly affected
- Central government
- Partners / voluntary sector / other local authorities
- Employees
- Suppliers and subcontractors
- Trade unions and pressure groups
- Local and regional media
- Regulators
- HR, Finance, Legal, Communications, IT and other internal departments

## 1.2 Interest and influence

Once all stakeholders have been identified it is important to understand their type and level of interest in the programme which is normally determined by how they will be affected. This helps to decide the relative importance of each group and therefore where to invest the most effort in engagement and communication. In general, those stakeholders with most interest in and influence over the programme will require most attention; those with least interest and influence will require least attention.

It's important to remember that stakeholders come and go during the life of a programme and their interests and influence may change. The stakeholder lists and analysis should therefore be reviewed at key points throughout the programme to ensure that appropriate activities have been planned. But remember that not all engagement can be predicted or planned in advance. So it's important to ensure that effective communications channels are in place in order to know when additional activities are required and to be able to respond to the need appropriately.

## 1.3 Stakeholder support and/or resistance

Some stakeholders will be very positive towards the programme and others negative. It is a good idea to capture whether a stakeholder is in support of and/or resistant to the programme and the reasons why. This will help to understand how to maximise support and address and manage resistance most effectively.

There are many ways to list, analyse and map stakeholder interests. The following table demonstrates a simple and effective way of capturing key information about stakeholders.

## Example

(Building Schools for the Future programme)

Key: H=High, M=Medium, L=Low

Stakeholder	Type of interest/interest area e.g. Service Financial Educational Etc.	Level of interest	Level of influence	Reasons to support	Reasons to resist
Chief Executive	Service Financial Educational	H	H	Better educational standards Better scores on key indicators	
Member for Children's Services	Service Financial Educational	H	H	Better educational facilities for residents in their ward	Disruption to residents in their ward
Central Government (Partnerships for Schools)	Service Financial Educational	H	H		
Executive Director for Children's Services	Service Financial Educational	H	H		
Head Teachers	Service Financial Educational	H	H		
School Teachers	Service Educational	H	M		
School Administrative Staff	Service Financial	H	L	Better facilities	Disruption during transition
Children	Educational	H	L		
Parents	Educational	M	L	Better educational facilities	Disruption during transition
School Governors	Financial Educational	H	H		
Partner building company	Financial	H	M		

## 2. Engagement and Communications Activities

Once stakeholders have been identified and analysed it is essential to think about the best way to address their concerns, aspirations and ideas and how to communicate important information to them.

The following list of activities can be considered:

- Consultation events
- Face-to-face meeting or telephone conference
- Workshop to solicit input
- Briefing or progress update, organised by the programme
- Formal update, attending a scheduled meeting or forum
- Road show
- Newsletter or bulletin (desk drop, email or via programme website)
- Induction or awareness session
- Kick-off meeting
- Training (classroom, self-study or online/CBT)
- Staff meeting or consultation (check with HR)

The activities identified should be included in the Programme Plan which is also developed during the Definition phase.

For each stakeholder the 'owner' needs to be identified, i.e. the person responsible for ensuring effective engagement and communication with the stakeholder.

Some stakeholders will need to be managed by specialist units, e.g. the organisation's Communications Unit may need to own and decide on communications with the media. Always consult with specialist units before approaching their contacts.

## Example

(Building Schools for the Future programme)

Stakeholder	Engagement and communications activities	Owner
Chief Executive	Regular 1-2-1 updates	Executive Director for Children's Services
Member for Children's Services	Regular 1-2-1 updates Cabinet meetings	Chief Executive, Executive Director for Children's Services
Central Government (Partnerships for Schools)	Regular reports Scheduled review meetings	Chief Executive
Executive Director for Children's Services	.....	Programme Manager
Head Teachers	.....	Executive Director
School Teachers		Head Teacher
School Administrative Staff		Head Teacher
Children		Head Teacher
Parents	Newsletters Open evenings	Head Teacher
School Governors		Head Teacher
Partner building company		Executive Director Programme Manager

### 3. Review and Sign-off

The Business Change Manager should sign off the Stakeholder Engagement and Communication plan. The purpose of the sign-off is to ensure a complete understanding of the stakeholder groups and a comprehensive set of activities for engaging them. The document should be reviewed and signed off at the following stages in the programme life:

- Defining a Programme – before starting the first tranche
- When there are major changes to the definition, scope, delivery status and expected benefits of the programme
- Before transitioning to the future state (to confirm understanding of stakeholders)

## 4. Stakeholder Engagement and Communication – Check

Does the Stakeholder Engagement and Communication analysis and plan answer the following questions?

Stakeholder engagement and communications		
Key Questions	Sub-questions	
Have stakeholders been identified and analysed? Is there a plan for engaging and communicating with them?	Stakeholder identification	Have all the individuals, groups/teams, departments, or organisations with an interest in or ability to influence the programme been identified?
	Type and level of interest	Is there an understanding of why and how much, stakeholders are interested in the programme?
	Level of influence	Is there an understanding of the extent to which stakeholders can influence the programme?
	Reasons to support the programme	Have the reasons why the stakeholder would support the programme been listed?
	Reasons to resist the programme	Have the reasons why the stakeholder would resist the programme been ascertained?
	Engagement and communication ideas/activities	Have activities that will ascertain the stakeholders' needs, concerns, aspirations and ideas, and how to communicate with them, been planned?
	Owner	Who is the person responsible for overseeing communication with this stakeholder?