A GUIDE TO

STAKEHOLDER MANAGEMENT

AND MAPPING

London Cultural Improvement Programme (LCIP)
on behalf of London Councils

THIS GUIDE

This is one of a series of Guidance Notes produced in regard to the Community Engagement and Best Practice in Public Consultation conference held on 23 March 2011.

It is part of the London Cultural Improvement Programme, on behalf of London Councils. The Consultation Institute (TCI) was commissioned to design, deliver and manage the conference in addition to producing a number of guides. This Guide is one of two, the other being: Facilitation Skills.

The Consultation Institute
www.consultationinstitute.org

These notes were designed by Participate Ltd March 2011
www.participate.uk.com

CONTENTS

1 INTRODUCTION

Stakeholder management has become an increasingly popular concept in recent years.

It is used by a wide variety of organisations including:

Central Government)
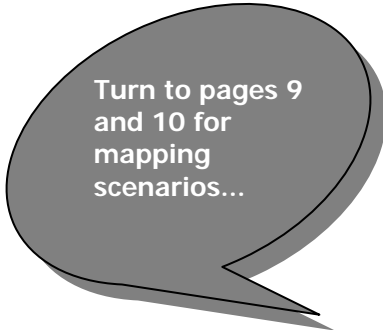Local authorities)
The NHS) **The Public Sector**
Police)

International 'Fortune 500' Companies or equivalent) **The**
Major commercial Companies) **Private**
Small-medium sized enterprises) **Sector**

Charities)
Social enterprises) **The Third Sector**
Community Groups)

In short, organisations of all kinds use the term because it is a useful way to describe a collection of activities centred around the relationships they need to create and maintain with other bodies and individuals which matter to them.

During the process of Self Assessment using the Culture and Sport Improvement Tool the majority of London Boroughs identified stakeholder engagement as a priority area for improvement. In its Conference of March 2011, the London Cultural Improvement Programme invited the Consultation Institute to outline some best practice on stakeholder management and, in particular stakeholder mapping.

This Guide summarises some of the key points and illustrates the recommended methodology through two scenarios shown on Pages 9 and 10.

2 WHAT IS A STAKEHOLDER?

The TCI Glossary of Consultation Terms defines a stakeholder as:

An individual, group or party that either affects or is affected by an organisation, policy, programme or decision.

Such a broad definition means that it includes *staff/employees*, *investors*, *distributors* and of course *'customers'*. That could include *passengers* or *tenants*. In the public sector, this can mean *taxpayers*, *pupils*, *patients*, *benefit claimants* or *victims of crime*.

Note that citizens can fall into several stakeholder categories simultaneously.

They can be individuals or groups.

When stakeholders participate in a consultation exercise, they become known as **consultees.**

What's in a word?

· Shortly after the Coalition Government took office, rumour held that some Ministers disliked the term 'stakeholder' as being too closely associated with the previous administration. Some officials sought to remove it from job titles.

· But the term is now used very widely throughout the World, including in the USA, and large multi-national Companies publishing *Reports to Stakeholders* at regular intervals.

· If the term was not used, an alternative would have to be adopted. *Interested communities* may be the nearest equivalent.

3 STAKEHOLDER IDENTIFICATION

If an issue has been identified, and a dialogue is necessary with those who may be affected, the next step is to ensure these stakeholders are found and can be engaged.

Stakeholder identification is more than relying on historic lists.

It normally means convening a meeting of well-informed individuals or organisations and working systematically through a checklist, to make sure no-one is overlooked.

Organisations can develop their own checklists. Illustrated here is the Institute's recommended Six Tests, but the key discipline is to follow a consistent approach that minimises the risk of omissions.

There are always more stakeholders than we expect. They can be individuals. But often they are organisations, representative bodies and community groups.

The six tests of stakeholder identification

Who is *directly* impacted by the decision?
Who is *indirectly* impacted by the decision?
Who is *potentially* impacted by the decision?
Whose *help is needed* to make the decision work?
Who *knows* about the subject?
Who *believe they have an interest* in the subject?

per The Consultation Institute

4 GATHERING STAKEHOLDER INFORMATION

It is not enough just to know the name and address of stakeholders.

The Isle of Wight (population 140,000) shows almost 1,500 organisations on its community website, and this probably underestimates the true number.

This is typical and suggests that the average London Borough may have 4,000 – 5,000 stakeholder organisations – all of whom have a legitimate expectation for dialogue *on those matters that affect them.*

A comprehensive stakeholder database should include all of them

There is no substitute to gathering quality data. For each organisation we need to know:

- Its remit
- Its main officers
- Its membership
- Sources of funding
- History of your relationship
- Full contact details

Plus...

The most important item of information is the stakeholder's **preferred method of being consulted.** Using the wrong dialogue method risks failing to engage effectively.

Assembling the necessary information about stakeholder organisations is potentially very onerous.

5 STAKEHOLDER PORTAL

A stakeholder portal is an internet site that provides a gateway for interested people to register their interest in becoming involved.

Sites can be organised for specific campaigns or consultations.

But they can also be run by organisations. Local Authorities (see example) can provide a service to civil society in their areas by using a Portal to act as a continuously updated Directory of clubs and associations – often among the more important stakeholders in the community.

Having a portal is the key to having up-to-date contact information – for it places the responsibility on each stakeholder to ensure their own details are correct.

Best of all, they let stakeholders identify themselves as being particularly keen to participate in certain issues; they can even advertise their position, tell everyone what's they're doing, and solicit support. They can provide links to materials they've published or even initiate petitions.

It is tempting to set up special web pages every time a new subject becomes critical and where participation is invited. But respect the time constraints on consultees and other stakeholders; if they can be offered a one-stop-shop, provide it.
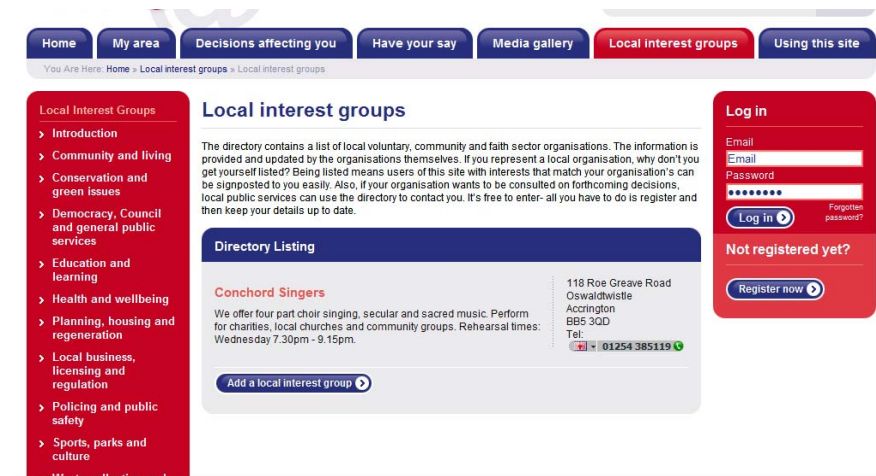
<click above for link>
The East Lancashire Partnership uses this website to engage with hundreds of stakeholder organisations.

6 STAKEHOLDER MAPPING

This is a well-established technique that helps those planning public engagement to achieve better results.

There are many variations, but the most popular, and that recommended by the Consultation Institute places or 'maps' each stakeholder organisation in relation to two separate dimensions.

Beware of imitations

The term 'mapping' is often used wrongly, with organisations claiming to have 'mapped' community groups, for example when all that's been done is to list and profile them.

'Mapping' means converting data into a visual format that enables readers to see the juxtaposition of one item with another – just like a real map.

The **horizontal** axis measures *what's at stake* for the individual or organisation being mapped. Maybe the term 'stake' is better than 'interest' – and to assess this accurately, a really precise definition of the issue is essential.
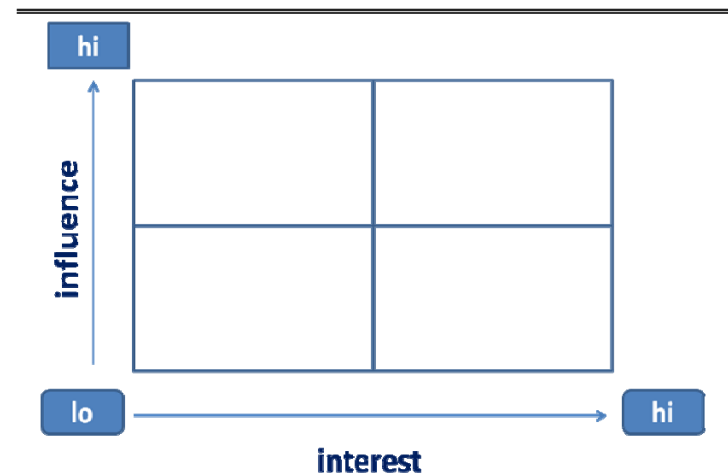
The **vertical** axis should show *how much influence* the organisation normally carries.

They both need a reasonable knowledge of the organisation. Mapping in ignorance will lead to serious errors; it's better to say 'Don't Know' and set out to find the answers.

Mapping key stakeholders should be part of every consultation exercise.

If organisations are mapped as **highly influential** and rank high on their stake in the issue, they will form a major role in the ensuing dialogue. There is no need to spend money on finding such people; they will know all about it. They rightly expect to be at the heart of the debate, and can be regarded as **Top Priority.**
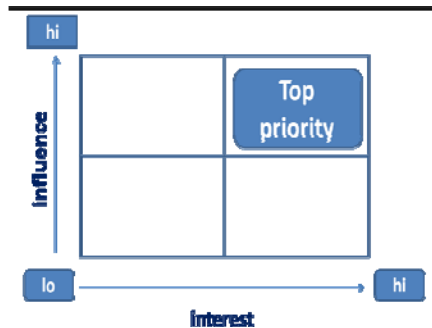
If organisations are mapped as **highly influential** and but low on their stake in the issue, they have the potential to affect the ensuing dialogue. As they have little serious interest in the issue, their decisions can be swayed by seemingly irrelevant factors and to guard against this, sound relationships are needed.
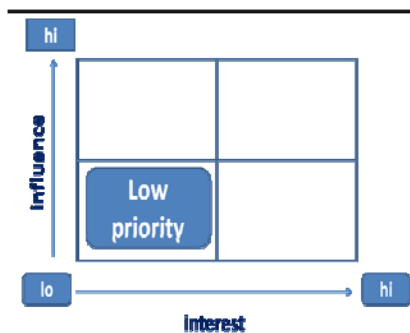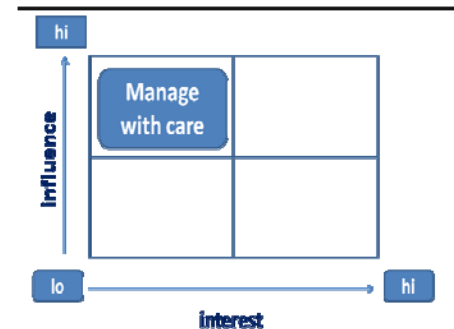
If organisations are mapped as **not influential** and rank low on their stake in the issue, they are unlikely to feature prominently in the ensuing dialogue. They have a legitimate right to participate and every reasonable effort should be made to encourage them. On another occasion the issue may matter more to them.
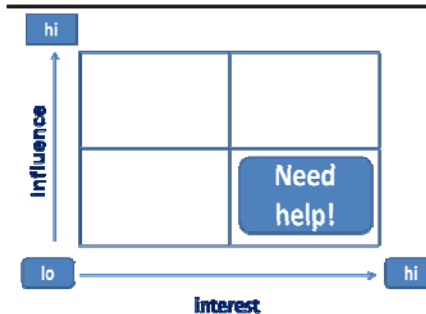
If organisations are mapped as **not influential** but rank high on their stake in the issue, they need help! Those in this quadrant have every reason to wish to participate, yet may lack the resources or the skills to become sufficiently involved.

In many ways, identifying groups or individuals with these characteristics is the main benefit of mapping for it clearly signals where time and effort should be devoted to ensure their voices are heard.

8   GETTING STARTED WITH STAKEHOLDER MAPPING

This is a simple technique, though it is possible to make it more precise by introducing numerical scales and spending quality time achieving consensus.

But much of the value can be gained just by sitting down with colleagues, assessing what is known about stakeholders in a given situation, and trying to map them on this matrix.

The Consultation Institute uses a range of tried-and-tested scenarios, based on real situations, presents learning groups with some information about the organisations involved and invites them to map them according to what they have learnt.

At the recent *London Cultural Improvement Conference on Community Engagement and Public Consultation* on 23 March, participants helped to map two scenarios – and their results – taking less than 30 minutes are shown on pages 9 and 10.

The **Kindleshire Libraries Service** scenario concerns a proposal to reduce the budget available to the service by almost 25% over 4 years leading to a proposal to close between 15 and 19 Libraries.

The **East Downs Legacy BikeFest** scenario is a proposed initiative to follow the Olympics by engaging professional as well as recreational cyclists in a £25m event involving a new mountain biking course and the use of the existing 35 mile cycleway.

As both scenarios require extensive involvement with the public and other stakeholders, they provide excellent ways to give interested people practice in using stakeholder mapping techniques.

9 THE FUTURE OF STAKEHOLDER MANAGEMENT

Like all really good ideas, this will not really go away.

Complex decisions, affecting too many groups with different interests and priorities cannot be successfully approached without some mechanism for understanding and engaging with such players.

But it is not a one-off exercise, and forward-thinking organisations will ensure they have someone dedicated to develop and manage their stakeholder relationships.

Expect this function to be found in Corporate Communications departments, maybe in Strategic Planning or even in the Chief Executive's Office.

Stakeholder management will play a prominent role and seems destined to be a familiar phrase for some time to come.

Four Predictions

- Government policies (e.g. on **Localism** and the **Big Society**) require more effective community dialogues, so being seen as a 'stakeholder' enhances a group's chances of being included

- Social media gives everyone a voice: stakeholder management will flourish because it helps assess the potential contribution of voices

- Undertaking regular stakeholder audits, including 'mapping' will become a popular way to monitor key relationships in all Sectors

- Top consultancy organisations will build 'stakeholder mapping' into their Problem-analysis & Solutions offerings.

10 The East Downs BikeFest

SouthDown Airports Group
Has expressed tentative interest in becoming a Gold Sponsor of the event. Its Chairman, Sir Henry Chance is a personal friend of the Duke and thinks it might be good positioning for his Group. Due to the recession and its aftermath, however, its financial commitment would be limited.

Shad-Leigh Estates Ltd
The 7th Duke of Downland has lived in Shad-Leigh House for 62 years, opened it to the public 15 years ago and has now been persuaded that his Estate, with its marvellous parkland and wooded hillsides would make a great setting for an internationally recognised venue. It already hosts Summer outdoor events including the Downs Summer Proms and the annual Orienteering race. Is interested in long-term sponsorship agreements with suitable Companies

Downland District Council
Is divided on the merits of the project. Before recent elections, the Council Leader was an enthusiastic advocate gaining high-profile Radio & TV exposure for the plan. New leadership is cautious and nervous about public support.

The Downside Gazette
Currently enjoying the controversy … and profiting from it. Had four pages on last week's fisticuffs at Simmer Down, as well as two full page colour advertisements from the IFF. The *WriteIt Down* page attracted a record number of letters last week, and the Editor is still pondering what approach to take to the consultation and sponsorship agreements with suitable Companies.

East Downs Chamber of Commerce
Another partner with a strong \ commitment to the event. It has estimated that up to 500 businesses would directly benefit from the BikeFest and would provide an useful stimulus to the local economy. Campaigns for a more local focus and less reliance on international partners.

Friends of the Downs Rambling & Orienteering Club
Some if its members were among the first to propose the idea, but are now having second thoughts in the light of the apparent scale of the latest proposals. Is adamant that nothing should interfere with on-going access to the Downs, its wonderful footpaths and cycleways.

International FreeRiding Federation
Strongly supportive and Denver-based Executives have made several visits to approve the proposals for new dirt-jumping course and other facilities. The £100k contract for technical advice is now coming to an end and the IFF is keen to be appointed one of the principal organisers of the event about public support.

Simmer Down Residents Association
Following a very acrimonious, if poorly attended public meeting, tempers have now cooled in this village, but as it will probably host the International Media Centre, citizens may continue to be nervous. They claim that no-one ever listens to them and that their lives will be seriously affected by traffic throughout the BikeFest.

Downatheel Youth Club
This community-led club survives on grants and local charitable support, and caters for some of the most disadvantaged young people in the area. It has struggled to see the relevance or become involved in what are sometimes seen as middle-class sports, but would love to see some of the kids it serves enjoy the BikeFest.

Sports South East
Originally, a major force in stimulating new ideas on the Olympic legacy. Facilitated an event to invite ideas 2 years ago, but has now lost all Government funding and 16 of its 19 staff have left. Is now providing marketing advice and recently wrote to the Board asking if it could help.

Age UK, Eider Down Village
This sleepy village is adjacent to the likely main entrance to the mountain biking course. Led by the brilliant, but somewhat reticent Professor Quilter, it is trying to organise a campaign against the BikeFest. He objects to the likely disturbance to this sleepy village and the blanket press coverage it will receive.

DownPitches Traveller Community
Currently in dispute with the planning authority. Their Site is adjacent to a key part of the Cycleway and Travellers may have to be relocated for the duration of the event.

Gaz | Air | ShadLe | DDC | ChCom | RamO | Res | DYC | SSE | Age | IFRF | Trav

11 Kindleshire Library Service

The Kindle Gazette
Highly influential local newspaper which is opposed the rationalisation of Libraries. Is adept at finding and publicising human interest stories to support its editorial line. Relationships with County Councillors are poor.

The Kindles Parish Council
Recently formed a Working Group to assess local interest in maintaining a restricted library service by converting a recently closed Church Vestry into a Community hub. Has identified prospective volunteers willing to help but unsure of it is sustainable long-term.

The Diocese of Kindle
The Anglican Bishop and his staff have provided adult literacy services for the last 5 years under a scheme which is now to be scaled back by 40%. The highly-respected Bishop is personally involved in Kindle Prison working with prisoners under 35 and is a supporter of Libraries in general.

Kindle District Council
Although it remains open, the consultation proposals envisage reduced opening hours at the Kindle Main Library, and 3 of the 6 other Libraries in the District are scheduled for closure. District Councillors are furious that its population will be disproportionately impacted by the proposals despite it having a more disadvantaged profile. They have already instructed legal officers to check whether there is a case for judicial review.

Swanlake Datasystems International, HQ, Kindlesham
320 people work at the modern offices of this fast-growing firm. SDI's strap-line is *Making the Data Dance* and its Wiki application is selling worldwide. Employs graduate researchers and knowledge management experts and last year sponsored the Kindle Book Fair.

Age UK, Kindle-on-Sea branch
This is an active branch, but has is mostly focused on support for house-bound individuals and their carers. Has dozens of volunteers, but is very concerned about proposals to reduce mobile libraries from 6 to 4. A. Mazon – the local Co-ordinator claims this will adversely affect hundreds of pensioners. He is receiving support in the local press, but is pessimistic about the future service.

Kindle Grange Academy
This is the area's most prestigious school. The Headteacher, Mr E. Book is relieved that the school library service is to be re-tained, but as a strong believer in Citizenship studies, he wants to encourage his pupils to participate fully in any public involvement exercises.

Kindle Disability Forum
This group is convened jointly by the County Council and the NHS and has 36 members, about 10 of whom attend meetings on average. In the past they have been active in promoting disability access at libraries, but aren't involved in other aspects of the library service.

Middle Kindle Old Fogeys Reading Group
The longest-running reading group in the County. Now 1 of 54 supported by local Libraries. On average, borrows book sets for 15-20 people ten times a year. For historical reasons, serviced from Nether Kindle Library though Over Kindle and Middle Kindle libraries both closer. Two of the three may have to close.

Kindle Historical Association
45 strong group chaired by the somewhat eccentric Prof. Whispernet, meets regularly at Kindle-on-Sea South Library (threatened with closure) and campaigning to house the County archives in a more modern building.

Save our Libraries
An ad-hoc pressure group formed in the last 3 months with the specific aim of persuading the Council to withdraw its proposals. Organised an online petition attracting 3,550 signatures and is hosting a social networking site.

Kindlebury Residents Association
Represents two of the most deprived Wards in the County, with high proportions of ethnic minorities and migrant workers. Has one of the highest rates of Library usage – especially the use of the Community Computers Scheme (2002) now losing support elsewhere due to lack of modern PCs. The association is newly formed and yet to formulate its approach to the forthcoming dialogue. Worried its local Libraries will close (not likely).

Gaz | PC | Dio | KDC | Age | Swan | SoL | Acad | DisF | KHA | Read | Res

**A GUIDE TO
S T A K E H O L D E R
M A N A G E M E N T
AND MAPPING**
**London Cultural Improvement Programme (LCIP)
on behalf of London Councils**

March 2011