



The Importance of Engaging with Stakeholders

Rachel Jones, Act on Energy

Stakeholder Workshop
16 May 2012 - Sofia, Bulgaria

What is stakeholder Engagement?

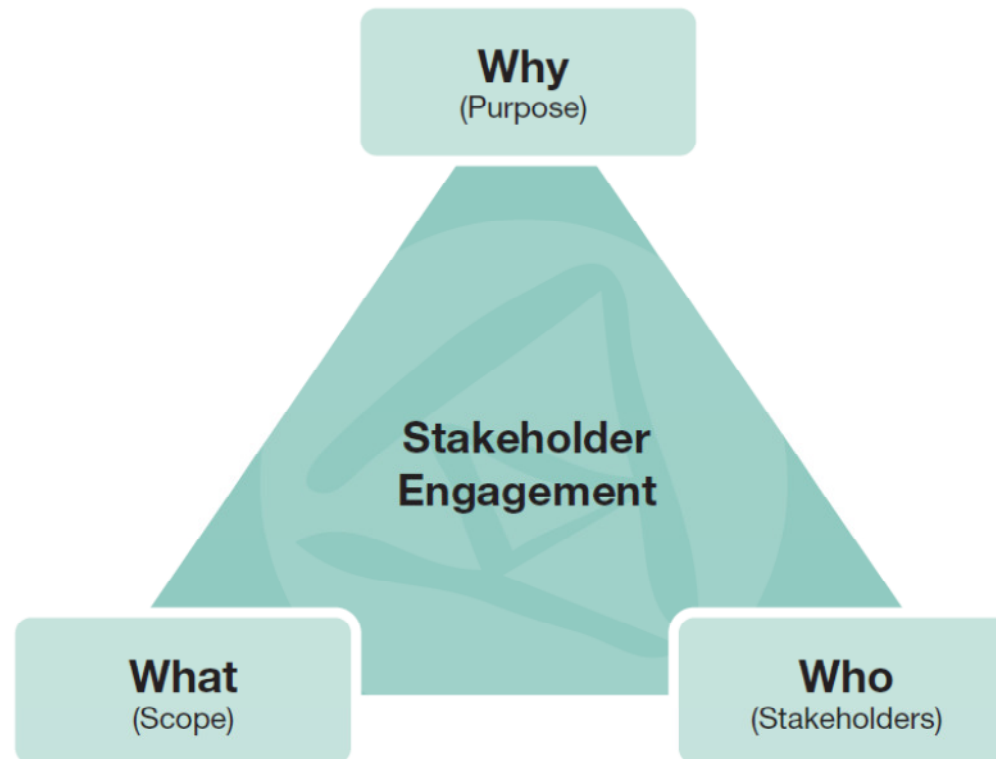
It is the process by which an organisation involves people who may be affected by the decisions it makes or can influence the implementation of its decisions

‘People or small groups with the power to respond to, negotiate with, and change the strategic future of the organisation’ (Eden and Ackermann 1998)

Stakeholders are not just members of communities or non-governmental organisations. They are those individuals, groups of individuals or organisations that affect and/or could be affected by an organisation’s activities, products or services and associated performance with regard to the issues to be addressed by the engagement. (AA1000 Stakeholder Engagement Standard 2011)



The Why, Who and What



Source :AA100 Stakeholder Engagement standard 2011



Why should we engage and involve stakeholders?

- Lets just develop a SEAP and then tell stakeholders about it
- What will engaging with political decision makers actually achieve?
- Do I really need to engage with local government staff or key partners?
- What can the wider community really do to help me?



The Purpose (Why)

- Firstly, what do you want to achieve and will stakeholder engagement support this
 - Develop a new project/strategy/action plan
 - Improve existing project/strategy/action
 - Operational changes to organisation
 - Others?

The Scope (What)

- Determine the subject areas, organisational parts you need to reach, the geographical area, and timescales
 - How much can really change
 - Is it appropriate?
 - Risk
 - Context – what's been done before, area characteristics, political/cultural issues
 - Others?



The Who

Identifying who should be Involved:

- Who is directly responsible for the decisions on the issues?
- Who is influential in the area, community and/or organisation?
- Who will be affected by any decisions on the issue (individuals and organisations)?
- Who runs organisations with relevant interests?
- Who is influential on this issue?
- Who can obstruct a decision if not involved?
- Who has been involved in this issue in the past?
- Who has not been involved, but should have been?



The Stakeholder

We also need to understand each stakeholder or stakeholder groups and consider:

- Expectations
- Existing relationships
- Dependence (are they funded by the organisation)
- Influence
- Type (government, civil society, consumer)
- Cultural context
- Scale of operation
- Capacity to engage (language barriers, IT literacy, disability)
- Relationships
- Legitimacy
- Knowledge of the issues associated with the purpose



The Stakeholder

Other key issues to consider when identifying potential Stakeholder Groups are:

- Who decides who is involved?
- Resisting pressure on numbers.
- Marginalising “Usual suspects”.
- Opponents.
- Hard to Reach Groups.
- Everyone does not have to be involved in everything.
- Campaigning organisations.
- What’s In It for Them (WIIFT)?



Practical session – mapping stakeholders



Working in your table groups - Case study

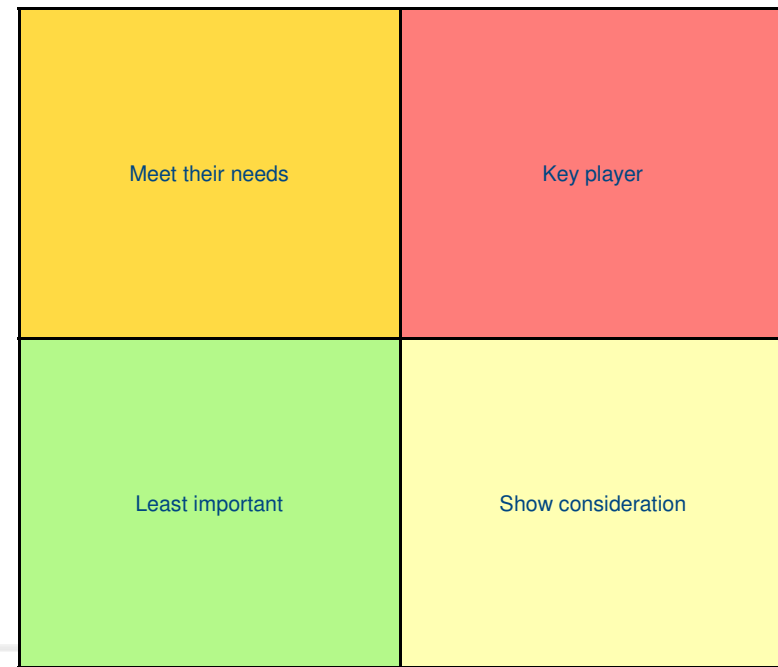
You are members of The Worcestershire Partnership Environment Group (WPEG) which acts as Worcestershire's environmental voice in the county and the region. Membership of WPEG is drawn from a broad range of knowledge and experience in the environmental field and includes representatives from the public, private and voluntary sectors. You want to raise the profile of the group across the county and want to engage with stakeholders that can help address your core priorities which are:

Climate Change Biodiversity Water

Task 1 – list the potential stakeholders that WPEG should engage with (10 minutes)

Task 2 – Map the stakeholders on to the Influence/Interest Grid

Influence of stakeholders



Interest of stakeholders

WPEG List of Key Stakeholders



- **Local Government**
 - Senior staff (chief exec, heads of departments)
 - Front line staff
- **Other Groups**
 - Health groups
 - Economic groups
- **Politicians**
 - Those with environmental responsibilities
 - others
- **University**
- **Schools**
- **General Public**
 - Non interested
 - interested
- **Community Groups (transition)**
- **NGO's**
- **Landowners**
- **Energy Suppliers**
- **Developers**



Practical session – mapping stakeholders



Working in your table groups - Case study

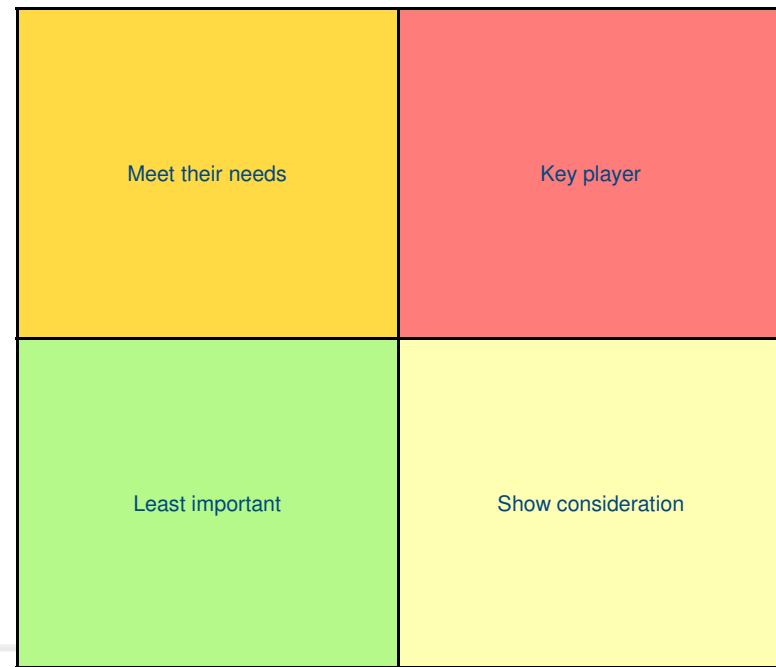
You are members of The Worcestershire Partnership Environment Group (WPEG) which acts as Worcestershire's environmental voice in the county and the region. Membership of WPEG is drawn from a broad range of knowledge and experience in the environmental field and includes representatives from the public, private and voluntary sectors. You want to raise the profile of the group across the county and want to engage with stakeholders that can help address your core priorities which are:

Climate Change Biodiversity Water

Task 1 – list the potential stakeholders that WPEG should engage with (10 minutes)

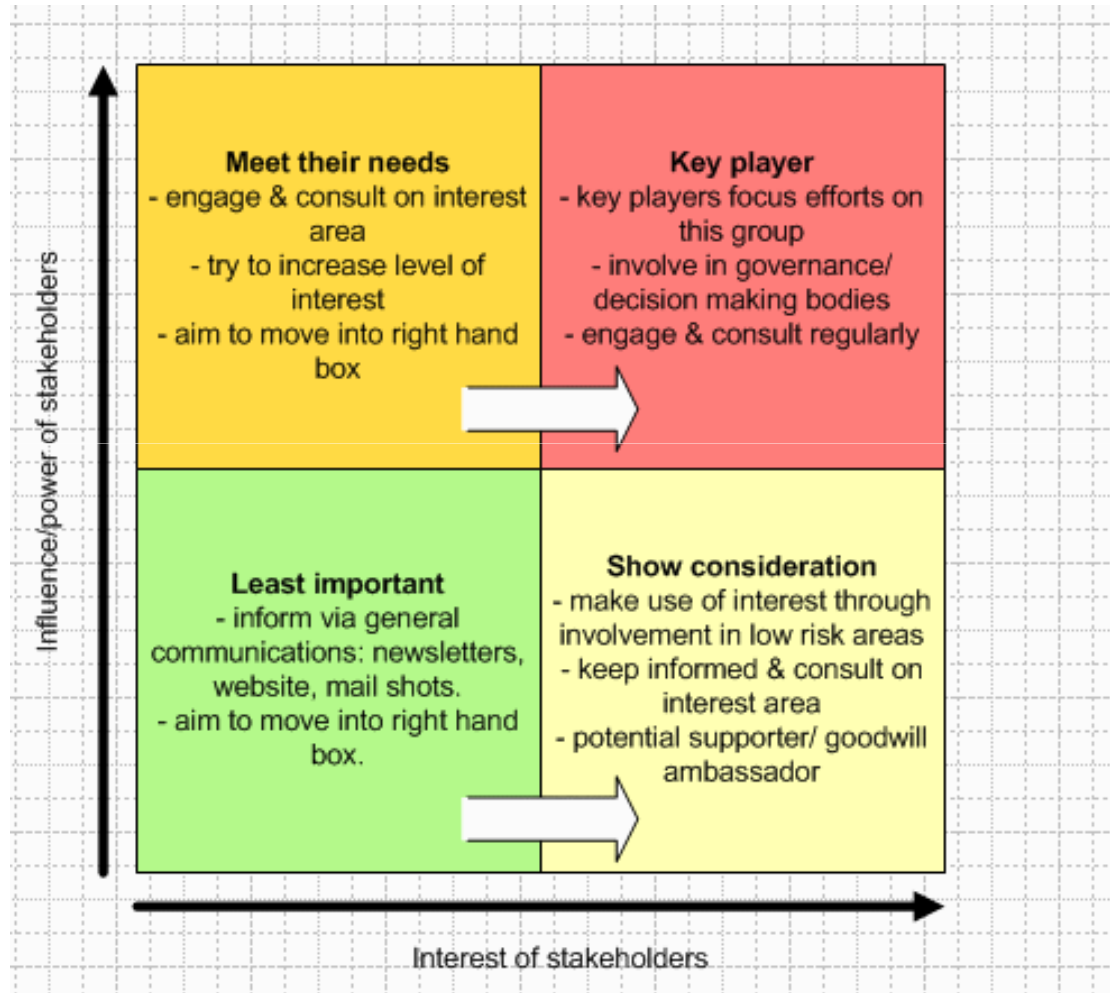
Task 2 – Map the stakeholders on to the Influence/Interest Grid

Influence of stakeholders



Interest of stakeholders

Stakeholder Prioritisation Continued



WPEG Actual Results



	Keep them happy	Get them involved
Influence	Local authority officers (Director-level) Major developers and consultants Shenstone Group Members (general) Lobby groups Government departments Energy companies (big six) Landowners	Local Enterprise Partnerships Worcestershire Partnership Board District Local Strategic Partnerships Place Shaping Group University of Worcester Members (Cabinet or lead) Health and Wellbeing Group
	Minimum effort	Keep them up to date
	Public (general) Parish Councils Schools	Adjoining Local Nature Partnerships Public (interested) Local authority officers (junior) Transition groups
	Interest	

