Appendices

More advice for participation

Appendix 1

Stakeholder analysis and mapping

What is a stakeholder analysis?

Stakeholder analysis is a way of incorporating the needs of all the people with a stake (or interest) in the development of services.

Why do stakeholder analysis?

Stakeholders can greatly influence the outcome of engagement. Promising to engage stakeholders throughout the development of services is only effective with planning. This will ensure that the right people take part in the most appropriate and effective ways.

Analysis helps to:

- Identify stakeholders likely to be affected by or have an interest in a proposal
- Assess how stakeholders might be affected (positively or negatively) by a proposal
- Anticipate the consequences of a proposal
- Ensure a successful outcome by developing a cooperative relationship with stakeholders
- Pre-empt and manage potential areas of disagreement
- Develop better policies and services with greater acceptance by stakeholders
- Ensure that the focus of the development or change remains on the people it is supposed to serve.

Who are stakeholders?

Stakeholders are people, groups or organisations with a declared or conceivable interest in a topic. Stakeholders can be both internal and external to the partnership or running an activity. Stakeholders usually fall into one or more of the following categories:

- Public sector agencies, for example the Police, Hospital Trusts, local councils
- Interest groups, for example trade unions, environmental groups or equalities organisations
- Commercial businesses
- Not for profit organisations, for example voluntary and community groups
- Individuals such as service users, customers, the public, staff, managers and councillors

When to conduct a stakeholder analysis

The timing of the stakeholder analysis is important. If it is conducted in the early stages of developing proposals, it can help to gauge the acceptance and sustainability of any proposals. Potential obstacles to agreeing and implementing any proposals can be identified, avoided or mitigated as resources allow.

What to consider

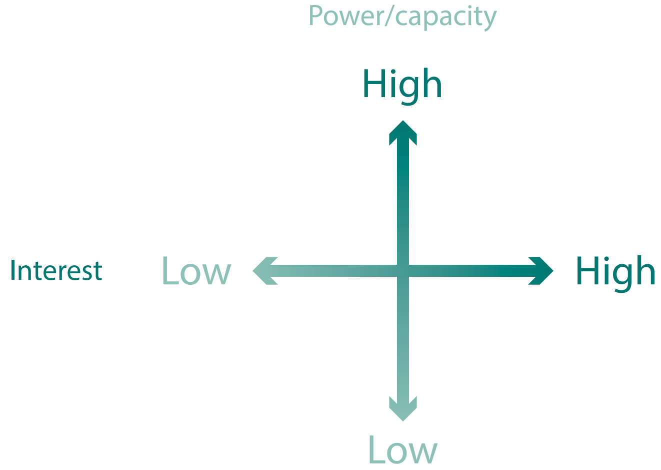
There are two main attributes to be plotted on a quadrant:

1. The level of influence each stakeholder has. This relates to the power and resources that the stakeholder can marshal to promote their position.
2. The level of interest that the stakeholder has in the issue, usually the importance that they attach to the issue.

Together, these signal the capacity of a stakeholder to block or promote a proposal, join with others to support or oppose a proposal, and to lead the direction of a proposal. Critically, it also shows the person leading the proposal where to focus their attention in supporting stakeholders with a high interest in proposals but low levels of power or capacity, to ensure that they can have their say.

This is particularly important in relation to our statutory duties under the Equalities Act 2010.

The stakeholder quadrant



How to do a stakeholder analysis

You can do the analysis as an individual, with the project team or with a group of stakeholders.

Always link in with the NHCP communications and engagement team as they will have many sources or information, contacts and may have completed similar analysis before.

Follow these four steps:

1. Identify all the stakeholders by brainstorming.
2. Ask the following questions. What is each stakeholder's interest in the consultation? How could the proposal be of potential benefit or detriment to them? Are there any areas of potential conflict?
3. Identify if their interest and capacity is high or low and plot their position on the grid.
4. Work with the NHCP communications and engagement team to determine how you will communicate with and support the various stakeholders to contribute, recognising that those with low power and capacity but high interest will need the most support.