

Principles of Strategic Stakeholder Engagement

Electralink Seminar

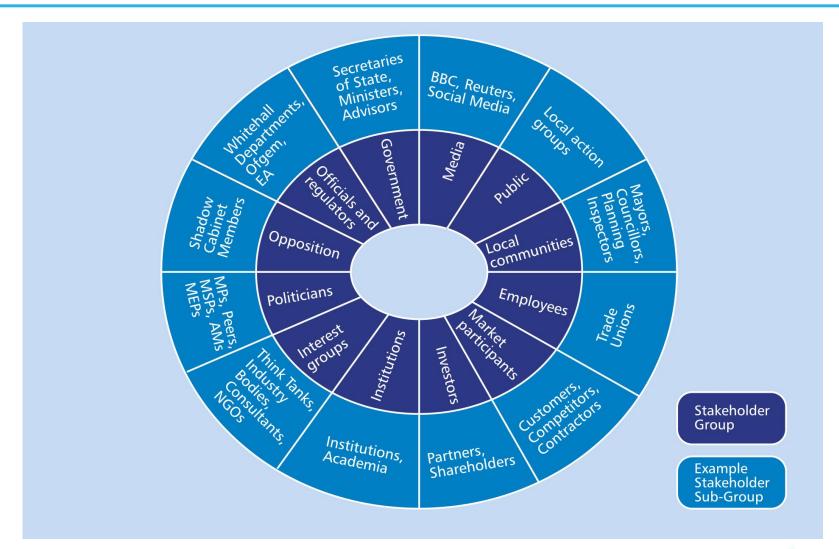
Chris Anastasi, 26 November 2018, London



Objective

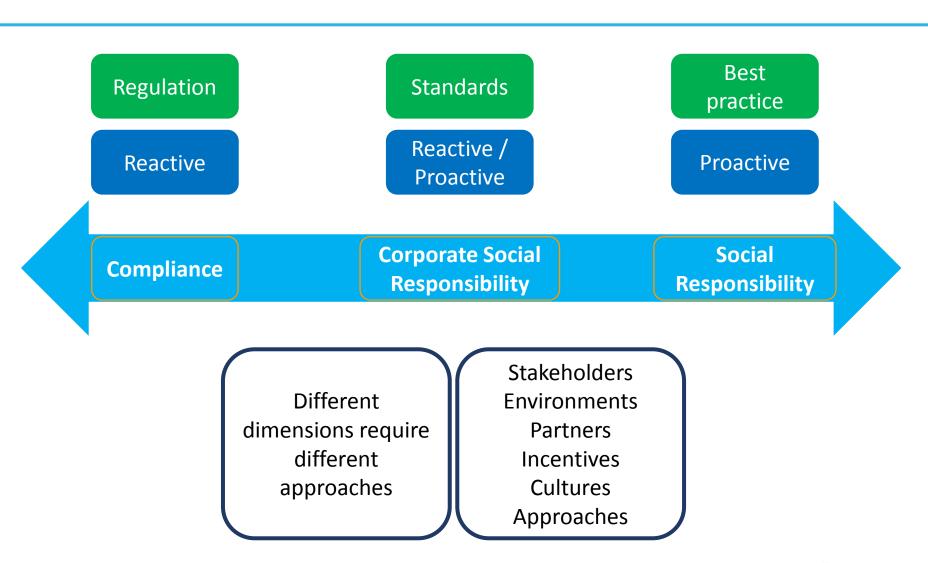
Raise awareness of the critical importance of Strategic Stakeholder Engagement

Stakeholder Spectrum





Activities in Stakeholder Engagement





Competition for the role of REC Code Manager



Consultation

Switching Programme: Regulation and Governance - way forward and statutory consultation on licence modifications

Publication

15 October 2018

Contact:

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date:

Team: Switching Programme

Response deadline:

16 November 2018

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We are making changes to allow consumers to switch their energy supplier faster and more reliably. We are introducing the Retail Energy Code (REC) to make these changes happen.







Source: Ofgem website



Brexit highlights importance of lobbying activity



"Every charity or business is taking this opportunity to lobby for a slight change in something"

Katie Perior, Theresa May's former Director of Communications



"Its a 10-year programme that we are going to go into now"

Katie Perior, Theresa May's former Director of Communications

"Advertising budgets are going down.
Thought leadership budgets are going up"

Tom McTague, Brexit Boom for Britain's lobbyists, Politico

Source: Brexit Boom for Britain's lobbyists, Politico, 28 January 2018



Lobbying under pressure



Alex Ralph and harry Wilson, The Times, 15 May 2017

Big business spends £25m on lobbying politicians

Revealed: companies exploit reporting loophole



Rightwing UK thinktank 'offered ministerial access' to potential US donors

Exclusive: Institute of Economic Affairs boss tells undercover reporter it is in 'Brexit-influencing game'

- Charity Commission to investigate thinktank after 'cash for access' claims



Oliver Wright, Policy Editor, The Times, 12 May 2018 • The Brexit-influencing game: how IEA got involved with a US

Big companies 'buy influence' with funding for think tanks

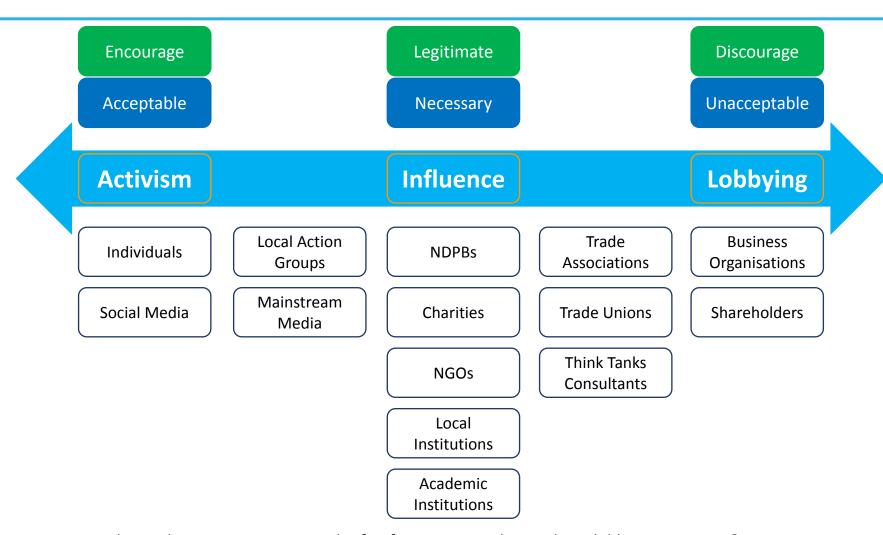






Sources: As indicated in the articles

Perceptions on influencing the political debate



Source: Why are businesses coming under fire for exercising their right to lobby government?,

Chris Anastasi, Public Affairs Networking, October 2018

Notes: NDPBs, Non-Departmental Public Bodies; NGOs Non-Governmental Organisations

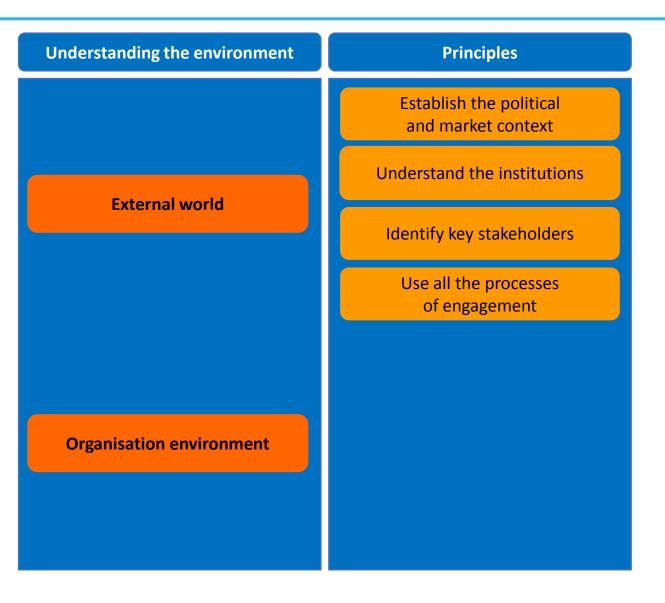


Addressing external and internal domains

Understanding the environment External world Organisation environment

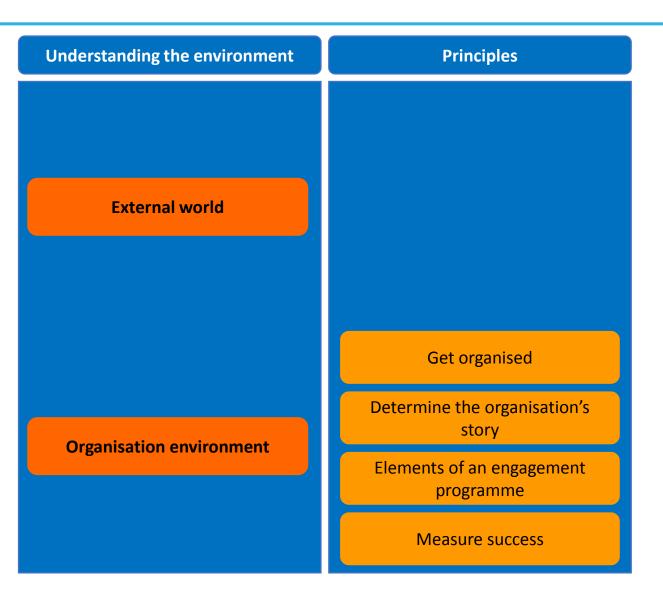


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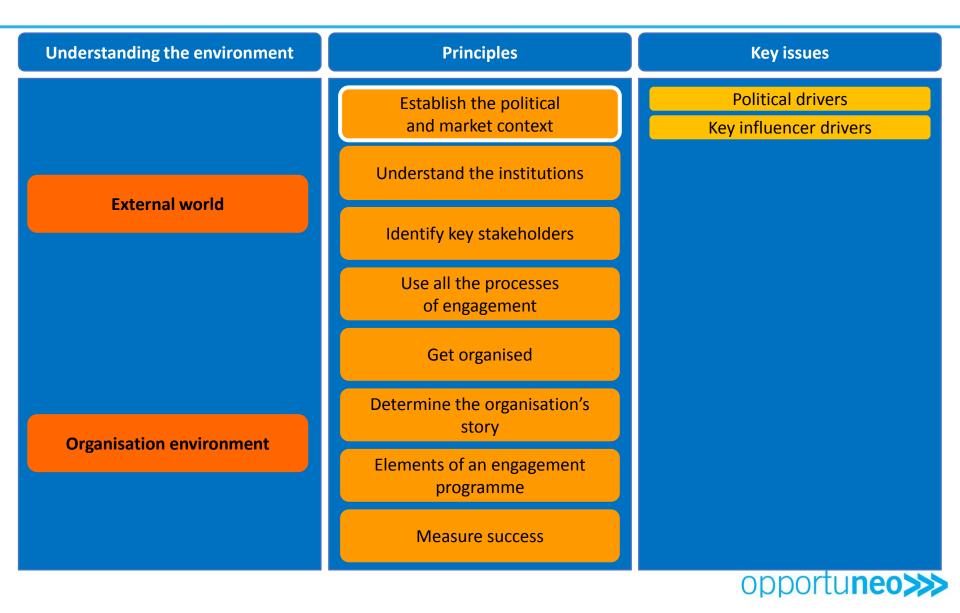


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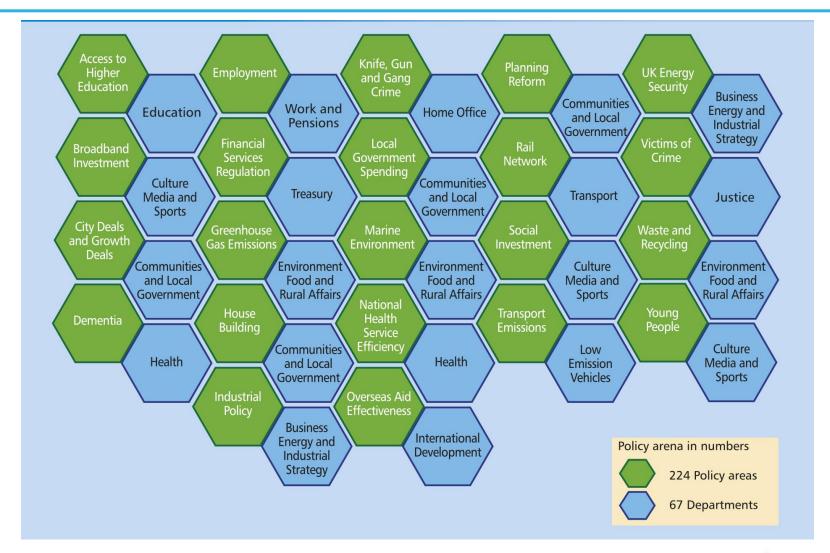




The context for stakeholder engagement



Policy areas across the economy

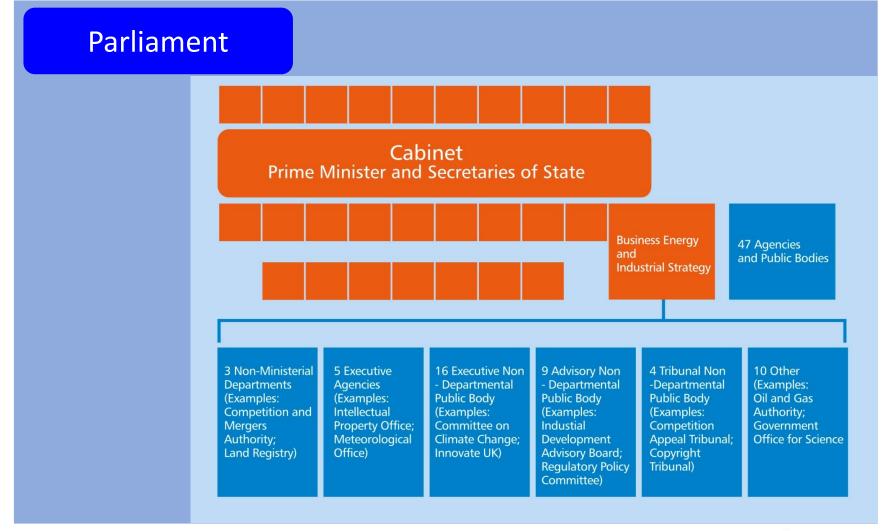




Politicians and their officials

Understanding the environment	Principles	Key issues
	Establish the political and market context	
External world	Understand the institutions	Parliament Supporting institutions
External world	Identify key stakeholders	
	Use all the processes of engagement	
	Get organised	
Organisation environment	Determine the organisation's story	
Organisación circuloninent	Elements of an engagement programme	
	Measure success	
		opportu neo>>>

Four levels of political influence

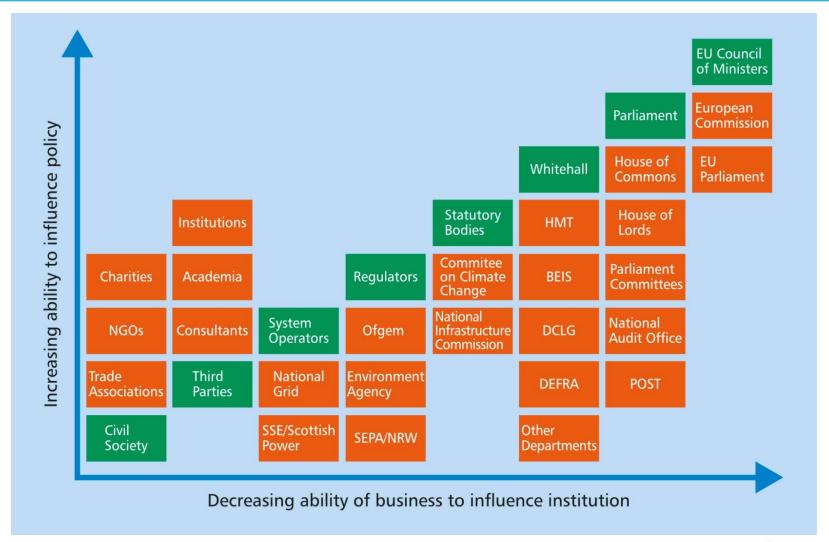




Identifying decision makers and key influencers

Understanding the environment	Principles	Key issues
	Establish the political and market context	
External world	Understand the institutions	
External world	Identify key stakeholders	Decision-makers Key influencers
	Use all the processes of engagement	
	Get organised	
Organisation environment	Determine the organisation's story	
Organisation character	Elements of an engagement programme	
	Measure success	
		opportu neo>>>

Decision-makers and key influencers





Processes of engagement

Understanding the environment	Principles	Key issues
	Establish the political and market context	
External world	Understand the institutions	
External world	Identify key stakeholders	
	Use all the processes of engagement	Formal processes Informal processes
	Get organised	informal processes
Organisation environment	Determine the organisation's story	
Organisation environment	Elements of an engagement programme	
	Measure success	
		opportu neo>>>

Formal and informal processes of engagement

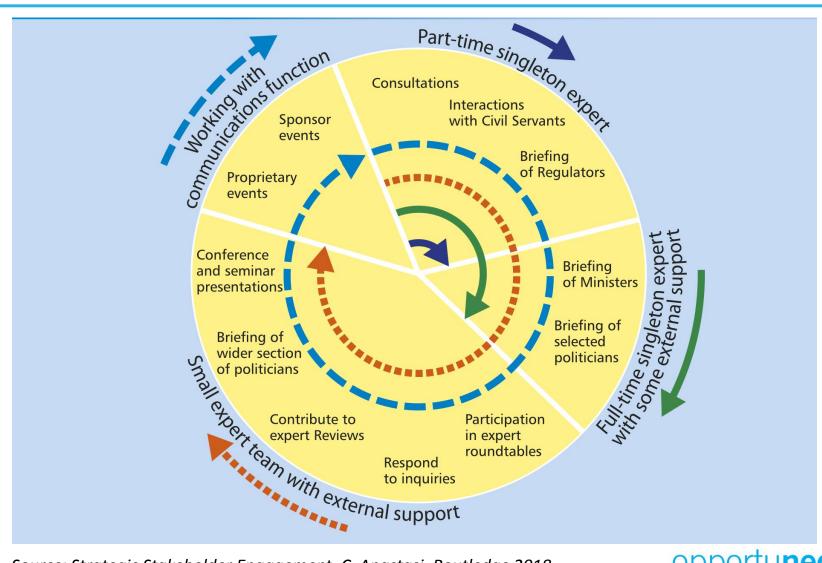


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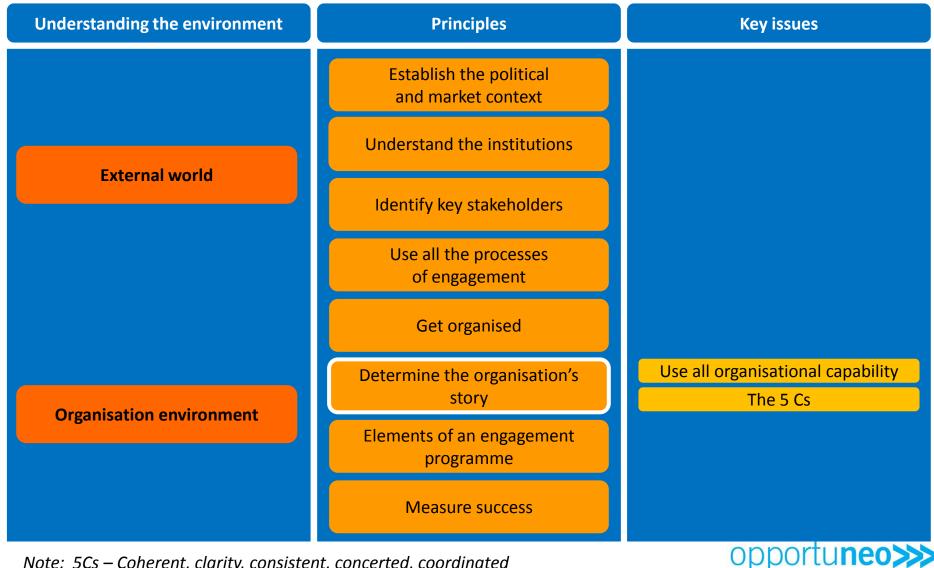
Getting organised

Understanding the environment	Principles	Key issues
	Establish the political and market context	
External world	Understand the institutions	
External world	Identify key stakeholders	
	Use all the processes of engagement	
	Get organised	Expectations and resources Beyond the core team
Organisation environment	Determine the organisation's story	Beyond the core team
Organisation environment	Elements of an engagement programme	
	Measure success	
		opportu neo>>>

Matching resources to ambition

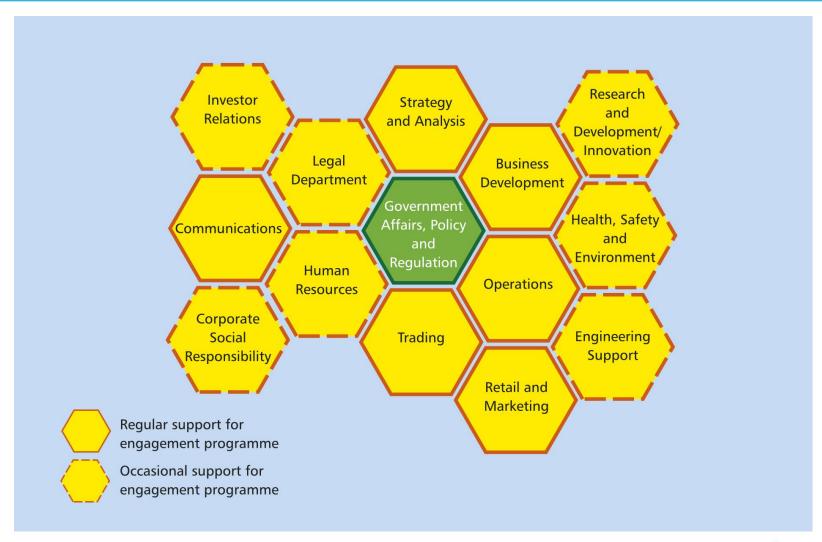


Developing the organisation 'story'



Note: 5Cs – Coherent, clarity, consistent, concerted, coordinated

Drawing on organisational capabilities





Developing a holistic engagement programme

External world Understand the institutions Identify key stakeholders Use all the processes of engagement Get organised Determine the organisation's story Elements of an engagement Using advisors	Understanding the environment	Principles	Key issues
Identify key stakeholders		The state of the s	
Use all the processes of engagement Get organised Determine the organisation's story Elements of an engagement Indentify key activities		Understand the institutions	
Organisation environment Organisation environment Elements of an engagement Indentify key activities	External world	Identify key stakeholders	
Organisation environment Determine the organisation's story Elements of an engagement Indentify key activities		The state of the s	
Organisation environment Elements of an engagement Indentify key activities		Get organised	
Elements of an engagement Indentify key activities	Organisation environment		
Measure success Measure success		Measure success	

Elements of an effective programme

1. Identify areas of activity

- The market
- Subsidies
- Taxation
- Innovation
- Training

2. Utilise all available capabilities

- Create an in-house 'virtual' team
- Form alliances
- Participate in Trade Association's work
- Use independent experts

3. Develop the organisation's story

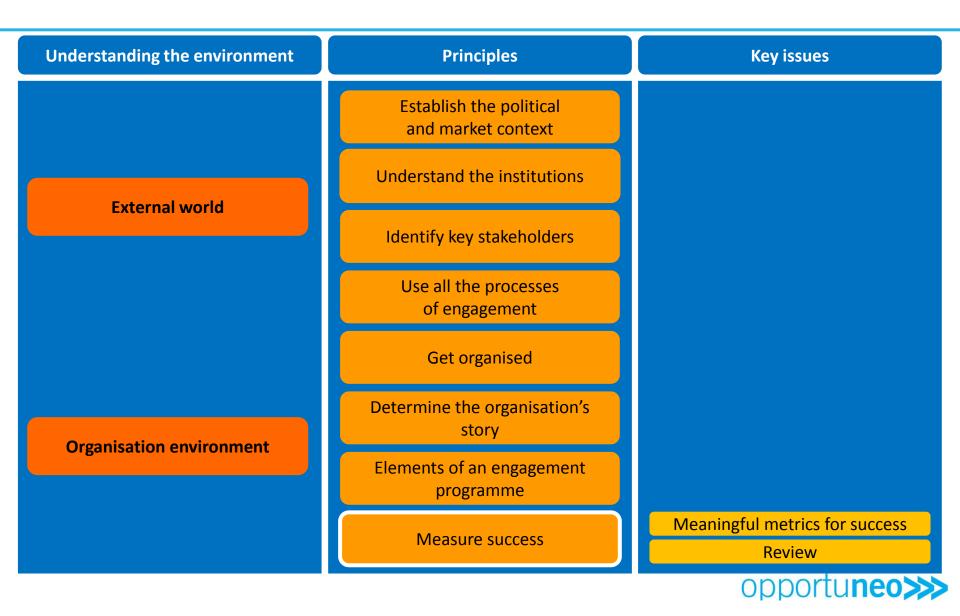
- Coherent 'story'
- Clarity of message
- Consistent approach
- Concerted effort
- Coordinated action

4. Execute the strategy

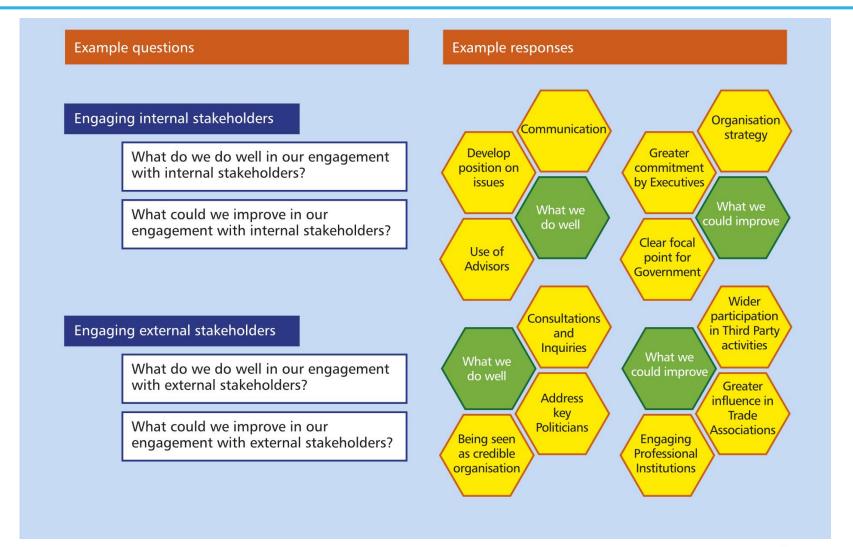
- Engage in formal Government processes
- Deliver engagement programme for Parliament
- Deliver engagement programme for Whitehall
- Engage with regulators and other public bodies
- Facilitate Third Party action
- Engage in wider dissemination of key messages



Reviewing progress



Reviewing performance





Reviewing progress

Understanding the environment	Principles	Key issues
	Establish the political and market context	Political drivers
		Key influencer drivers Parliament
External world	Understand the institutions	Supporting institutions
external world	Identify key stakeholders	Decision-makers
Organisation environment	Identify key stakeholders	Key influencers
	Use all the processes	Formal processes
	of engagement	Informal processes
	Get organised	Expectations and resources
		Beyond the core team
	Determine the organisation's	Useall organisational capability
	story	The 5 Cs
	Elements of an engagement	Indentify key activities
	programme	Using advisors
	Measure success	Meaningful metrics for success
		Review