



# Principles of Strategic Stakeholder Engagement

*Electralink Seminar*

Chris Anastasi, 26 November 2018, London

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## Objective

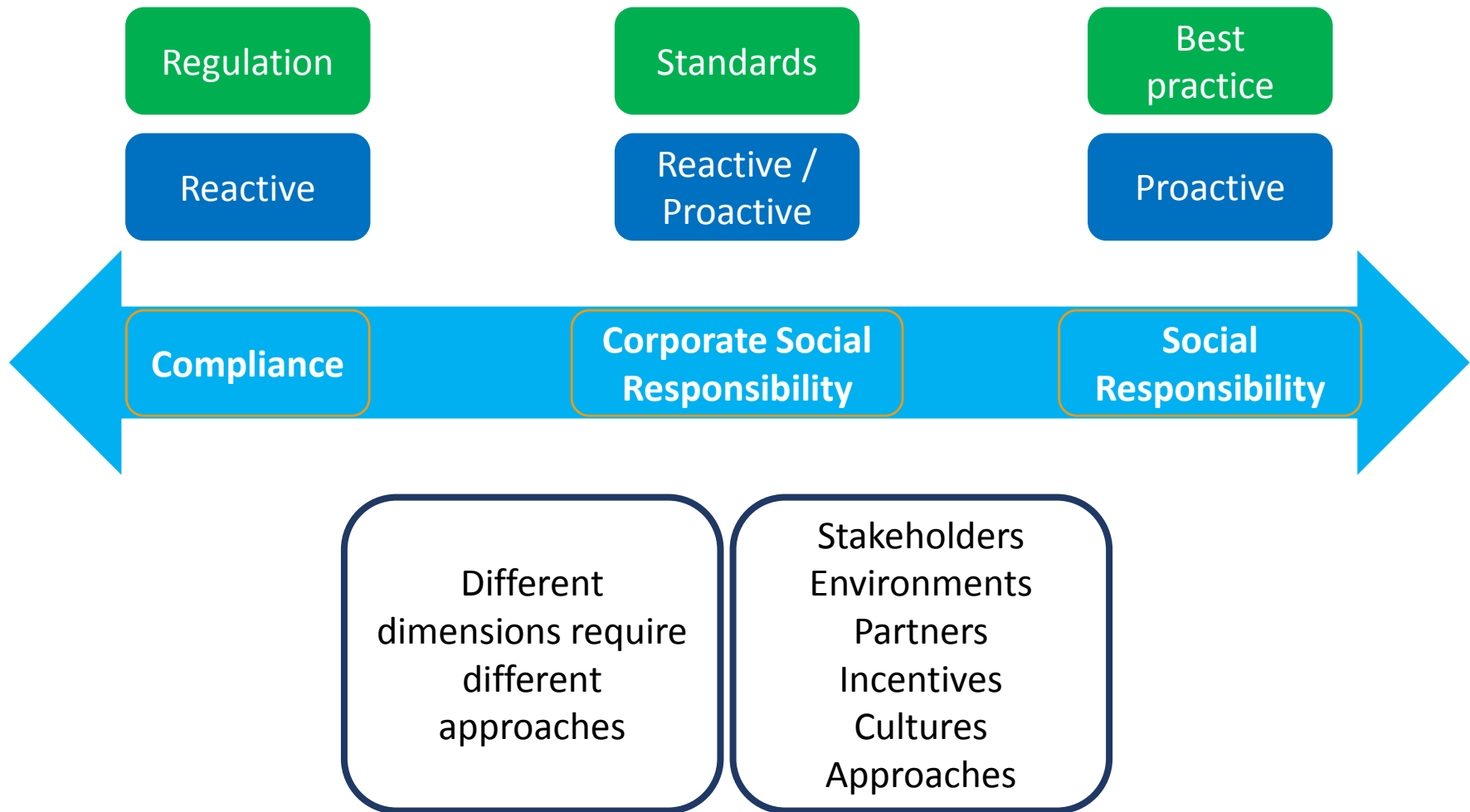
*Raise awareness of the critical importance of Strategic Stakeholder Engagement*

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# Stakeholder Spectrum



# Activities in Stakeholder Engagement



# Competition for the role of REC Code Manager

**ofgem**

Making a positive difference  
for energy consumers

## Consultation

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

**Publication date:** 15 October 2018

**Contact:** Rachel Clark, Programme Director

**Team:** Switching Programme

**Response deadline:** 16 November 2018

**Tel:** 020 7901 3907

**Email:** [switchingprogramme@ofgem.gov.uk](mailto:switchingprogramme@ofgem.gov.uk)

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.



**ElectraLink**



**Gemserv**

**ELEXON**

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**



## **Brexit boom for Britain’s lobbyists**

Since the referendum, the field has been flooded by a wave of former Tory advisors.

By TOM MCTAGUE | 7/12/17, 6:21 PM CET | Updated 1/28/18, 10:21 PM CET

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



# Lobbying under pressure

THE  TIMES

Alex Ralph and Harry Wilson, *The Times*, 15 May 2017

## Big business spends £25m on lobbying politicians

Revealed: companies exploit reporting loophole



THE  TIMES

Oliver Wright, Policy Editor, *The Times*, 12 May 2018

## Big companies 'buy influence' with funding for think tanks



UK edition ▾  
**The Guardian**

**Robert Booth**

Mon 30 Jul 2018 08.42 BST

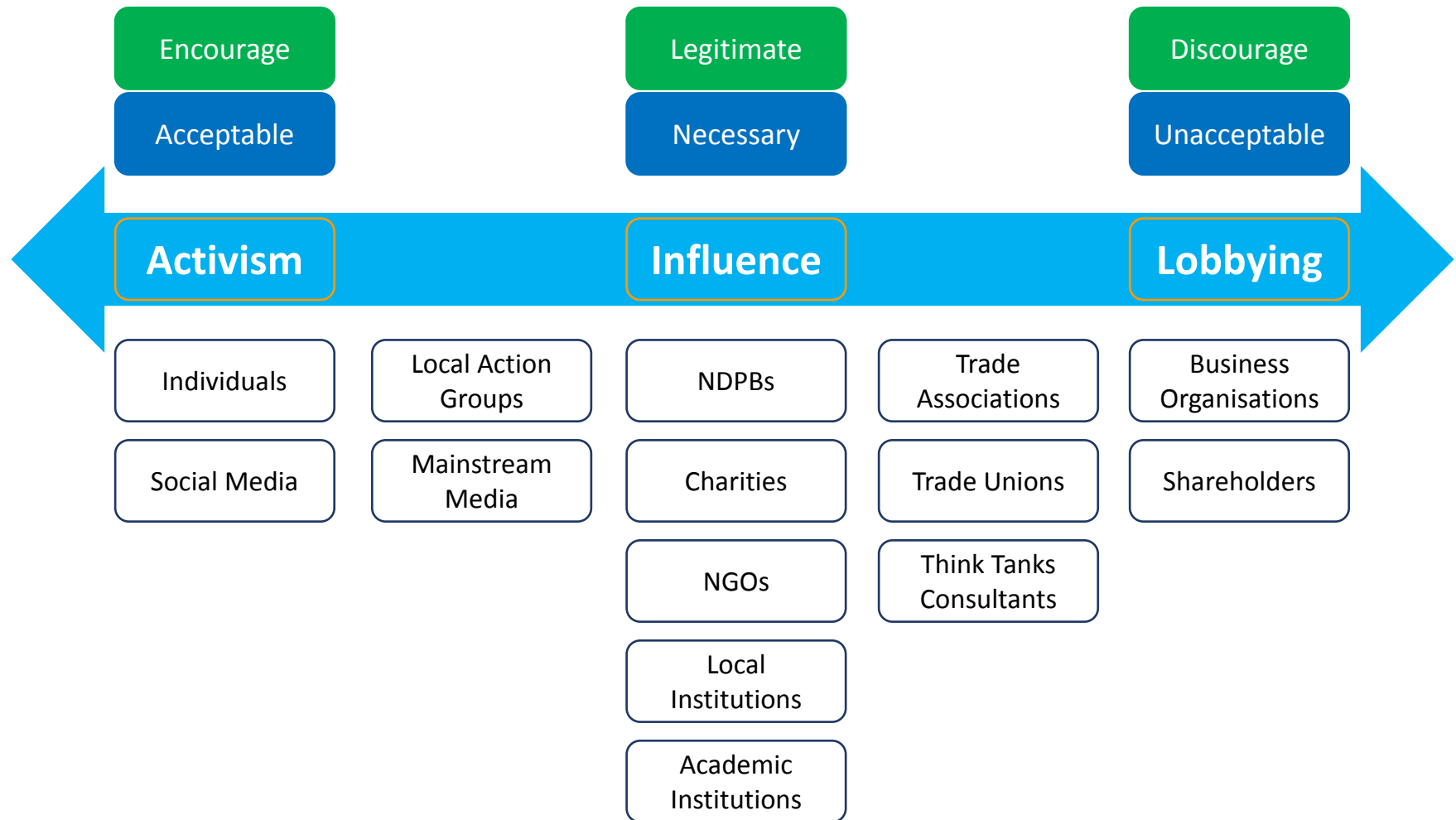
## Rightwing UK thinktank 'offered ministerial access' to potential US donors

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
- The Brexit-influencing game: how IEA got involved with a US rancher



# 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



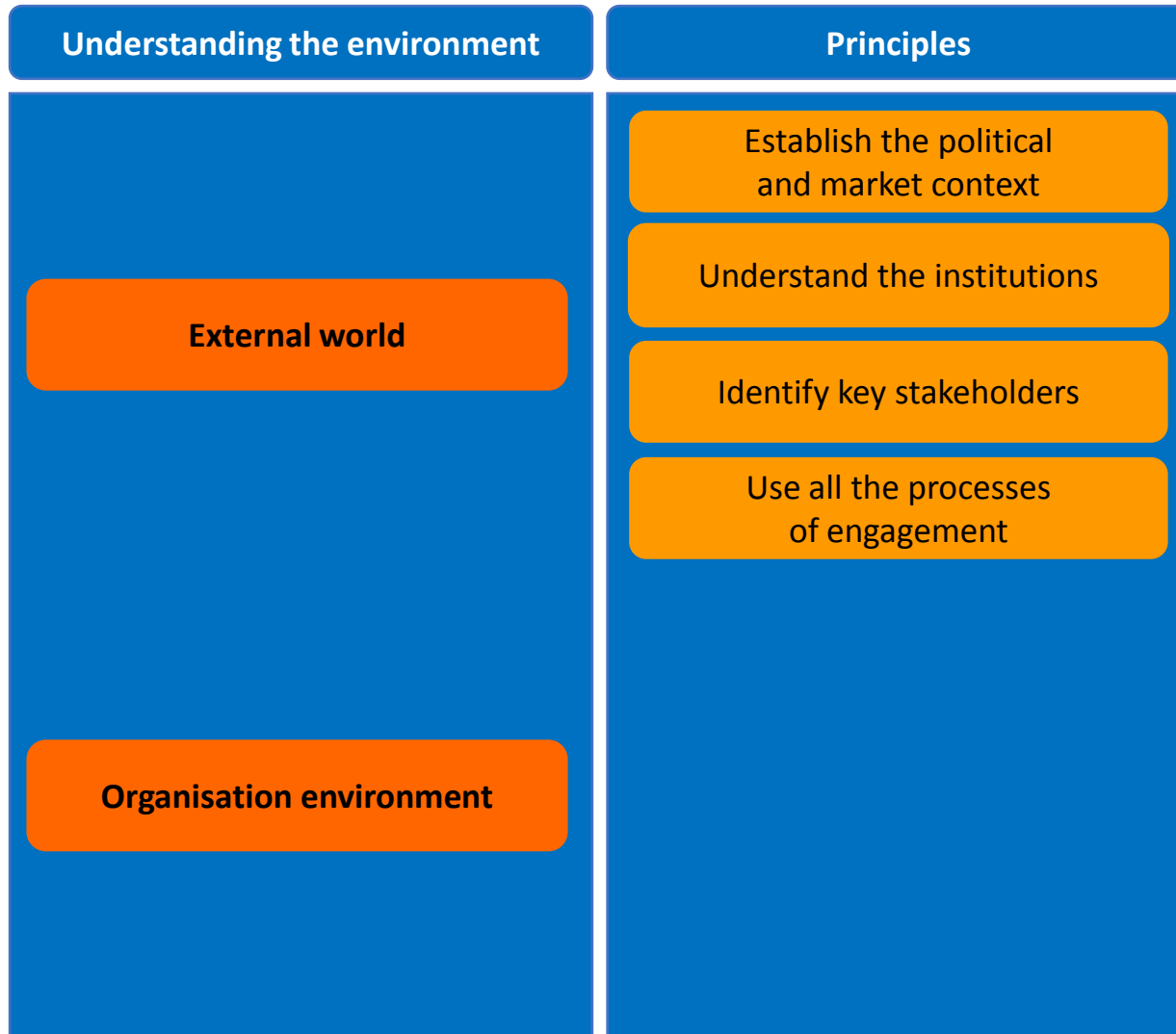
# Addressing external and internal domains

Understanding the environment

External world

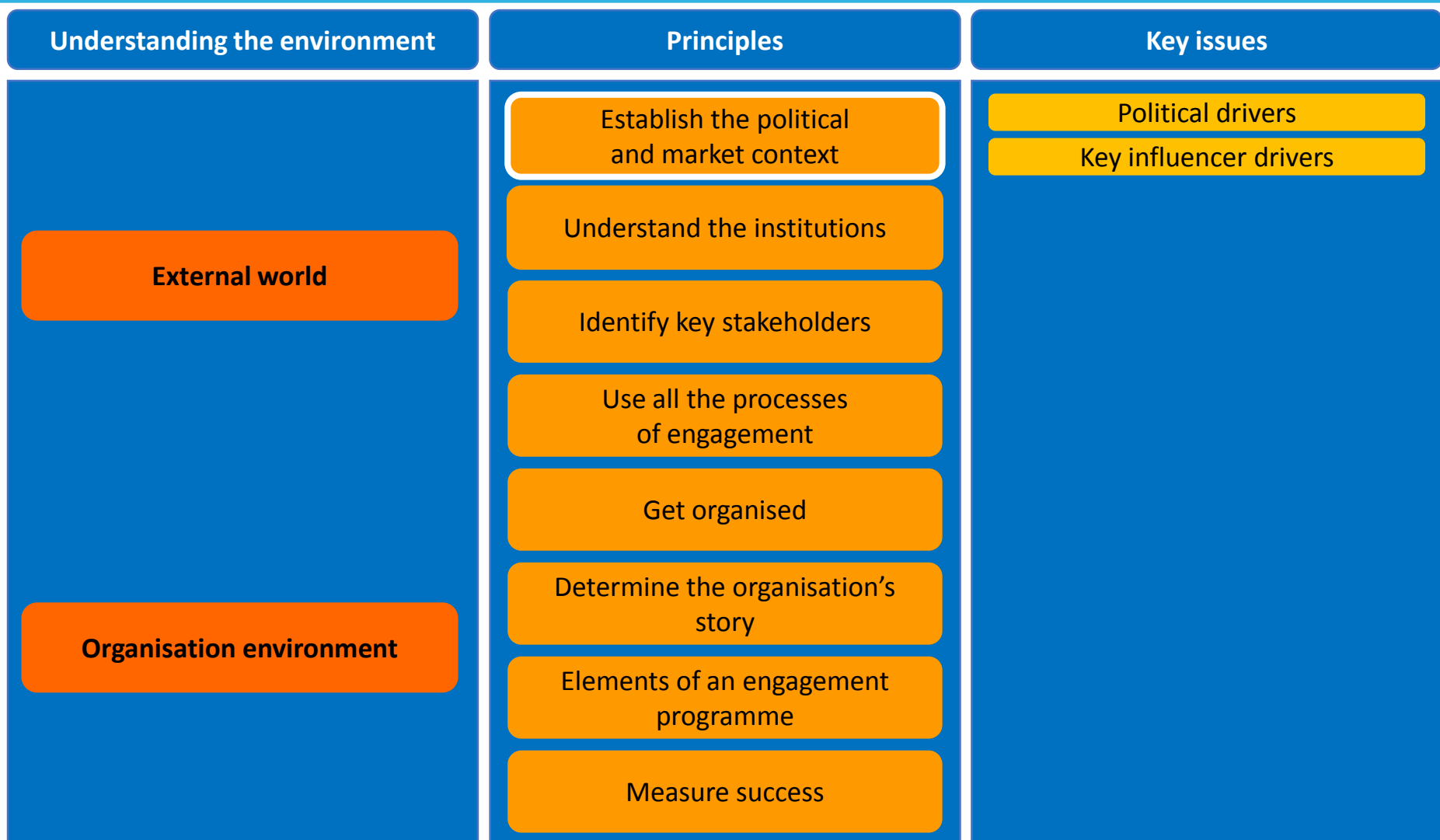
Organisation environment

# Principles of Strategic Stakeholder Engagement

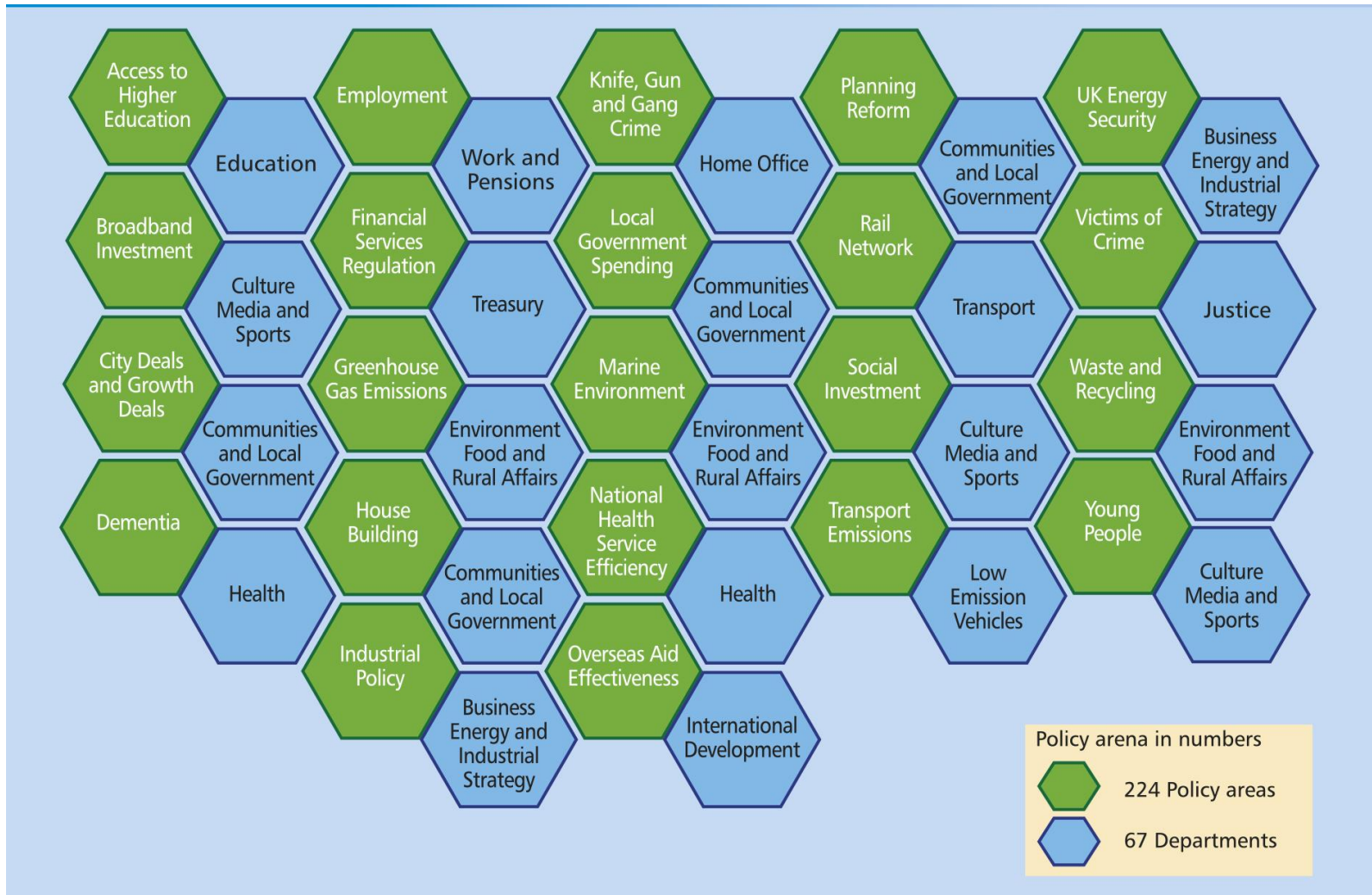


Understanding the environment	Principles
External world	
	Get organised
	Determine the organisation's story
Organisation environment	Elements of an engagement programme
	Measure success

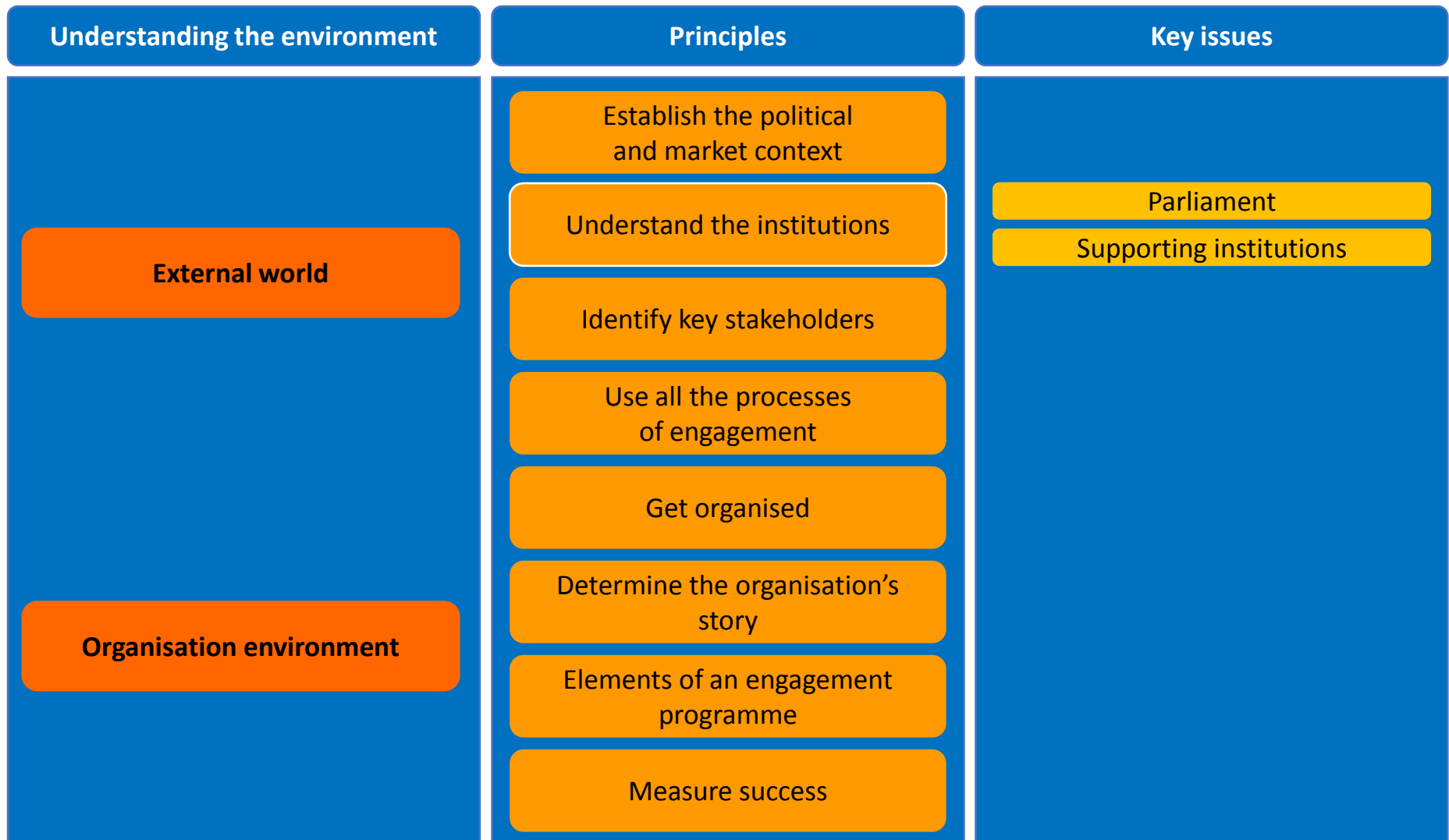
# The context for stakeholder engagement



# Policy areas across the economy

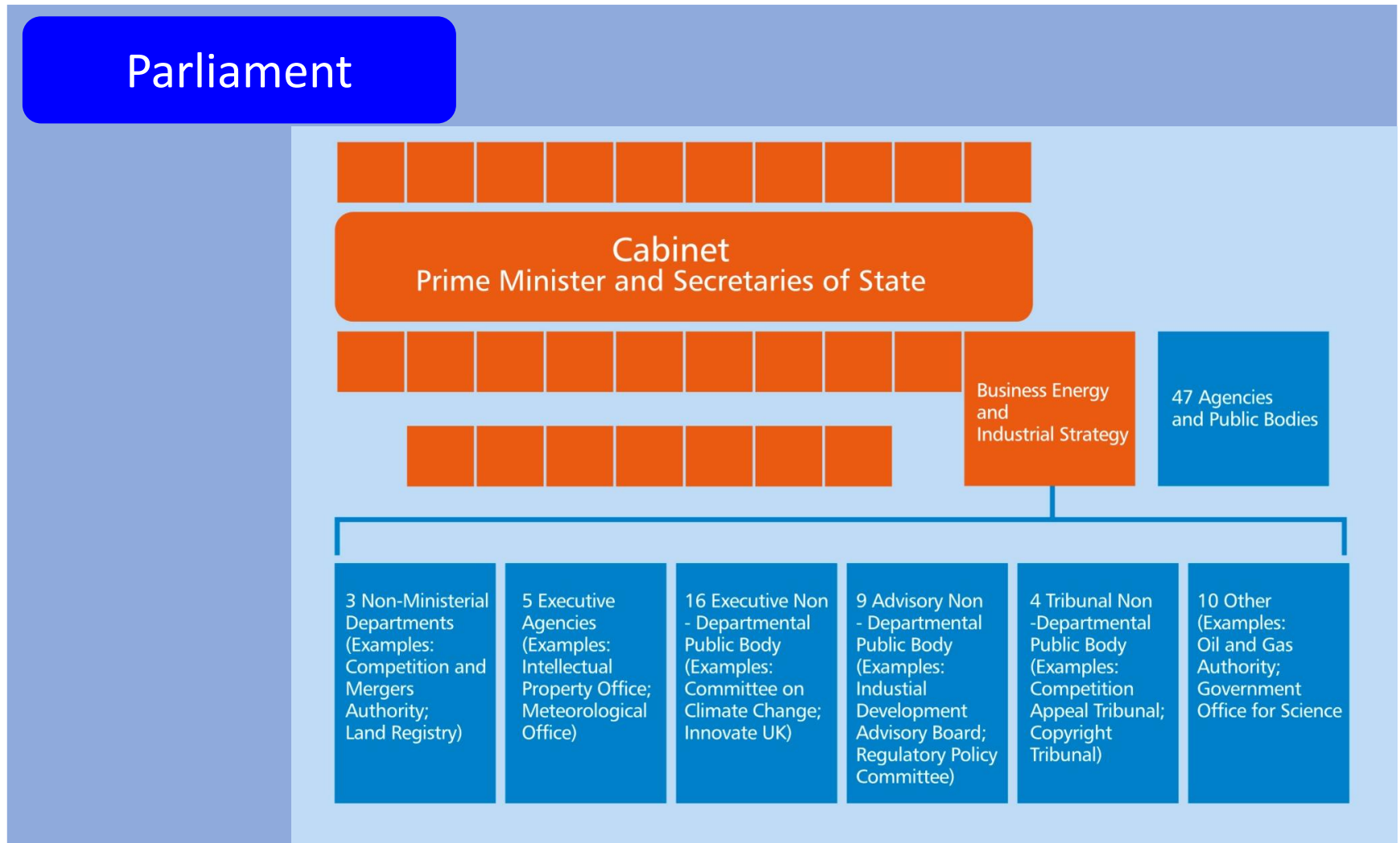


# Politicians and their officials

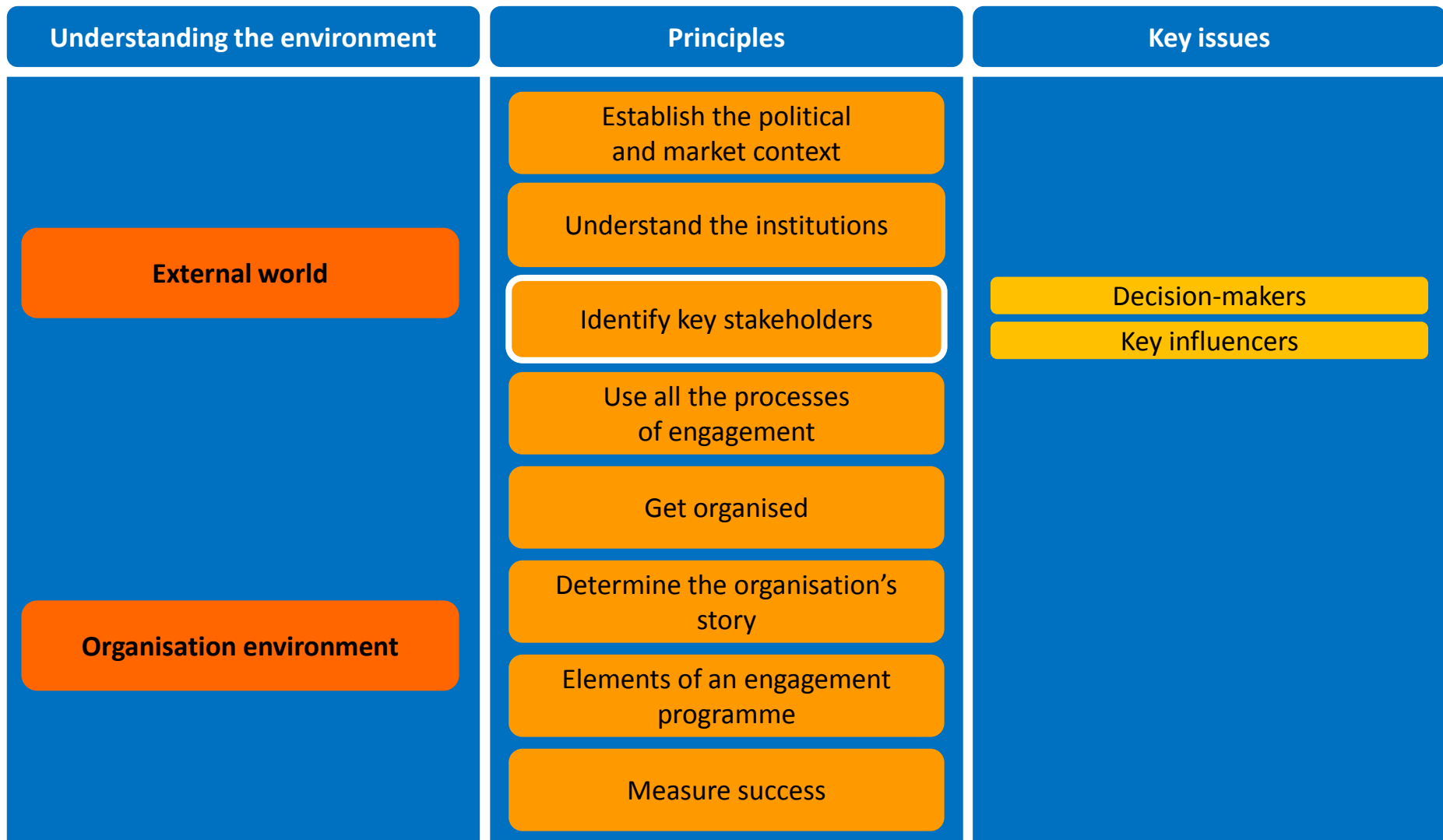




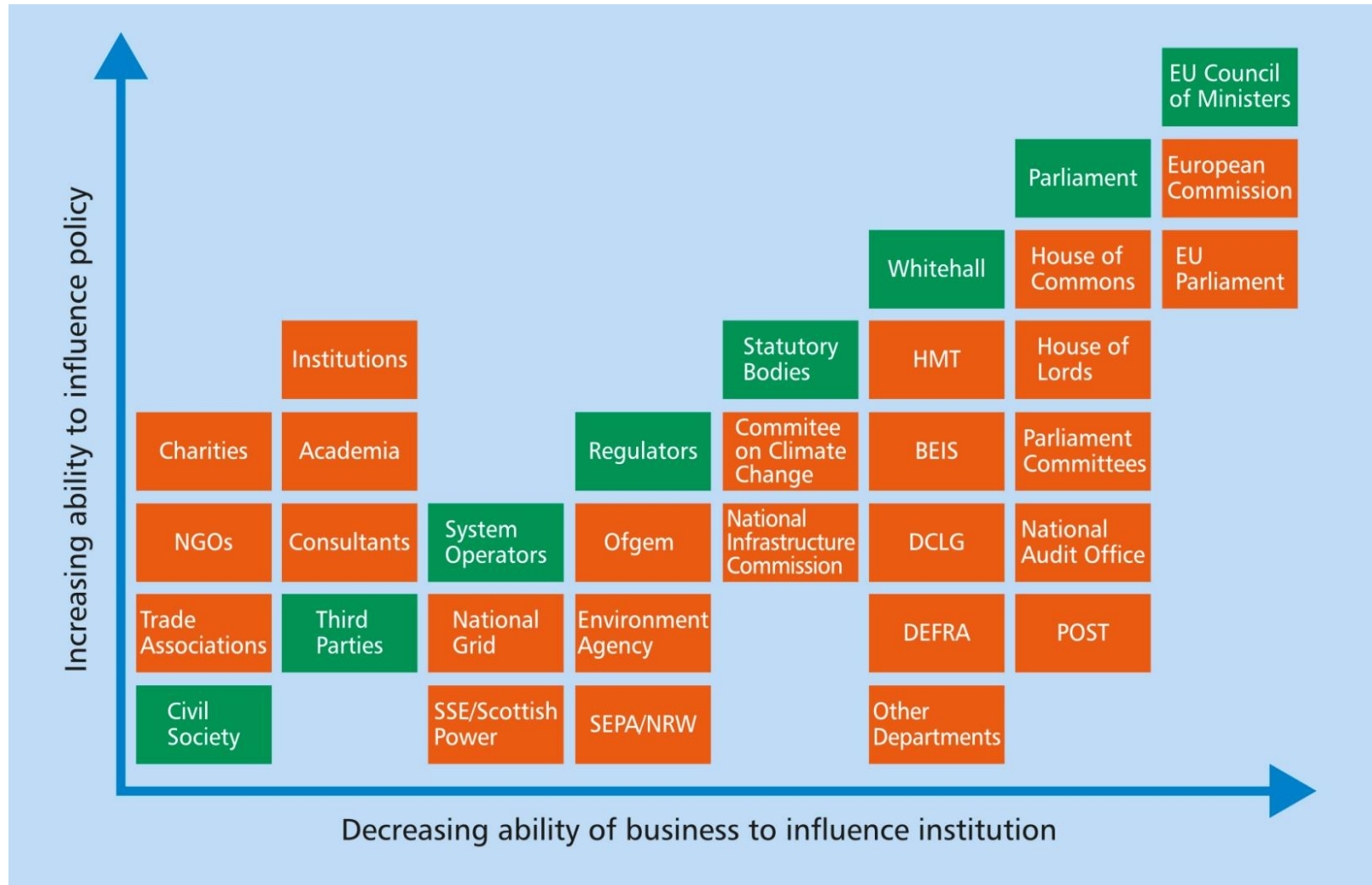
# Four levels of political influence



# Identifying decision makers and key influencers

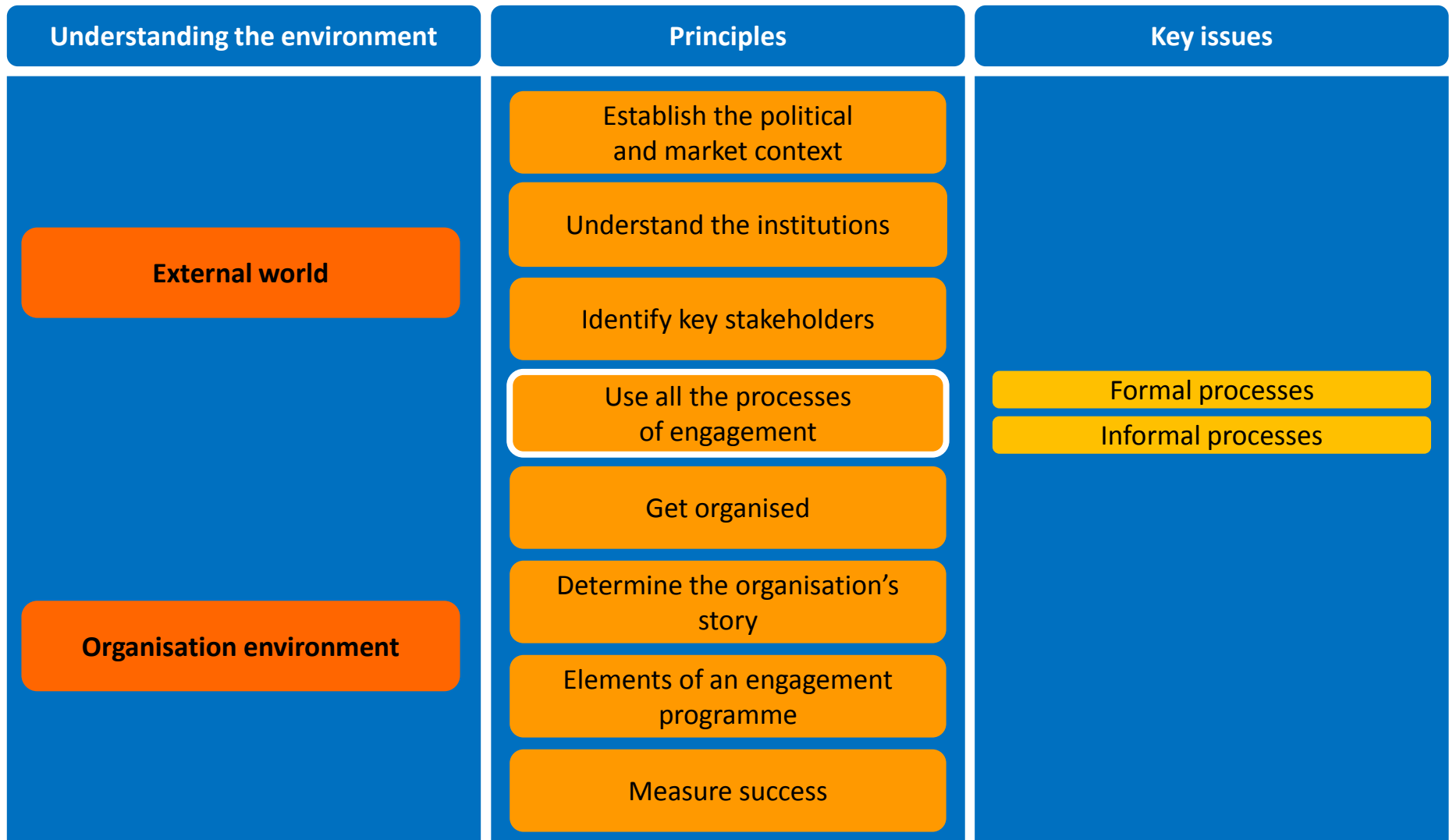


# Decision-makers and key influencers



Source: Strategic Stakeholder Engagement, C Anastasi, Routledge 2018

# Processes of engagement

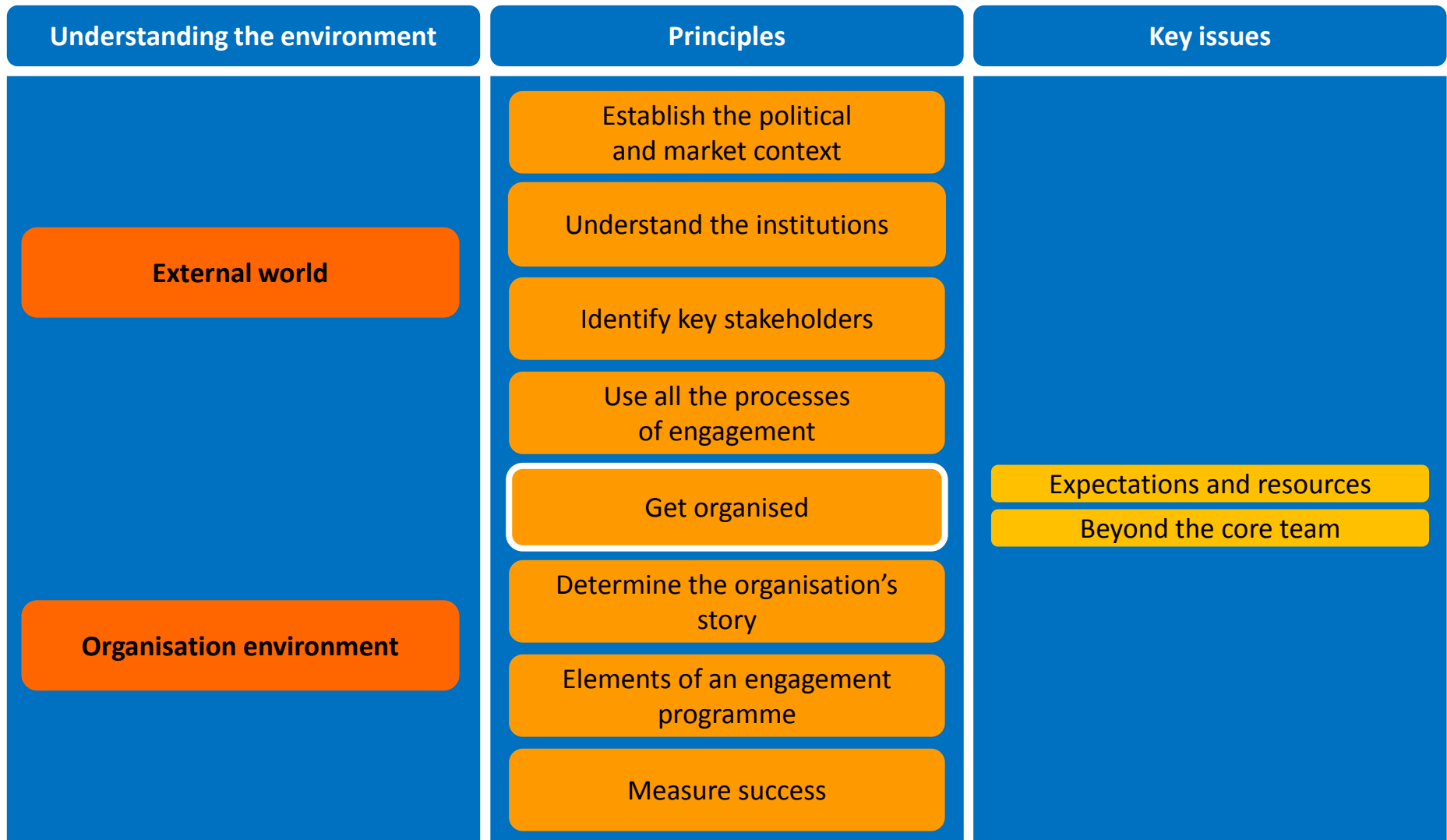


# Formal and informal processes of engagement



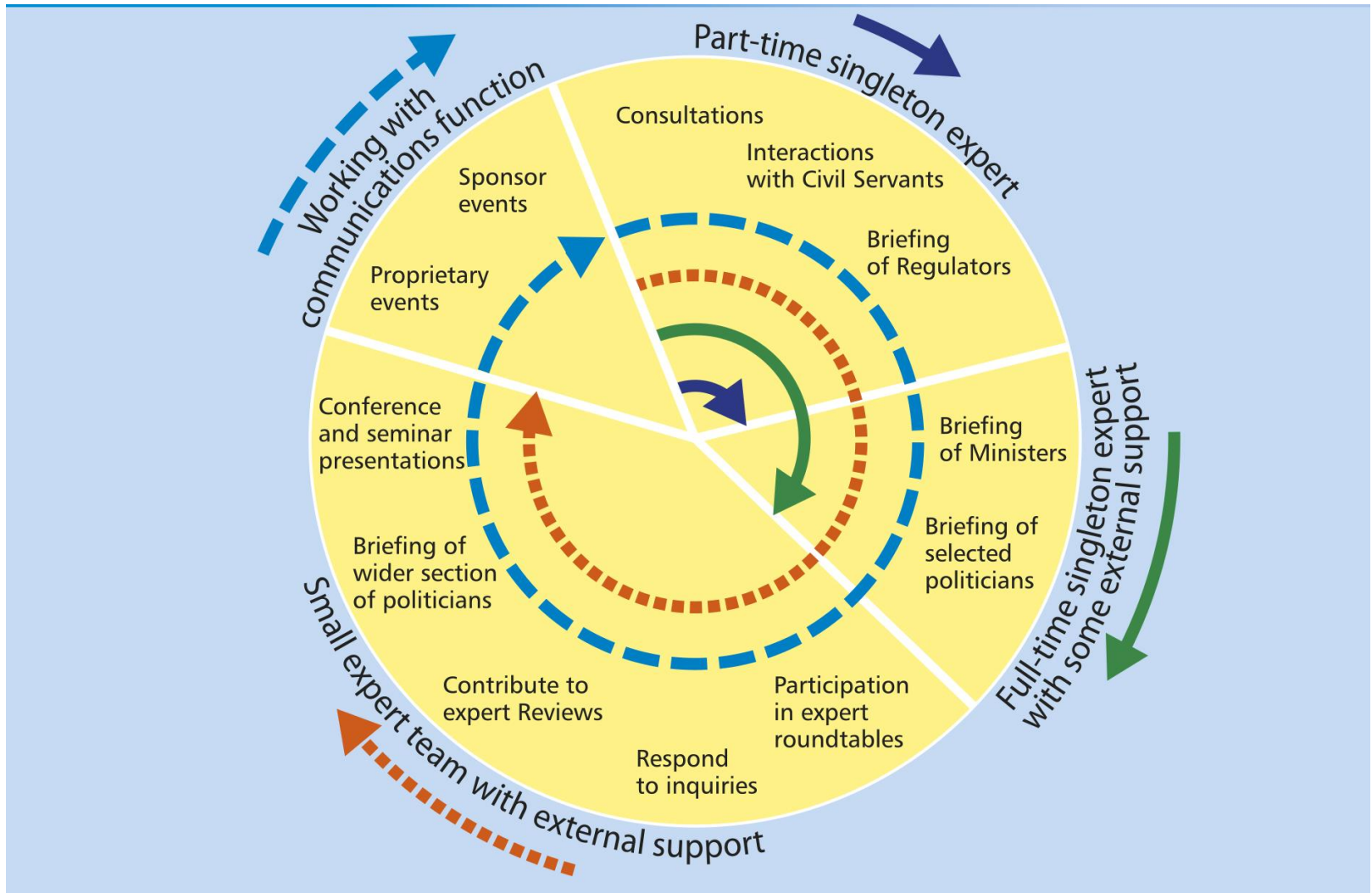
Source: *Strategic Stakeholder Engagement*, C Anastasi, Routledge 2018

# Getting organised

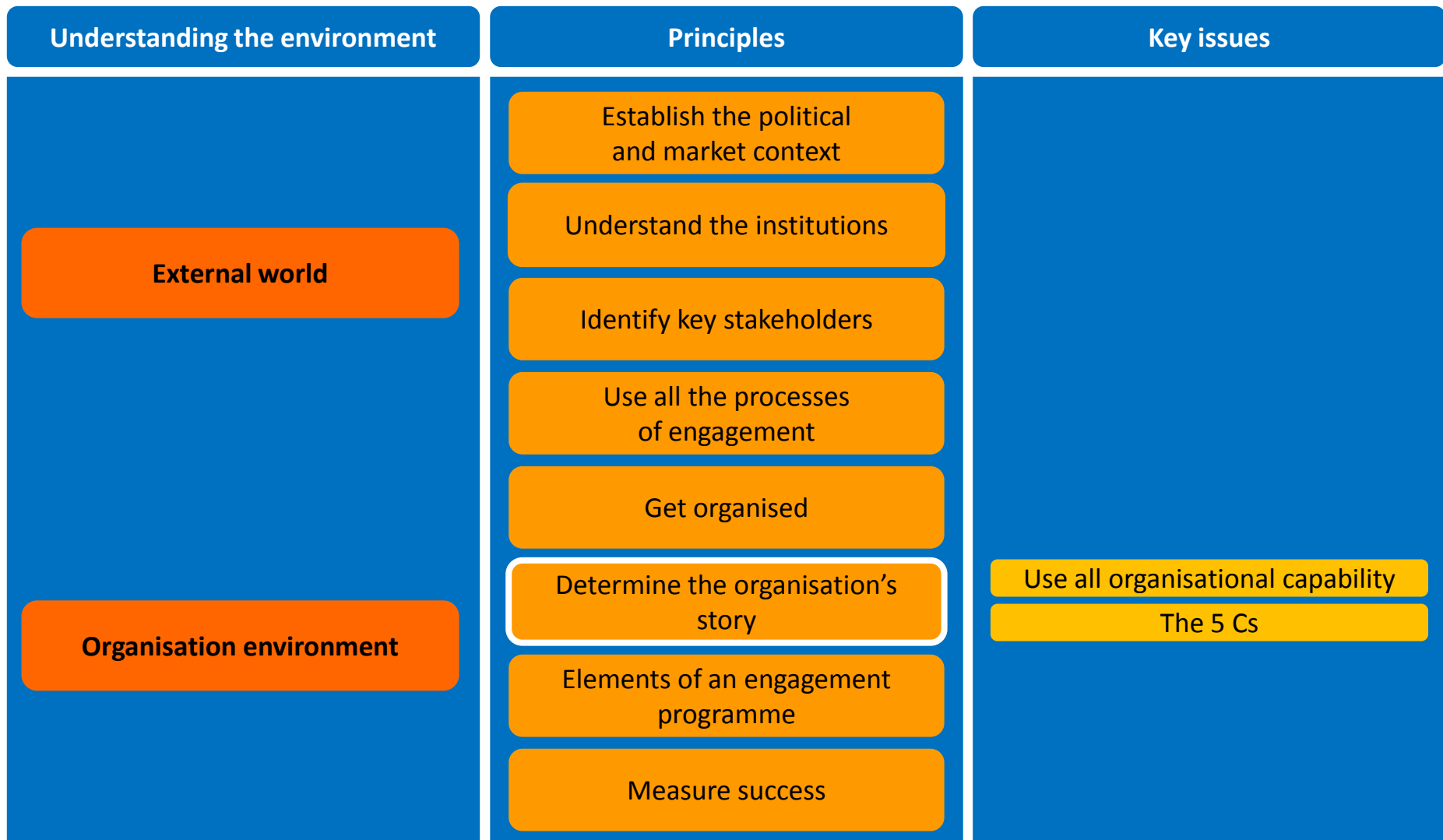




# Matching resources to ambition



# Developing the organisation 'story'

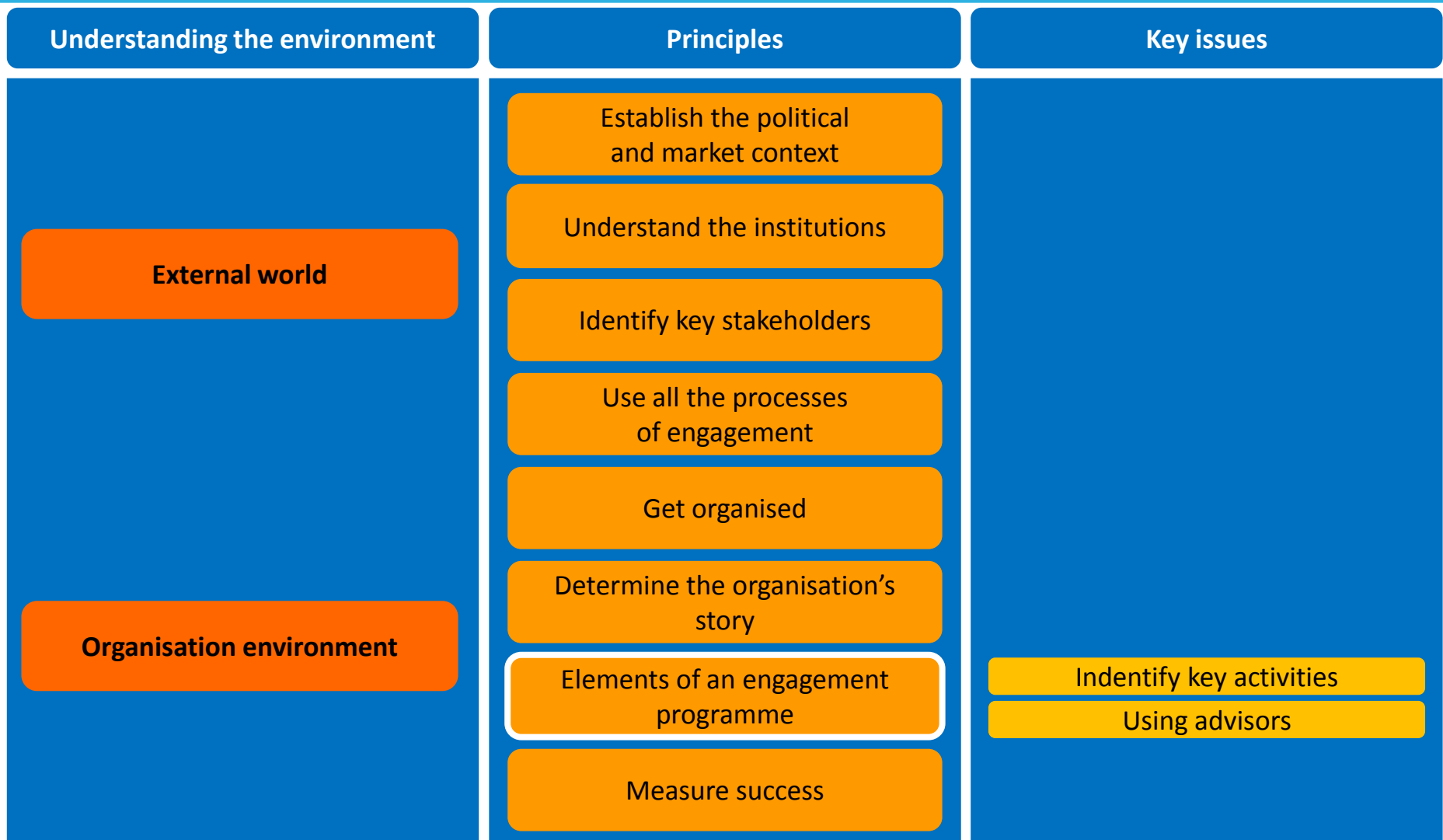


Note: 5Cs – Coherent, clarity, consistent, concerted, coordinated

# Drawing on organisational capabilities



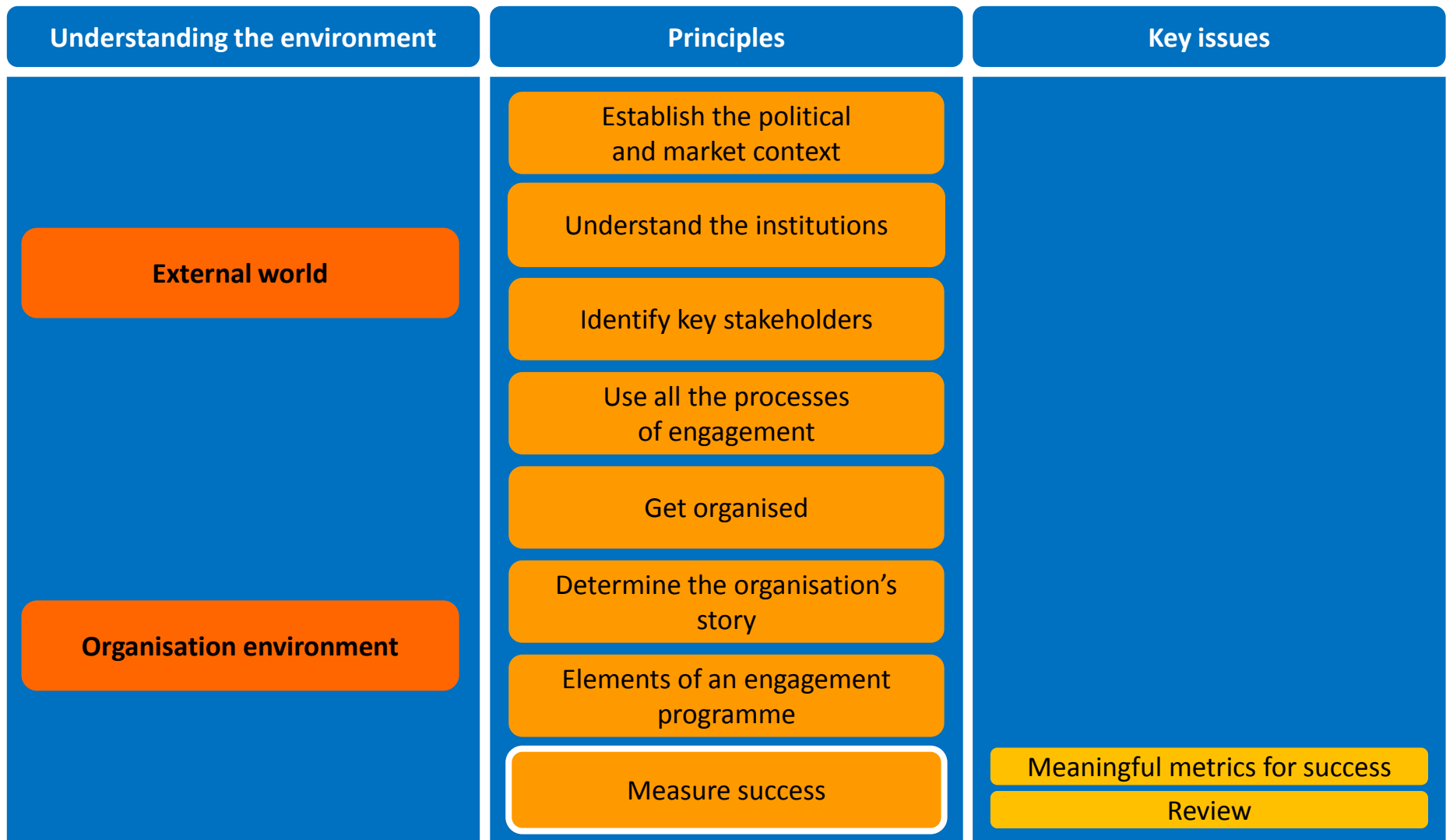
# Developing a holistic engagement programme



# Elements of an effective programme



# Reviewing progress





# Reviewing performance

## Example questions

### Engaging internal stakeholders

What do we do well in our engagement with internal stakeholders?

What could we improve in our engagement with internal stakeholders?

### Engaging external stakeholders

What do we do well in our engagement with external stakeholders?

What could we improve in our engagement with external stakeholders?

## Example responses



# Reviewing progress

