Stakeholder Mapping

What is a stakeholder?

A stakeholder is an individual, group or organisation interested and/or potentially impacted by the outcome of a project or programme. They can be inside or outside of the organisation leading the project. They may have views, expectations and agendas in relation to the project. They may not be aware of your project yet, for example those experiencing health inequalities, but you need to proactively engage with these groups to understand the potential impact on them. Understanding your stakeholders' levels of interest and their influence is helpful in deciding how best to work with them.

Why stakeholder mapping is important?

Effective stakeholder mapping provides several benefits:

Defining and shaping your projects

You can use the opinions of your stakeholders to help define your projects at an early stage. These stakeholders will then more likely support you, and their input can also improve the quality of your project.

Access to wider networks

Gaining interest and support from stakeholders can help you to access wider networks and communities where you may not have reach.

Building understanding

By engaging your stakeholders early and throughout your project, you can ensure that they understand what you're doing and as well as the potential benefits and challenges of your project. This means they can make better informed contributions and even advocate for the project via their own networks – working on our behalf as a trusted voice where we may not have reach.

Understanding issues early

Mapping your stakeholders effectively means that you can understand issues from their perspective and take steps to mitigate any risks and explore solutions before projects become too developed.

When should you undertake stakeholder mapping?

You should be aware of who you are trying to engage; who are your potential key allies; and who might cause obstacles before you begin any project or programme.

Stakeholders, their levels of interest and influence and their views can change over time so it is also important to revisit your stakeholder map before you reach any key milestones.

How to map your stakeholders

Identify your stakeholders

Start by thinking broadly about who your stakeholders are and making a list. As part of this, think of all the people who are potentially affected by your work, who have influence or power over it, or have an interest in it. Looking at existing insights and your equalities impact assessment will also help you.

Stakeholders in your project or programme will probably include some or more of the following (depending on the scale of the project):

- Internal stakeholders
- Local people and communities including people with lived experience, their families and carers
- People from communities experiencing the greatest health inequalities
- People who might use the service in future and those who may not be using services but should be
- The wider public including residents
- Healthwatch
- Voluntary and community sector organisations, including small community led organisations and local and national charities
- Other ICB partners such as: trusts, provider collaboratives, primary care networks, local authorities and regulators
- Clinical bodies
- Political: local and national government, local councillors, local MPs, Overview and Scrutiny Committees, Health and Wellbeing Boards, local campaign groups
- Trade Unions
- Media

The ICB Involvement team hold a number of stakeholder lists and can provide contact details where required.

Prioritise engaging with these stakeholders

Once you have a list of people and organisations that are potentially or directly affected by your work, you then need to work out who you need to prioritise. This prioritisation is usually done by classifying stakeholders according to their influence over your work and their interest in it, on a power/interest grid (see figure 1). The influence/interest grid is used to identify key stakeholders that have a high level of power and interest in a project, and therefore need to be managed closely.

Figure 1: Influence/interest grid for stakeholder prioritisation

Influence	Interest: Low	Interest: High
High	***(Keep satisfied)*** Make these stakeholders aware of general opportunities to be engaged and be alert to any requests to be more engaged.	***(Work closely with)*** Prioritise engaging with these stakeholders. Arrange engagement activities directly with them.
Low	***(Monitor)*** Monitor these stakeholders and be alert to any requests to be more engaged.	***(Keep informed)*** Keep these stakeholders updated about what is happening and any opportunities to be engaged.

The position that you allocate to a stakeholder on the grid indicates what kind of actions you need to take with them:

High influence, highly interested people (work closely with)

Fully engage these people and make the greatest efforts to satisfy them.

High influence, less interested people (keep satisfied)

These are sometimes people that you want to involve more closely, but who may not initially be interested. You will want to ensure that you keep them well informed and give them opportunities to be involved.

Low influence, highly interested people (keep informed)

Adequately inform these people and talk to them to ensure that no major issues are arising.

Low influence, less interested people (monitor)

These are people who are unlikely to be involved. Communication should be open and transparent so they can find out as much as they want to.

It is possible that, over time, stakeholders in one section of the grid may move to another section. Therefore, it is important to continuously review your stakeholder map throughout your project.

Managing your stakeholders

It is important to understand how best to engage and communicate with your stakeholders and, using that knowledge, find out their views.

Understanding your stakeholders helps to explore emerging opportunities in the form of existing meetings, conferences/events where staff with the knowledge and expertise of the project can present/speak to audiences, sharing updates and gaining feedback through credible and visible platforms.

Engagement opportunities through network events hosted by partners can also provide a platform to present insights and maximise the reach and visibility. Capitalising on these opportunities will require working with stakeholders, utilising relationships to identify and understand where openings exist, and then to field appropriate people from the project.

Management of Stakeholder Data

- Ensure that all stakeholder data is collected and processed in accordance with GPR regulations. This may involve obtaining the consent of the stakeholder before collecting or processing their data, providing them with clear information about what their data will be used for, and how it will be stored and protected. The Involvement team can advise where necessary.
- Outline how stakeholder data will be managed. This should include details such as who has access to the data, who is responsible for maintaining it, and any steps that need to be taken to ensure compliance with GDPR.
- Establish a secure data storage system. All stakeholder data should be encrypted and securely stored.
- Create a system for regularly auditing and monitoring the data, to ensure that it is secure and up-to-date.
- Establish procedures to ensure that any stakeholder can access their data and update it, as well as delete it if they wish.
- Make sure that all staff members who have access to stakeholder data are trained on data protection and GDPR compliance.