NICS Centre of Expertise

for Programme and Project Management

**Generic PPM Templates**



***Stakeholder Plan***

***CoE/SP/01***

*Project Name*

STAKEHOLDER PLAN

V0.1

**Document History**

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**Purpose**The purpose of a Stakeholder Plan is tohelp manage stakeholders in a controlled and co-ordinated manner and to ensure that individual stakeholder needs are addressed. This activity should be undertaken in conjunction with the production of a Communications Plan and the two should be carefully cross-referenced.

**Derivation** Stakeholder management is a key feature of Programmes and is dealt with in some detail in OGC’s Managing Successful Programmes (MSP)[[1]](#footnote-1) method. It should be considered for big or complex projects with a large/diverse stakeholder community. During the lifetime of the project stakeholders may come and go although key stakeholders should remain constant. Some will be able to participate in an advisory or assurance capacity; others will be important in assessing the realisation of benefits; others may offer a valuable audit perspective

1. Stakeholder Management

***Approach***

A Stakeholder Management Approach should be developed to:

* Identify Stakeholders and group appropriately
* Analyse the influence and impact of each stakeholder group
* Develop a Stakeholder Map showing the different stakeholder interest in the Programme
* Identify how the Programme will engage each stakeholder, including all intended mechanisms for communication
* Define mechanisms for encouraging feedback from stakeholders and responses to feedback
* Define measures to determine how well stakeholder communications process is engaging with stakeholders

## 2. Quality Criteria When assessing ‘fitness for purpose’ of the Stakeholder Plan, the following criteria should be considered:

* Are all priority stakeholders included?
* Is the analysis of influence and commitment accurate?
* Is the level of commitment required in keeping with the degree of influence?
* Are the media channels appropriate to the stakeholders?
* Are the plans reasonable and achievable?
* Does the plan reflect how the stakeholders are to be moved from their current position to the required commitment?
* Does each event have a clear objective?

3. Interest-Influence

***Grid***

Grid quadrants below may help map initial stakeholder interest and influence in order to give an early indication of stakeholder management resources required

|  |  |
| --- | --- |
| High  **Keep satisfied** Influence | **Manage closely** |
| **Monitor**  **(minimum effort)**  Low | **Keep informed** |

***Low High***

***Interest***

***4. Stakeholder Map*** As with the Interest-Influence grid, the Stakeholder Map may help to get initial thoughts together on the stakeholder community and inform a management strategy and approach to communications. In particular it helps to identify specific stakeholder interests against high-level activities and potential outputs

**Interest area**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Stakeholders** | **Strategic direction** | **Financial** | **Organisational changes** | **Interface with customers** | **Public safety** | **Competitive position** |
| **Business partner** |  |  |  |  |  |  |
| **Project teams** |  |  |  |  |  |  |
| **Customers** |  |  |  |  |  |  |
| **Press & Media** |  |  |  |  |  |  |
| **Trade unions** |  |  |  |  |  |  |
| **Staff** |  |  |  |  |  |  |
| **Regulatory bodies** |  |  |  |  |  |  |

***5. Stakeholder Log*** The Stakeholder Logs contains information about each Stakeholder group together with other relevant information including the media for communicating with each identified group

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Stakeholder** | **Interest** | **Relationship** | **Notes** | **Info. Requirements** | **Channel** | **Timing** |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
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1. Managing Successful Programmes (MSP) [↑](#footnote-ref-1)