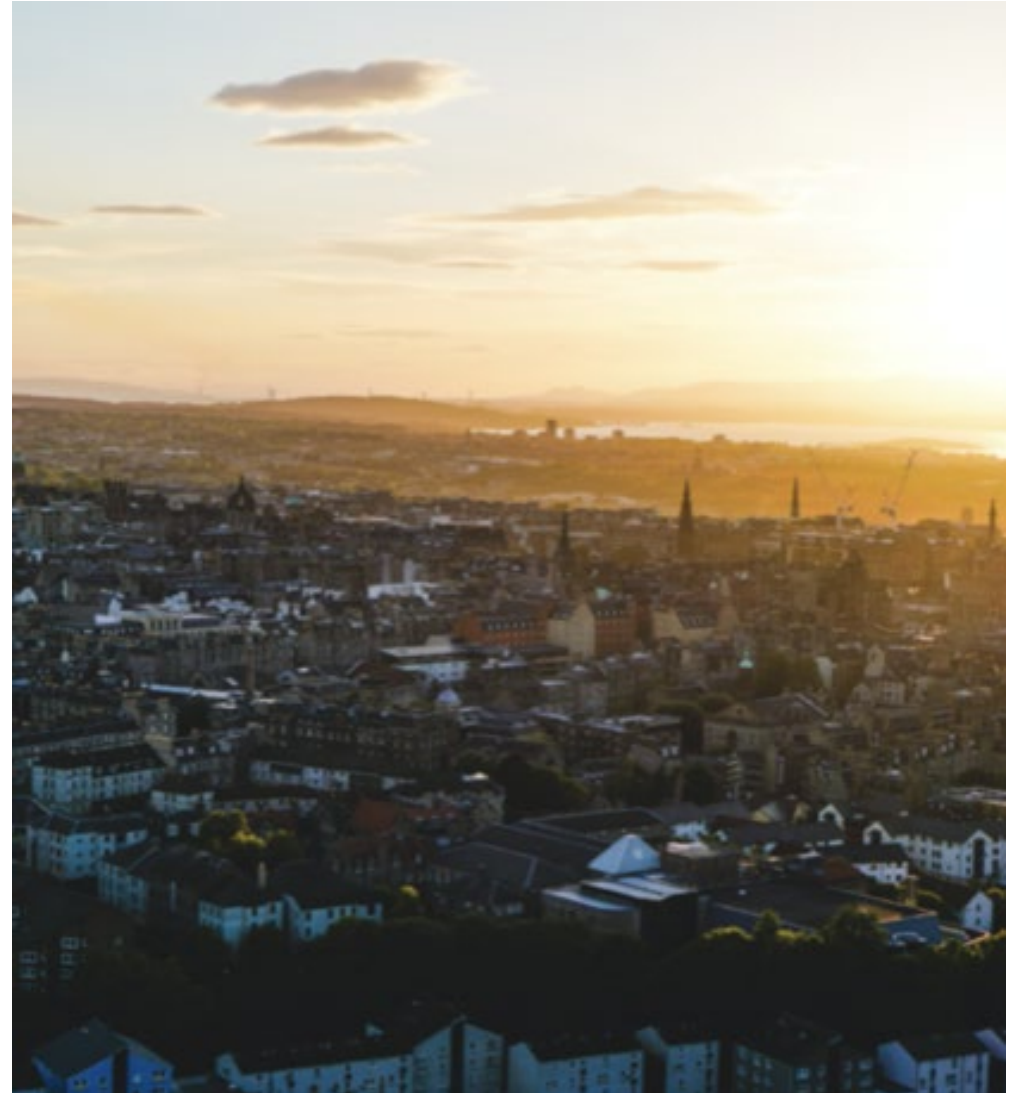


STAKEHOLDER AND COMMUNITY AUDIT GUIDANCE

This Guidance is to assist towns with identifying the key stakeholders important in developing and implementing their Business case.

May 2022



Purpose

To develop a successful Business Case or delivery plan you will need to actively engage with key stakeholders within your town.

A shared vision and commitment from a range of stakeholders, showing how they have played (and will continue to play) an active role in the development of your project, will go some way to demonstrating that you have secured buy-in from the local community.

We understand that towns can differ dramatically, with each having unique circumstances, challenges and opportunities. Clearly articulating the mix of heritage, geography, economics and demographics that drive the character of your town will help differentiate your Business Case or delivery plan from others and aid understanding for audiences who may not know your town so well. Your stakeholders can help you capture your town's unique character and voice, bringing your project to life in the process.

This document provides an overview of the types of information to consider when developing your Business Case or delivery plan and identifying stakeholders to proactively engage in the process.

Stakeholder mapping to identify specific groups or individuals who will play significant roles within the implementation of your project is an essential starting point in developing your stakeholder engagement plan. This is likely to build on your existing stakeholder databases or stakeholder lists within other established engagement and consultation plans. However, remember that the stakeholders identified and targeted may differ from project to project so double check their relevance to the geography and focus of your Business Case or delivery plan before deciding whether to include them in your audit.

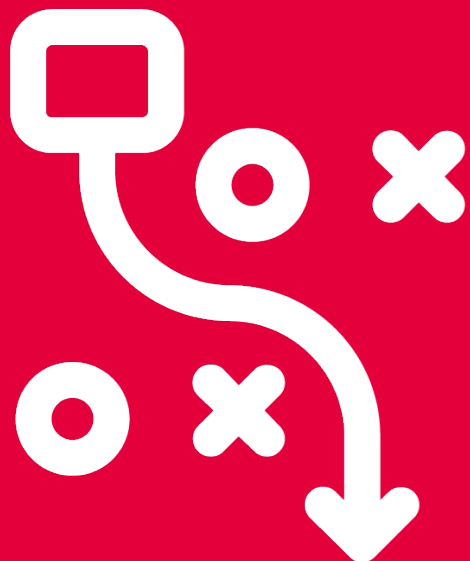
Aim

The aim of your stakeholder and community audit is to ensure that the unique character of the local community is represented in your Business Case or delivery plan and in the associated stakeholder engagement process.

Your project will reflect the specific needs, challenges and opportunities for your town. Equally, your stakeholder engagement activity will need to be tailored to ensure that different groups who will be impacted or stand to benefit are proactively engaged.

The nature of the stakeholder audit will differ from town to town, depending on the defining character, issues and opportunities in each place. However, the **overarching objectives** of your mapping process should be to:

- ensure that the unique character of your community and its stakeholders have been considered to inform which stakeholder groups will be integral to the development of your project
- identify and segment important stakeholder groupings to ensure that your approach to stakeholder engagement reflects key interest groups, communities and their representatives
- consider hard to reach groups, ensuring that all appropriate interest groups are reflected in your Business Case or delivery plan and have an opportunity to contribute



DEVELOPING YOUR STAKEHOLDER AND COMMUNITY AUDIT



1 Watchpoints

Below are some watchpoints that can be helpful when you are developing your stakeholder and community audit.

Shaping engagement

The stakeholder and community audit should both inform your Business Case or delivery plan and stakeholder engagement plan, but also be informed by them. Having a clear understanding of the specific character of the local area will help to give initial shape and direction to your project and will help to identify relevant challenges and opportunities to be addressed within it. However, the nature of the Business Case or delivery plan will also dictate which stakeholder groups or communities will be most affected and therefore should help shape the development of your project.

Capturing local community character

Consider your local community's character and therefore the stakeholders that genuinely represent local people, and advocate for them. These could include, for example, religious leaders, elected political representatives and formal institutions - such as emergency services, education and healthcare. It will also include informal representatives who provide insight into specific communities or interest groups.

Incorporating local knowledge

Your project is being developed locally and according to the needs and aspirations of local institutions and the communities it will benefit. You should apply specific local knowledge to the development of stakeholder audits, and associated engagement plans. They should be specific to your local area and reflect the character of your town.

Involving the wider population

Engagement often focuses on stakeholders or community representatives to understand the interests of different sections of society. It is also important to build a shared vision and commitment from the wider population by engaging the population.

Engaging hard to reach groups

Identify hard to reach groups in your community and consider targeted ways and channels to reach them. These are frequently communities or groups with specific needs which make it hard for them to engage with general, non-targeted engagement activities. You should also consider groups who may have no specific impediment to engagement but are generally under-represented in consultation activities. For example, these may include younger people, students, commuters and visitors to your town.

Evolving your stakeholder audit

The process of stakeholder mapping should evolve as your Business Case or delivery plan takes shape. New challenges or opportunities will emerge as plans are developed which impact (positively or negatively) particular communities or stakeholders. Revisiting and updating your stakeholder and community audit regularly will ensure that your town is engaged and your project remains relevant.



2 Stakeholder and Community Audit template

Appendix A sets out a suggested template for your stakeholder and community audit.

This is a guide to help structure development of your supporting documents and can be followed as appropriate. You may also have existing stakeholder audits and maps which can be used as the basis for this document.



APPENDIX A

Stakeholder and Community Audit template

Town overview

The 'Town overview' provides a clear perspective of your town, giving an overview of the local area character, its heritage, geography, demographics, economic opportunities and challenges which will help to shape the direction of your Business Case or delivery plan.

Local area analysis

Define and design your own analysis of the town, which will highlight the key characteristics of the local area and will influence development of the Business Case or delivery plan. This will be based upon understanding of the key characteristics of the local area and issues faced by the local community.

The analysis could include considerations of a range of factors, including:

- economic profile of the area
- employment and business profile
- education and skills profile
- population profile, including age, religion, ethnicity and sex
- health and social care profile
- environmental profile



Target stakeholder groups

An overview of key stakeholder groups that represent significant segments of the local community, including:

- political stakeholders – including MPs, local and parish councillors
- businesses and private sector organisations
- community groups and representatives
- voluntary sector organisations
- religious organisations and community leaders
- educational representatives
- health and social care representatives
- transport providers and interest groups
- sports, recreation and cultural organisations
- tourism organisations (e.g. tourist boards and Destination Management Organisations)

Hard to reach groups

A breakdown of hard to reach groups within the community should be included.

Consideration should be given to the impediments which may prevent them from engaging with the Business Case or delivery plan process and possible mechanisms that could be used to support their involvement.

Media and communications channels

An overview of key local media and communications channels that can be utilised to publicise engagement activity and ensure that a wide cross section of the local community has an opportunity to participate.

This will reflect the most established local print and broadcast media, but given ongoing changes to media usage, consideration should also be given to any social media channels / groups that may be utilised to build awareness and support engagement.

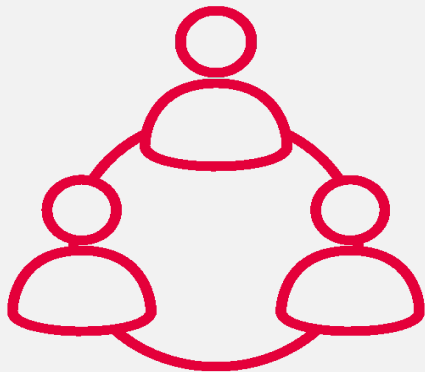


Communication and engagement channels

The stakeholder audit should focus on identifying and providing insight into the unique characteristics and stakeholder segmentations within the local community, which will influence both the development of the Business Case or delivery plan and the associated Stakeholder Engagement Plan.

To support this, it may be appropriate to also develop a detailed stakeholder matrix – a database of key contacts from across a wide range of stakeholder groups to support outreach activity.

This may already be in existence from other community consultation activities and can be repurposed or developed to reflect the findings of the stakeholder audit and the requirements of the Stakeholder Engagement Plan.



Information to consider and include in your stakeholder matrix database includes:

Stakeholder and stakeholder group

Who are the key stakeholders?

Priority

Which stakeholders to prioritise?

Level of influence

Do they have a low, medium or high level of influence?

Comments

What are their views on relevant issues?

Owner

Who will lead on this stakeholder?

Ask or desired output

How can they help? How can we engage with them?

Deliverable

How can we work with them? How can we work together?

