



London Cultural Improvement Programme

Heritage Change Programme

2. The Heritage Service of the Future

2.8 Stakeholder Management and Advocacy

Heritage Change Programme

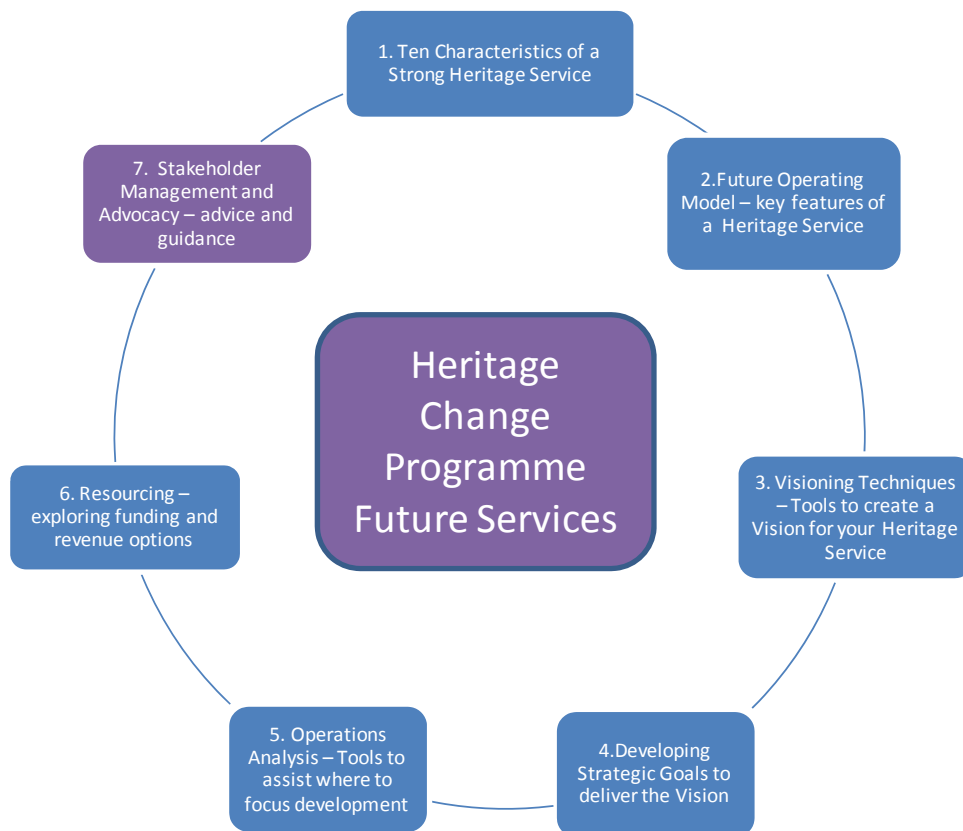
2. The Heritage Service of the Future

2.8 Stakeholder Management and Advocacy

Introduction

This advice on Stakeholder Management and Advocacy has been developed as part of the London Cultural Improvement Programme’s Heritage Change Programme (HCP). It is part of the Guidance on developing a Heritage Service of the Future, which is itself part of the wider Heritage Change Programme Support Package. This Guidance is for anyone who wants to think creatively about developing a Heritage Service, although it has been developed specifically for the London Borough Heritage Services. Figure 1 shows how Stakeholder Management and Advocacy fits into the range of resources for the Heritage Service of the Future.

Figure 1. Process for using the Guidance Pack



Stakeholders Explained

A stakeholder is any person or group who can be affected by the actions of the Service. There are three types of stakeholders:

- primary stakeholders: those directly affected, either positively or negatively by the Service's actions e.g. on-site users, staff
- secondary stakeholders: 'intermediaries' i.e. indirectly affected by the Service's actions e.g. other Borough departments
- key stakeholders: those (who can also belong to the first two groups) who have significant influence upon or importance within the Service .e.g. the Finance Director.

Why should a Service manage its stakeholders?

A strategic and proactive Service will manage its stakeholders by

- identifying stakeholders
- analysing their needs, wants, relationships and influences
- map stakeholders relative levels of importance and influence
- engage with and communicate with stakeholders based on this mapping approach.

In undertaking proper stakeholder identification and manager a Service can fulfil many of the characteristics of a modern service.

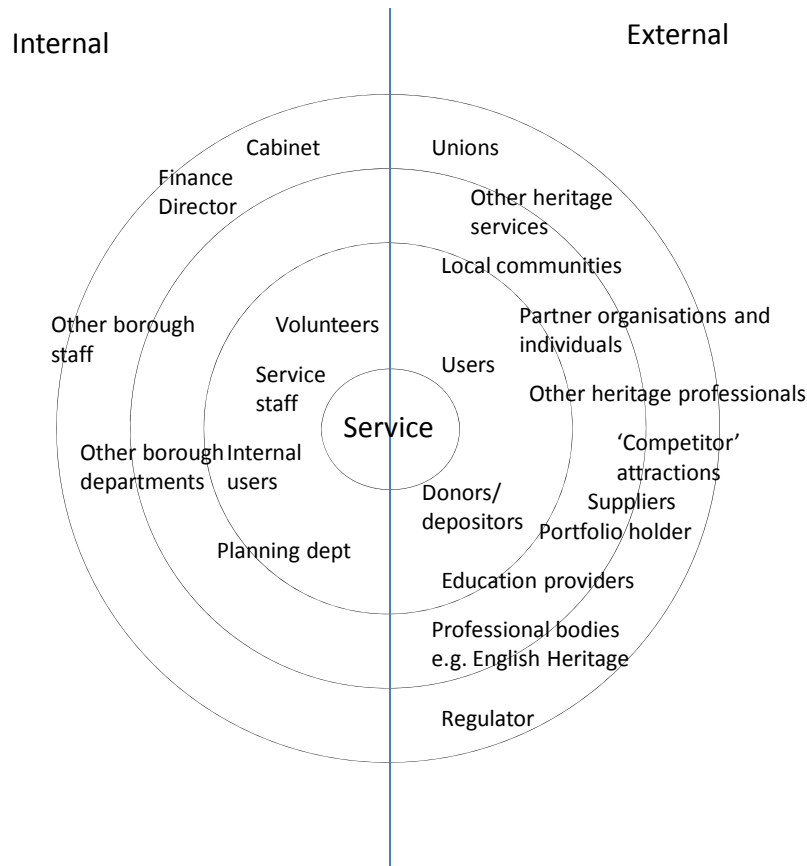
- by seeking out its stakeholders the service is being proactive
- by seeking to manage its stakeholders the service is taking on a strategic approach
- by understanding and seeking to fulfil stakeholders' needs and wants the service will become relevant and accessible. it may also result in the service running its operations in an innovative manner as it shifts focus directly onto stakeholders' needs
- stakeholder engagement inevitably results in collaboration
- where stakeholders are successfully engaged those stakeholders will promote the service to other stakeholders and hopefully the end result is an adored service.

Stakeholder management is not a luxury. It is a necessity for any professionally run organisation. It is central to the sustainability of a Service. Stakeholders need to understand why the Service is important and what benefit they and others derive from the Service. It is only when they have this information that they will consider supporting the Service.

Identifying stakeholders

Figure 2 is a model of the types of stakeholders that a Heritage Service might have to provide a starting point for your own service. They are arranged by their proximity to the delivery of everyday operations of the Service. However, you could just write a list.

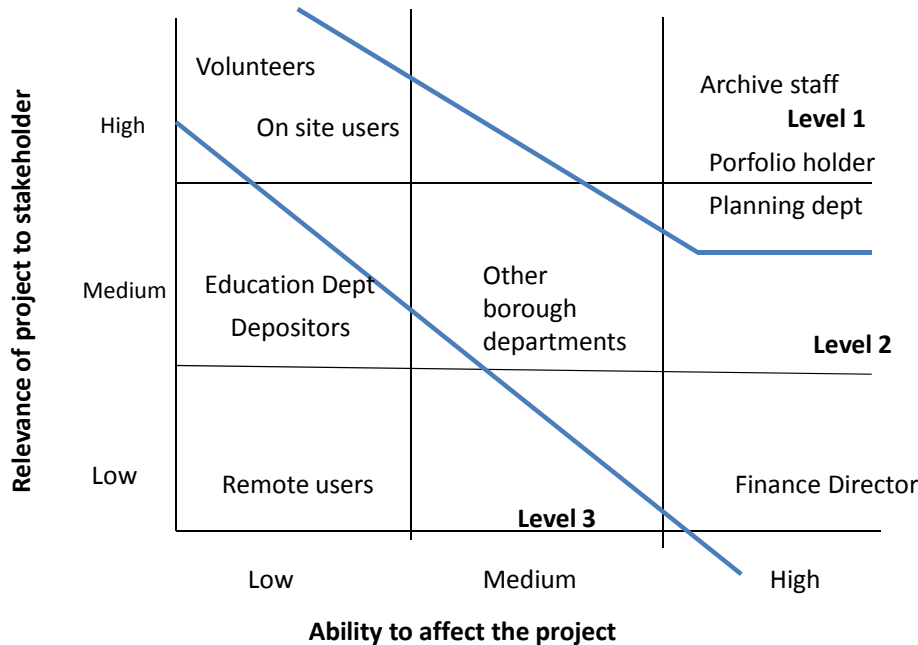
Figure 2.
Model of stakeholder types for a Heritage Service relative to delivery of everyday operations



Mapping the relative influence of stakeholders to decide on communication strategies

By mapping the individual stakeholder group (or indeed specific person) against the relevance of the project to that stakeholder and their ability to affect the project under consideration a Service can identify who it needs to be communicating with and how. An example of the mapping is given in the Figure 3.

Figure 3. Mapping of stakeholders for a Heritage Service



As the diagram shows there are three levels of stakeholders.

Level 1 stakeholders

- critical to success - they need to make a visible commitment to the Service or project
- make a direct contribution to the project, will be directly affected by it, and can stop or undermine it
- need to understand and shape the project and understand why when their views are not incorporated
- communication needs to be detailed, tailored to their needs, consultative and regular throughout the project, particularly as they will often be responsible for communicating your project to their stakeholders. Communication is best face to face with these groups with ample opportunity for proper discussion and no communication ‘vacuums’.

Level 2 stakeholders

Important but not critical to the Service or project.

- their commitment will be welcome and their input to the project will be smaller with some impact on their own activity
- could undermine the project but not to a critical level.

- communication should still be tailored and regular but can be less consultative and less frequent.

Level 3 stakeholders

- have the lowest level of contribution and influence and also will experience the lowest impact from the project
- communication will be less intense with regular but less detailed and generally 'one way'. For this group written communication rather than face to face will often suffice. Decide on an individual basis. However, due to the lower level of involvement it is very important to ensure that communication is entirely relevant and explicable to avoid misinformation.

A selection of messages for advocacy for Heritage Services

To assist you in developing some clear messages, a selection of messages you can adapt for your own organisation are provided below.

Heritage belongs to us all

- London's heritage is central to its identity as a dynamic city with a very long, proud history
- We are all part of London's incredible history – both preserving it and creating it
- London's large and diverse heritage is there for you to enjoy and protect
- London's heritage is all around us. It is our duty to care for it for us and future generations to enjoy
- London is rich in a massive variety of heritage from the international to the personal which appeals to visitors and locals alike.

Heritage enables people to understand their lives and the value of their historical surroundings

- we can help more people and a wider range of people to take interact with and look after their heritage
- we can help people to learn about their own and other people's heritage, but only if that heritage is sustainable.

Heritage is a unique information source in the Information Age

- Heritage provides a very high quality foundation source for information of all types
- Heritage provides a unique source of vital information for many of the stakeholders. As such it is a vital business and research resource on which others depend
- Heritage assets provide THE primary information source from which other information can be generated. Without this source that additional information cannot be formed
- Heritage services provide the link between the creator and the user of information. They fulfil a vital role of gathering records with valuable content and then disseminating those records

- Heritage Services provide a central information source for enabling others to undertake their business and fulfil official requirements e.g. Archives support Planning and Children's Services
- Heritage Services provide 'insurance'. They take in material often when future users are unaware of their value, and cares for them so that at that time which the user realises their need the assets are there to fulfil that need
- The collections have remarkable breadth and depth including time span, locations, organisations, individuals, events and formats. They are a truly rich and deep resource
- Heritage assets are not just an information storage area but a repository of knowledge for future generations to tap into as they need to.

Heritage is all about serving users' needs

- Heritage Services provide customer- focused services
- Services have very knowledgeable staff with extensive knowledge of their collections which they translate into a very strong service for all types of users
- Very helpful staff and a service which is seen as very friendly by users.

Heritage Services serve the community

- Heritage Services support the identity of the Borough and London as a whole both through collections and work with other organisations such as community bodies. They are the repository for the collective memory and thus vital to the social and mental welfare of the communities they serve
- Through use of volunteers Heritage Services are well ahead in delivering 'The Big Society' and are well-placed to take advantage of the 'Big Society' agenda.

Heritage Services are a source for education, research and leisure for the general public

- A vital source for social history
- Provides a public service for the benefit of the local community and beyond
- A democratic service which seeks to provide the best possible access to anyone who wants it, taking into account operational and resource constraints and experience of the staff in different outreach formats. The extensive development of elements of the website is evidence of this approach.

Heritage Services are a 'good news' story for the Council

- A positive contact point between the councils and their tax payers, the cabinets and their voters
- Not a politically sensitive area and therefore have the potential for policy to be made in an objective manner rather than subject to political opinion.

Further information

Accessing more HCP Guidance on developing the Heritage Service of the Future

The individual sections of the Guidance can be found by clicking on the relevant title below:

- [Introduction to the Heritage Service of the Future Guidance](#)
- [The Ten Characteristics](#)
- [The Future Operating Model](#)
- [Visioning Techniques](#)
- [Developing Strategic Goals](#)
- [Operations Analysis](#)
- [A Fresh Look at Resourcing](#)

Further information about the Service of the future

For signposting to further information relevant to a Heritage Service of the Future go to

- [Routes to Further Information](#)