Stakeholder analysis – JR initiatives

This resource is intended to be used to map stakeholder contributors/partners for your JR initiative. Completing a stakeholder analysis is an important early stage of work for JR.
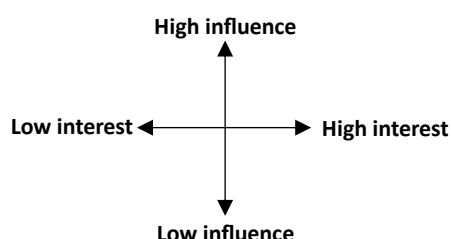
We have stepped out the different stages of stakeholder analysis, but the method you take will be specific to your community and how you like to work.

> *Equipment needed:*
> - Paper (at least A3) or whiteboard
> - Sticky notes
> - *Optional* - Different coloured stickers (e.g. coloured dots) or pens

Step 1   Draw your graph

Example

High influence

Low interest ← → **High interest**

Low influence

I.   Divide your page into 4 equal parts (example below)

II.   At the top of the vertical (up and down) line, write high influence. At the bottom of the vertical (up and down) line, write low influence.

III.   On the right of the horizontal (left to right) line, write high interest. On the left of the horizontal (left to right) line, write low interest.

Please note, steps 2 and 3 can be completed together or separately.

Step 2   Identify your stakeholders

Using your sticky notes, begin identifying key stakeholders both within and outside of your community. Be as specific as you can about who they are. E.g. name your local police Area Commander or government representative rather than just using their title.

Key stakeholders could include:

- Community groups and organisations (e.g. youth, Elders, Aboriginal Community Controlled Organisations, local community groups, funders and corporate supporters)
- Service providers (e.g. police, youth services)
- Government representatives (including local, state/territory and federal, across relevant departments)

Step 3   Identify their interest and influence

As a group, decide where to place each stakeholder on your graph according to their unique interest or influence (as connected with your initiative). If your group is large you may want to first break out into smaller groups before coming together as a collective to discuss and bring together your thinking.

It is also important to remember that often individuals can wear many hats: for instance, as a service provider and as a community member. When considering where to place stakeholders you should try to distinguish between them as individuals and as representatives of a stakeholder group or organisation. A brief description of influence and interest has been included below.

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Influence represents different things to different communities. It might include how much decision-making power or influence the person has. This can include not just decision-makers, but also individuals and groups that are influential upon decision-makers or other members of the community. It may include service providers that are well-funded to deliver critical services to the community, or local community leaders that members of your community highly respect.

Interest represents how aligned that individual or group is to a justice reinvestment way of working. For instance, high interest could include an individual or group that is actively attending and engaging in justice reinvestment community meetings, that is already collaborating well with different groups/sectors/organisations or that supports work which is preventative or holistic in nature. In comparison, low interest could include individuals or groups that adopt a 'tough on crime' approach, organisations/service providers which are siloed or programmatic in their focus or that treat First Nations peoples as participants not leaders in their work.

Step 4   Identify existing relationships

Using a different coloured sticker/pen (or if you don't have one you could draw a symbol), identify each stakeholder by the following:

- **Membership to key groups**

E.g. common categories might include community members, service providers/organisations and government.

- **Already engaged**

Is this person or group already engaged in the work you are doing? If so, to what extent?

- **Needs to be engaged**

Are there any barriers preventing this person from becoming engaged in the work? Is there anyone in the room who holds a relationship with this individual or group and could bring them into the work?
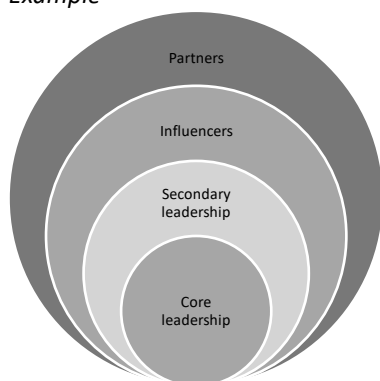
- **Missing person/group**

Is there anyone that is missing from the graph but that should be included in these conversations?

Step 5   Develop a circle of influence of control

As a group, reflect on the level of influence and control each stakeholder has in relation to the work you are doing. You may use another set of sticky notes to fill in this diagram with the stakeholders included in your mapping in earlier stages (above).

Example

I.   Draw 3-4 circles inside of each other

II.   From inner most to outer most circle, label them:

- Core leadership
- Secondary leadership (optional)
- Influencers
- Partners

Core leadership represents the key community decision-makers driving JR in your community. Ideally, it should be no more than 10 people that meet frequently to progress the work. It should include representatives from different groups within your community rather than just a single organisation. This leadership structure will often take time for communities to develop so it is okay if there are more than 10 people represented in this group to begin with and that over time this group is split into core and secondary leadership groups.

Secondary leadership represents key community members that are actively involved in the work or a particular area of the work. This could include community working groups focussed on a particular area (e.g. youth or health) or larger community meetings that are held more infrequently such as every 1-3 months.

Influencers represents individuals or groups which are closely connected to and influential upon the work but that do not (or should not) have control over decisions. This could include funders, advocacy partners, certain government representatives or individuals/groups.

Partners represents individuals or groups which may contribute to particular areas of the work but are removed from the day to day e.g. corporate supporters or certain government representatives.

It is also useful to consider whether the current level of influence and control each of these stakeholders has over your work is where it *should be*. For example, you may find that individuals that are currently sitting in your core leadership should be influencers or that influencers should be core leaders. You may find it useful to draw an arrow from where that person/group currently is to where they should be.

Step 6   Developing an engagement plan

Reflecting on the above graph and diagram, you should begin planning your next steps for engaging individuals/groups in the work.

There are a few different approaches you can take. F

- Prioritising individuals/groups with high influence/low interest (see red circle) as they pose a potential barrier to the work progressing.
- Prioritising individuals/groups with low influence/high interest (see blue circle) to boost early buy-in for the work and build momentum moving forward.
- Prioritising strengthening your leadership and governance structures to build a strong foundation for the work moving forward (see purple circles). Y
- Prioritising areas with the strongest pre-existing relationships.

There is not right or wrong to approach this. Instead, what is important in this process is that you can identify key collaborations and how to progress these. You may also wish to revisit these tools in 6-12 months' time to monitor your progress.