

Rhion Jones  
Consultation Guru



Tractivity®

# Next-generation Stakeholder management

## - how a changing world demands so much more

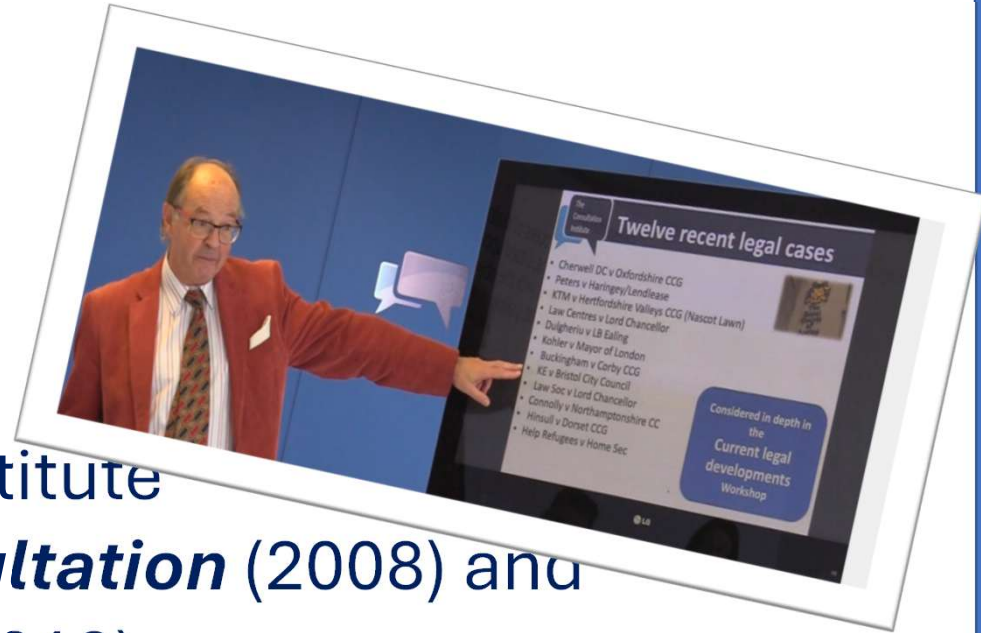
25 October 2025

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## About Rhion ...



- Founder of the Consultation Institute
- Joint author of ***The Art of Consultation*** (2008) and ***The Politics of Consultation*** (2018)
- Specialist in the law of consultation
- As **Consultation GuRU**, adviser to many organisations  
.... including **Tractivity**<sup>®</sup>
- Author of regular Blogs on stakeholder management etc





# Starting point ... last year's conclusion!

- Key players in understanding what's happening – and how it affects our stakeholders
- They can often be the best source of advice to us



***In SUMMARY ...***

**STAKEHOLDER  
ENGAGEMENT  
SUMMIT 2024**  
Manchester – 8th October

**Stakeholder management is so  
much about anticipation**

- Part of the job is 'horizon-scanning'
- Providing early-warning
- Forecasting
- Assessing likelihood etc

**Think externally**

***Developing a stakeholder-conscious culture***







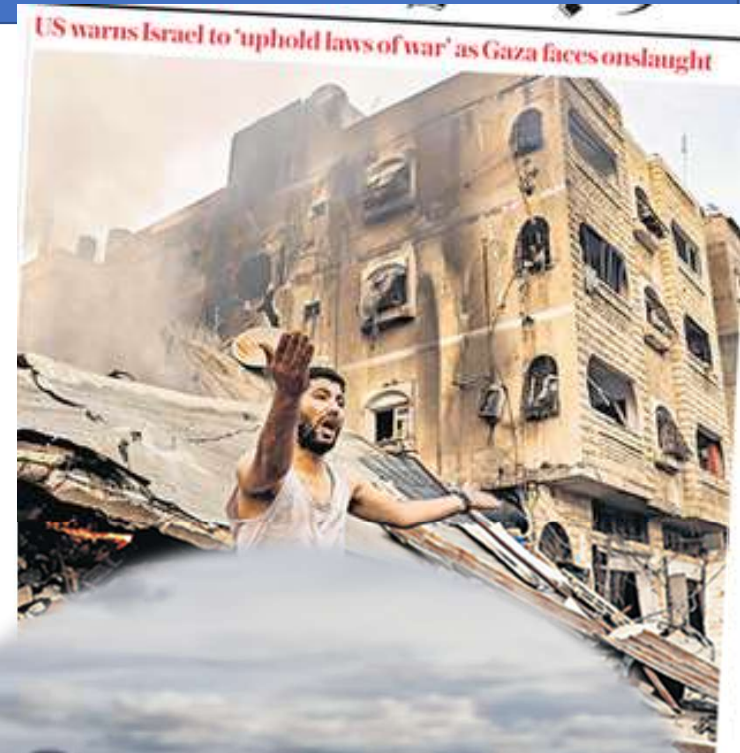
# A changing, challenging world

DAILY NEWSPAPER OF THE YEAR

## THE TIMES

### Trump piles on the tariffs

● British imports hit with 'baseline' 10 per cent levy ● EU faces 20 per cent ● New charges start to apply from Saturday







# Not just the soap opera ....

## The great Rayner reshuffle

● Deputy PM's resignation over tax affairs kick-starts overhaul ● Half of cabinet change jobs as Starmer tries to revive party

Steven Swinford Political Editor  
Oliver Wright Policy Editor  
Geraldine Scott  
Assistant Political Editor  
Chris Smyth Whitehall Editor

Sir Keir Starmer has carried out a wide-ranging cabinet reshuffle, using Angela Rayner's resignation to overhaul his top team and try to revive his premiership. Rayner was forced to quit as deputy prime minister and housing, communities and local government secretary over her tax affairs after an investigation found that she had breached the ministerial code when she underpaid stamp duty by £40,000 on the purchase of a second home.

Within minutes of Rayner's departure, the prime minister began a reshuffle in which half the cabinet changed jobs, predominantly through sideways moves. The reshuffle had been intended for the autumn.

Yvette Cooper moved from the Home Office to the Foreign Office. She was replaced as home secretary by Shabana Mahmood, the former justice secretary. Mahmood becomes the first Muslim woman in the role and is now responsible for one of the biggest challenges the government faces: stopping small boat crossings of the Channel.

David Lammy has gone from the Foreign Office to the Ministry of Justice, a move that is technically a demotion, but he has also been in the role as attorney general.

Pat McFadden moved from the



his premiership. Its scale "not over a year after winning a landslide" reflects deep concern over the government's collapse in the continuing rise of Rafi. Nigel Farage. But supporters' yester/ accelerate preparation as he per/ Downing Street. Speaking at Birmingham, most was "every cha/ happens/ ready". Rayner's/ ty

forces  
SEE PAGES 38-40

BY EX-ROYAL BUTLER PAUL BURRELL

Another day in Labour's Socialist utopia

NIGHTMARE ON DOWNING STREET

Rayner's resignation sparks chanting

By James Groves  
Political Editor  
LABOUR was in meltdown last night after Angela Rayner's

## FINANCIAL TIMES

FRIDAY 21 OCTOBER 2022 INTERNATIONAL NEWSPAPER OF THE YEAR 115A 12-10 Canada C\$3.00

Biden is right to regard climate change as a global threat — ANNE-MARIE SLAUGHTER, PAGE 19

## Truss quits after 44 days as PM

...uation, I cannot deliver • Leadership hopefuls must receive • Timing throws plan to address

## NOW MANDELSON MUST BE FIRED

By Sam Greenhill Chief Reporter  
and Jason Groves Political Editor

LORD Mandelson looked

Chorus of cross-party fury as

...e-mails show UK's ambassador

Britain's ambassador to Washington, Lord Mandelson, was sacked after sending a message to the Tory Party dead.

For months of secret negotiations, the former



## NADINE DORRIES JOINS REFORM

...ic blow to party she's served  
...ore than 30 years as former  
...net minister defects to Farage

COMMENT  
A NEW politics is beginning, every thing we know dissolving and crumbling. It's time for ALL the talents on the right to come together to fight to come

Nigel Farage as he plots a path to Downing Street. Ms Dorries, whose bombshell decision will alarm Labour MPs in seats under threat from Reform and heap further pressure on Tory leader Rishi Sunak, told the Mail "I'm not going to





...but **REAL** issues



## £600m may be wasted on HS2 homes buy-up

Among those to sell up was the MP John Bishop, who reported to taking the HS2 line to

## MPS BACK ASSISTED DYING



Joy and sorrow as controversial Bill passes first major hurdle

## Im to have disability benefit cut by Labour

Chancellor vows to 'get a grip' on welfare bill

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The welfare people face losing their benefits under an overhaul of the welfare system that means only the most severely disabled will qualify  
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The example of...



Arabia after saying it is out to Saudi...  
The prime minister is also attempting to convince Trump to resume intelli-

## £250 a year off bills for living near new pylons

Planning shake-up will also strip quangoes of...





# Key trends already clear

## Motivation changes

Why invest in  
stakeholder  
management?

Turbulence can prompt  
abrupt changes of  
approach !

- **Positive** stakeholder engagement – to actively promote change in perceptions & action
- **Defensive** stakeholder engagement – to handle threats and keep the *status quo*...
- **Passive** stakeholder engagement – just in case it becomes needed





# Key trends already clear

## Strategic analysis

How do we  
prioritise our  
relationships?

**Pressure of change can force conventional stakeholder management teams to become more targeted ...**

**Beyond traditional stakeholder mapping, maybe view them as:**

- **Mission critical** stakeholders – whose actions/behaviour can pose existential threats or opportunities
- **Mission enhancing** stakeholders – whose actions/behaviour can help you achieve better outcomes
- **Mission desirable** stakeholders – where is it useful to preserve good relations





# Key trends already clear

## Digitisation

How do we  
communicate?

AI and new online tools can  
help with these **VERY** different  
forms of communication

- **Stakeholders to inform** – to ensure they hear *your* key messages
- **Stakeholders to hear** – to ensure you hear *their* key messages
- **Stakeholders to dialogue** – where you need an informed discussion
- **Stakeholders to consult** – to seek views on specific proposals, policies or programmes
- **Stakeholders to collaborate** – working together to co-produce ...





# Key trends already clear

## Focus on Function

What objectives  
are you trying to  
meet?

A tighter 'remit' moves  
away from one-size-fits-all  
*"Be nice to everyone"*

## Organisational GOALS or Project GOALS

- Stakeholder **acquiescence** - able to tolerate you or your project
- Stakeholder **co-operation** – to help you meet your own goals
- Stakeholder **support** – to strengthen your reputation
- Stakeholder **partnership** – to share the pain and/or pleasure





# Moving from *form* to *function*

An example from  
Consultation

The FOUR  
FUNCTIONS  
FRAMEWORK

**NAVIGATION**

*Where are we going?*

**EXPLORATION**

*What are the options?*

*Taking decisions:  
Making choices.*

**DETERMINATION**

*Securing Support*

**IMPLEMENTATION**





# Moving from *form* to *function*

May also  
apply to  
stakeholder  
relations



Relationships  
with a purpose

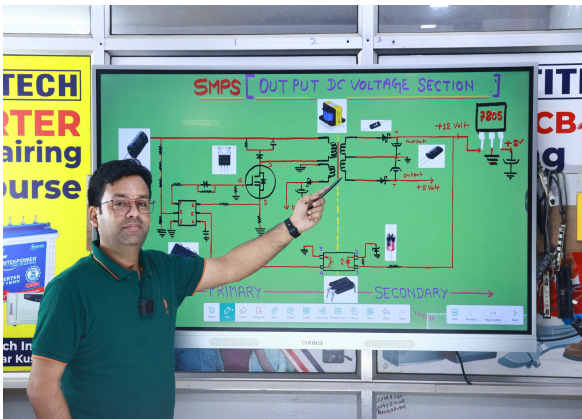




# Implications

Relationships  
with a purpose

Subject-expertise becomes as  
important as relationship-building skills



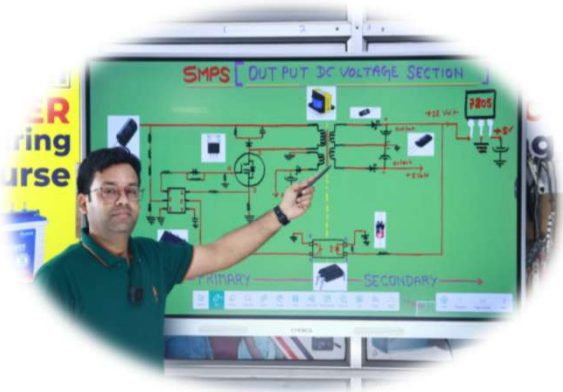




# Implications

Relationships  
with a purpose

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# Three contemporary issues affecting stakeholder management

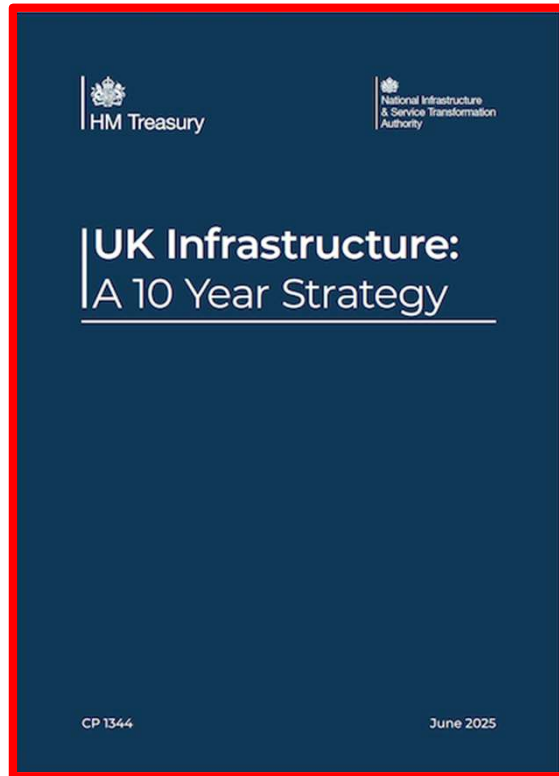
- **Economic growth** and the passion for infrastructure
- **Planning reform** and the urge to say '**YES**'
- **Local Government** reorganisation and the drive for fewer but bigger

All three require  
**MORE** and  
better skilled  
Stakeholder  
Managers





# The Passion for Infrastructure







# Project management

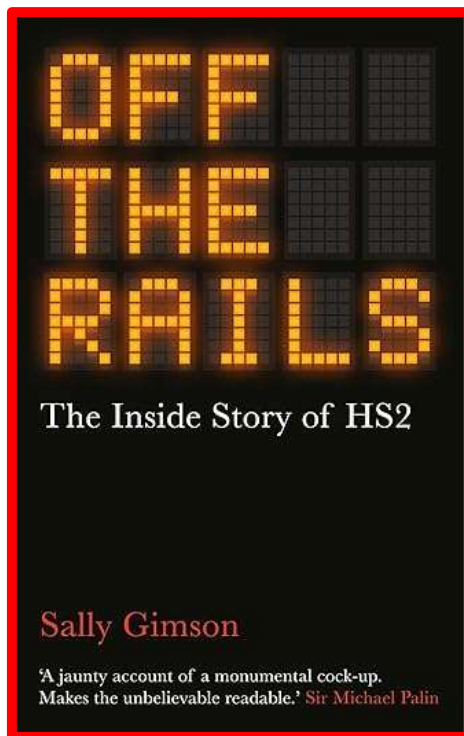
Failure to take  
account of  
stakeholder  
interests  
causes dither  
and delay







# Case Study: High Speed Two

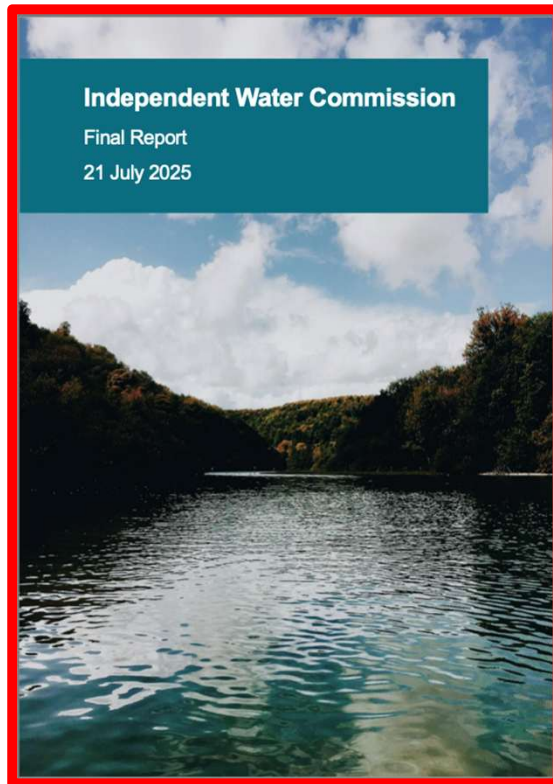


- **Sally Gimson's book** is full of insights
- **Highlights** the dangers of costing a project before you've decided what to build
- **Failed to engage** effectively despite armies of stakeholder relations staff
- **Lack of top-level strategy** makes effective stakeholder management difficult





# Case Study: Water industry



- **Overlapping, confused regulation** poorly understood even within.
- **Conflicting priorities**
- **Operator self-measurement**
- And other mistakes

**If you are struggling to perform, you suddenly have more stakeholders!**





# Planning reform and the urge to say '**YES**'

The **GOOD NEWS** is that pre-application consultation for **NSIPs** no longer required by law ...

The **BAD NEWS** is that it will still need to be done !

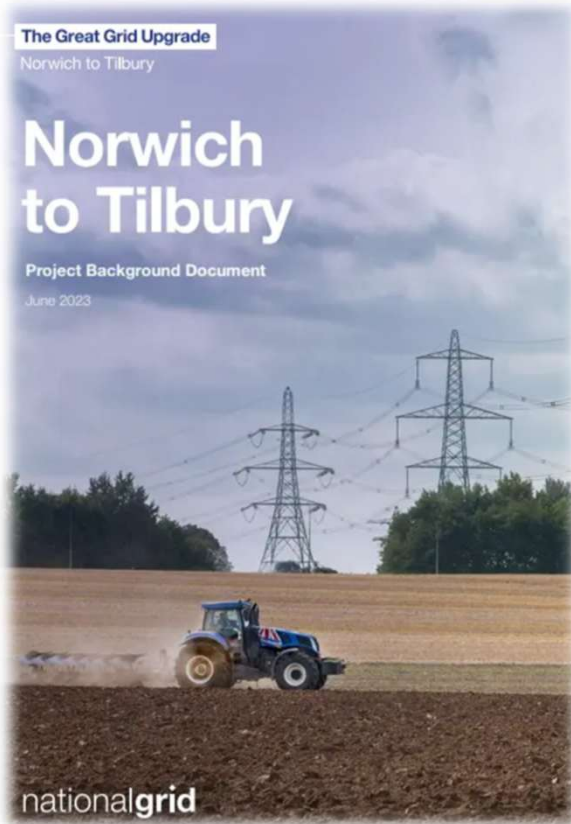


Can we reduce the paper mountain  
without denying people their rights  
to be heard?





# Case Study: Electricity transmission in East Anglia



- **National Grid** engaging over 70,000 immediately affected
- **Camargue** conducting consultations
- Massive **paper-mountain**
- Public reactions '**lukewarm**'

Stakeholder relations very difficult where people dislike proposals!





# Local Government reorganisation and the drive for fewer but bigger

## English Devolution and Community Empowerment Bill

[AS INTRODUCED]

### CONTENTS

#### PART I

##### STRATEGIC AUTHORITIES

###### *The strategic authorities*

###### 1 Strategic authorities

###### *The areas of competence*

###### 2 Areas of competence

###### *Single foundation strategic authorities*

###### 3 Single foundation strategic authorities

###### *Combined authorities and CCAs*

###### 4 Combined authorities and CCAs: establishment, expansion and functions

###### 5 Combined authorities and CCAs: functions generally

###### 6 Combined authorities and CCAs: decision-making and validity of proceedings

###### 7 Combined authorities and CCAs: powers not limited by other provision or powers

###### 8 Combined authorities and CCAs: designation as established mayoral strategic authorities

###### 9 Appointment of commissioners by mayors

###### 10 Combined authorities and CCAs: allowances for members with special responsibilities

###### 11 Mayoral combined authorities and CCAs: precepts

###### 12 Power to borrow

###### 13 Levies

###### 14 Combined authorities and CCAs: minor amendments

###### *The Greater London Authority*

###### 15 Additional functions of the GLA

Bill 283

- Major changes to the **political geography**
- **Strategic Authorities** will matter most
- Will reinforce the need for Councils to **manage key stakeholders**
- Danger of a democratic deficit

**Need step-function improvement in managing stakeholders**





# Case Study: Suffolk single Authority



- **Suffolk CC** want one Unitary
- Five **District Councils** want three Unitaries
- All about local 'identities'
- ... and service delivery

Who best connects with  
local stakeholders?



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# Next-generation Stakeholder management

Pun  
intended!

- how a changing world  
**demands so much MORE**

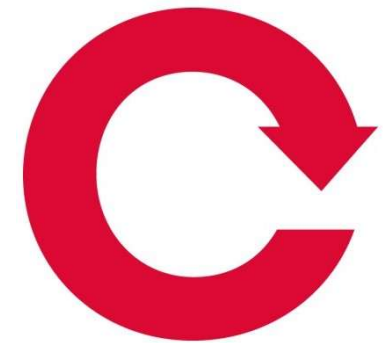


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# ....demands so much MORE

- **MORE** professional Stakeholder Managers
- **MORE** enterprise-wide Stakeholder engagement
- **MORE** focus on functions and outcomes
- **MORE** and **BETTER** processes
- **MORE** Training





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## - how a changing world demands so much more

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