

## Manage political relationships and lobby for influence

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### Overview

This standard is about building and maintaining effective working relationships with local and/or central government, community and pressure groups towards developing their awareness and understanding positively regarding the issues of importance to you. It includes understanding their start point, developing messages and targeting those to be approached, and involvement in relevant decision-making processes through the lobbying of these groups or individuals.

### Target group

This standard is aimed at workers whose role requires them to manage political relationships and to lobby for influence.

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**Performance criteria**

You must be able to:

1. identify different stakeholder groups within the political environment, and establish their requirements and interests in relation to your organisation's objectives
2. monitor political environments, and identify issues relevant to your organisation's objectives
3. assess the potential impact of identified issues and proposed legislation upon your organisation, identifying consequent opportunities and threats
4. anticipate likely future scenarios based upon a realistic analysis of trends and developments
5. develop and agree objectives and strategies to address particular opportunities and threats, including identifying:
  - 5.1 key stakeholder groups to be targeted
  - 5.2 activities towards maximising the required influence
6. identify activities and political communications methods designed to fulfil the agreed objectives and strategies
7. engage in the direct or indirect lobbying of politicians and stakeholders towards achieving agreed objectives, using techniques that effectively present ideas and arguments
8. listen actively, and ask questions, clarifying points to check mutual understanding
9. monitor and evaluate the effectiveness of lobbying and related activity, adjusting plans and actions accordingly to achieve the stated objectives
10. build and maintain effective professional relationships with key political stakeholders
11. operate within relevant legal regulatory frameworks and codes of practice

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**Knowledge and understanding**

You need to know and understand:

**Legislative, regulatory and organisational requirements**

1. legal and organisational requirements affecting the lobbying for influence relevant to your organisation's activities, and their impact for your area of operations
2. legislation, policies and procedures relating to data protection, health and safety, diversity and their impact for your area of operations
3. the role of your organisation and its services relating to the political areas being lobbied

**Requirements particular to managing political relationships**

4. key external and internal developments affecting your organisation and its services, the nature of their impact, and the implications for public affairs campaigns and lobbying for influence
5. your organisation's key stakeholders, and their interest and requirements relating to your organisation
6. the structure of government at local and central level, and the principal differences between these
7. government procedures and protocols, the workings of government, and the lobbyist's role in exercising influence
8. the public policy and administration process
9. the mechanics of the legislative process, and associated procedures
10. public affairs techniques and how to use these towards influencing government and stakeholders
11. why it is important to show sensitivity to the needs and interests of others, and how to manage these effectively

## Manage political relationships and lobby for influence

<b>Developed by</b>	Skills for Justice
<b>Version Number</b>	3
<b>Date Approved</b>	August 2015
<b>Indicative Review Date</b>	July 2020
<b>Validity</b>	Current
<b>Status</b>	Original
<b>Originating Organisation</b>	Skills for Justice
<b>Original URN</b>	SFJHG101
<b>Relevant Occupations</b>	Public Service and Other Associate Professionals; Public Services
<b>Suite</b>	Community Justice; Preventing and tackling domestic and/or sexual abuse/violence
<b>Keywords</b>	Manage; political; relationships; lobby; influence; lobbying; politicians; pressure group