

D5.1 LISTS OF STAKEHOLDERS FOR THE SELECTED
SECURITY SECTORS



SMART MATURE RESILIENCE

LISTS OF STAKEHOLDERS FOR THE SELECTED SECURITY
SECTORS

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	Lists of Stakeholders for the Selected Security Sectors
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EXECUTIVE SUMMARY

This report takes stock of the first activities developed in the framework of Work Package (WP) 5 of the SMR Project, i.e. the WP dedicated to tool testing with and to exchange between the cities that are part of the SMR Consortium. In particular, during the first project year, the ICLEI European Secretariat, in close cooperation with the three tier-1 cities (i.e. Kristiansand, San Sebastian/Donostia and Glasgow) and their respective research partners (i.e. CIEM, TECNUN and the University of Strathclyde) organized three 'Kick-off Workshops' in Kristiansand, Donostia/San Sebastian and Glasgow (the latter was scheduled to take place after the publication of the first version of this report, in June 2016). The workshops gathered relevant stakeholders from each tier-1 city, presenting the project goals and outputs, introducing participants to the project's resilience management approach, and de facto kick-starting the pilot implementation of the tools in the tier-1 cities.

During each workshop, information on stakeholder engagement and communication in each tier-1 city was gathered through group exercises on stakeholder mapping and communication for the security sectors (i.e. crucial sectors of operation, related to critical infrastructure and preparedness) selected by each of the tier-1 cities. As a result, ICLEI collected information about the most relevant stakeholders for the security sectors of each tier-1 cities and prepared three stakeholder lists that were later complemented by the respective cities and will be used throughout the SMR project and in particular in preparation of and during the pilot implementation of the SMR tools.

This document is structured in four main parts. After a short introduction of the main activities of WP 5 and of the security sectors that were selected by the Tier-1 cities, the stakeholder lists identified for each of the three cities are presented. Following each stakeholder list, a preliminary assessment of communication among stakeholders in each of the cities is presented.



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1. INTRODUCTION

The SMR project develops a set of tools to assess and enhance cities’ resilience. These tools are developed by the scientific project partners together with the cities of Kristiansand, Donostia/ San Sebastain and Glasgow, which will pilot each tool. For this purpose, each city, in close consultation with its research partner, identified two relevant ‘security sectors’. The two relevant security sectors in each city were identified at the beginning of the activities in WP5 (month 8); these sectors vary from critical infrastructures for water, energy, transport, housing, communications, finance, health, etc. and serve as the operational environment for the pilot implementation in each of the tier-1 cities. The sectors were considered important for the operation and performance of critical infrastructure and general city preparedness. The selected security sectors that will be the testing ground for the pilot implementation of the tools in each of the cities are presented in the following table:

City	Security Sector 1	Security Sector 2
Kristiansand	Water resources management	Waste water/ sewage
Donostia/San Sebastian	Energy	Telecommunications
Glasgow	Surface water management	Flooding

Table 1: List of selected security sectors

The security sectors chosen by Kristiansand and Glasgow overlap in many respects, as Kristiansand will focus on water resource management and sewage/waste water while Glasgow will focus on surface water management/flooding. This is related to the assessment of the cities as corresponding to very different stages of the preliminary version of the Resilience Maturity Model, which will be developed throughout the SMR project. In particular, following a preliminary assessment by the project’s academic partners during the WP2 workshop on social dynamics in Rome (M9), Kristiansand was considered to be between the “Start” and “Moderate” stages in terms of resilience, while Glasgow was considered to be between the “Advanced” and “Robust” stages, following the city’s involvement in

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the 100 Resilient Cities, pioneered by the Rockefeller Foundation programme. The choice of similar sectors can provide for an operational space for comparison and interchange between the two cities.

During the pilot implementation, it will be crucial that each city involves relevant stakeholders. Therefore, after having selected the security sectors, a workshop with 15-20 stakeholders per workshop was organized in each of the cities to kick-off the co-creation process of the tools and ensure the tools will be tailored to the cities' needs. During each workshop, additional relevant stakeholders were identified and participants were introduced to the resilience management approach the project is using. The workshops offered an interactive space for reflection on stakeholder management. Following the results of the workshops and after having received additional input from each city, a stakeholder list for each of the three cities was compiled. These lists will be used throughout the SMR project and in particular in preparation of and during the pilot implementation.

In the following chapters, the stakeholders identified as well as the communication strengths and weaknesses identified during the workshop are presented.

2. KRISTIANSAND (NORWAY) – IDENTIFIED STAKEHOLDERS AND COMMUNICATION ASSESSMENT

2.1. STAKEHOLDERS IDENTIFIED FOR THE SECURITY SECTORS WATER RESOURCE MANAGEMENT AND WASTE WATER/SEWAGE

Stakeholder	Internal/External to the Municipal Administration	Type
Municipal/City stakeholders		
Engineering Department - City of Kristiansand	Internal	Municipal Department
Crisis Management Department – City of Kristiansand	Internal	Municipal Department
Environmental Department - City of Kristiansand	Internal	Municipal Department
Health Department – City of Kristiansand	Internal	Municipal Department
Communication Department – City of Kristiansand	Internal	Municipal Department
Chief Physician/ City of Kristiansand	Internal	City Chief Executive

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Regional stakeholders/other levels of governance

Agder Politidistrikt	External	Government
Chief Physician/County Governor Office	External	Regional Chief Executive
County Governor Office	External	Regional Authority/Public Sector
Chief Physician, County Governor Office	External	Regional Chief Executive
National Food Safety Authority	External	National Authority /Public Sector
Regional Food Safety Authority	External	Regional Authority /Public Sector
Inter-regional Contamination Council	External	Regional Authority /Public Sector

Public sector

Civil Defense	External	Public Sector
Police Kristiansand	External	Public Sector
Fire Department Kristiansand	External	Public Sector
First Responders/Fire Brigade Kristiansand	External	Public Sector
Regional Hospital Kristiansand	External	Health Care

Private sector

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Rambøll Management Consulting Services	External	Private Sector
Sweco Norge AS (Engineering Consultancy)	External	Private Sector
COWI Norway (Consulting Group)	External	Private Sector
Finans Norge (Finance, Insurance Network)	External	Private Sector

2.2. PRELIMINARY ASSESSMENT OF STAKEHOLDER COMMUNICATION

Workshops participants were asked to engage in an interactive exercise to assess the communication among stakeholders relevant to the identified security sector. In general, the communication among relevant stakeholders in the city is perceived as being moderate with some improvement considered necessary. The information flow among city administration and the various stakeholders is bi-directional (top-down and bottom-up), while there are stakeholders that rarely communicate with each other on a daily basis. The participants came to the consensus that the most crucial stakeholders, in the case of emergency, are the Engineering and the Crisis Management Municipal Departments, which both have strong networks and can facilitate the distribution of information. Briefings are organized among municipal departments and a variety of relevant stakeholders. In case of emergency, citizens are informed through mobile phones per SMS; the city is trying to find other more effective means of information to be used in cases of emergency though.

One of the biggest emergency situations that the city of Kristiansand has successfully overcome in the past was a water rupture of the main pipeline coming from the Rossevangen water reservoir. The water leak was very extensive, but the City of Kristiansand managed to inform most of the affected citizens by sending out a warning SMS to approx. 8.000 citizens.

3. DONOSTIA/SAN SEBASTIAN (SPAIN) – IDENTIFIED STAKEHOLDERS AND COMMUNICATION ASSESSMENT

3.1. STAKEHOLDERS IDENTIFIED FOR THE SECURITY SECTORS ENERGY AND TELECOMMUNICATION

Stakeholder	Internal/External to the Municipal Administration	Type
Municipal/City stakeholders		
City Council San Sebastian	Internal	Government
Fomento San Sebastian	Internal	Public Municipal Company
Strategic Development Office (Oficina de Estrategia) – Fomento San Sebastián	Internal	Municipal department
Development Office SS - Fomento San Sebastian	Internal	Municipal department
Environment Office SS - Fomento San Sebastian	Internal	Municipal department
Social Action Councilor-	Internal	Council Chief Executive

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Fomento San Sebastian

Civil Protection Department - Fomento San Sebastian	Internal	Municipal Department
Tourism Department - Fomento San Sebastian	Internal	Municipal Department
Firefighters - Fomento San Sebastian	Internal	Municipal Body
CIM (Administrative Body and Citizen Services)	Internal	Municipal Body

External stakeholders

Regional stakeholders/other levels of governance

CNPIC (National Center of Critical Infrastructures)	External	National Authority
Renfe (National Railway Services)	External	National Authority/Utility
EuskalMet (Basque Meteorological services)	External	Regional Body/Agency
Euskotren (Basque Railway Services)	External	Regional Authority/Utility
Ertzaintza (Regional Basque Police)	External	Regional Authority

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DIA (Emergency services)	External	Regional Authority
Public sector		
OSAKIDETZA - Basque Healthcare services	External	Healthcare
Osakidetza – Purchase Deputy Officer	External	Healthcare
Udaltzingoa (Basque Municipal Police)	External	Regional Authority
CNPIC (National Center of Critical Infrastructures)	External	National Authority
Utilities		
Iberdrola (Energy company, electricity provider)	External	Utility
NaturGas (Energy company, natural gas provider)	External	Utility
SOS Deiak (Emergencies number 112)	External	Utility
Private sector		
Euskaltel (Telecommunications supplier)	External	Private Sector

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Telefonica (Telecommunications supplier)	External	Private Sector
S21Sec (Cybersecurity Company)	External	Private Sector
Civil society		
CARITAS	External	NGO/Social Services

3.2. PRELIMINARY ASSESSMENT OF STAKEHOLDER COMMUNICATION

According to the workshop participants, the communication among emergency services in Donostia is good overall. The municipal department for civil protection organizes a crisis cabinet, which communicates the necessities and action plans in regard to emergency situations to the relevant stakeholders. However, some challenges were identified. In the past, the city experienced some major power outages or general telecommunication outages during which the city faced difficulties in informing citizens about the problem. Also, some participants expressed the need to improve the communication flow between critical infrastructure providers, the municipal administration and the Basque Government. In order to be better able to address relevant stakeholders in a targeted way, a detailed stakeholder mapping as well as more efficient communication mechanisms and tools seem to be needed.



4. GLASGOW (UNITED KINGDOM) – IDENTIFIED STAKEHOLDERS AND COMMUNICATION ASSESSMENT

4.1. STAKEHOLDERS IDENTIFIED FOR THE SECURITY SECTORS FLOODING AND SURFACE WATER MANAGEMENT

The kick-off workshop for the pilot implementation in the City of Glasgow took place on 3rd June 2016, after the publication of the first version of this document. The workshop was well attended by 33 stakeholders. ICLEI and the Glasgow City Council were able to identify and engage with a group of the city’s most crucial stakeholders in ensuring Glasgow’s resilience against flood risk and crisis situations. The principal objective of this kick-off was to introduce the city to the project’s resilience management approach, to touch upon the specific tools that will be developed throughout its lifespan and to start the pilot implementation of the tools. The following list of stakeholders within the security sectors was created following ICLEI’s consultation with the Sustainable Glasgow Department of the City of Glasgow. A member of the “100 Resilient Cities” programme pioneered by the Rockefeller foundation (100RC), the city had already conducted a detailed stakeholder mapping. The following stakeholders were identified as most relevant for the security sectors of surface water management and flooding.

Stakeholder	Internal/External	Type
Municipal departments and Arms Length External Organisations (ALEOs)		
Chief Executive of Glasgow City Council	Internal	Council Chief Executive
Leader of the Council	Internal	Chief Politician
Council Department Corporate Services / Executive Director	Internal	Municipal department

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Council Department Development and Regeneration Services / Executive Director	Internal	Municipal department
Council department DRS Flooding Management	Internal	Municipal department
Council Department DRS Planning	Internal	Municipal department
Council Department Financial Services / Executive Director	Internal	Municipal department
Council Department Land and Environmental Services / Executive Director	Internal	Municipal department
Council Department LES Roads	Internal	Municipal department
Council Department LES Parks and Open Spaces	Internal	Municipal department
Council Department LES Scientific Services	Internal	Municipal department
Council Department LES Commercial Business	Internal	Municipal department
Council Department LES Waste Strategy and Operations	Internal	Municipal department
Council Department Resilience	Internal	Municipal Department
Council Department Social Work Services/ Executive Director	Internal	Municipal Department
ACCESS	Internal	Municipal Department/ ALEO

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City Building / Executive Director	Internal	Municipal Department/ ALEO
City Deal / Executive Director	Internal	Municipal department / ALEO
City Property / Executive Director	Internal	Municipal department / ALEO
Cordia / Executive Director	Internal	Municipal department / ALEO
Jobs and Business Glasgow / Executive Director	Internal	Municipal Department/ ALEO
Community Planning Partnership	Internal	Public sector
Glasgow Operations Centre	Internal	Public sector
MGSDP	Internal	Public Sector - regional group
Poverty Leadership Panel	Internal	Public sector panel
External Stakeholders		
Foundations/charities/education		
Joseph Rowantree Foundation	External	Charity
Higher & Further Education establishments	External	Education/ Academics
Governmental organizations/other levels of governance		
National Centre for Resilience for Scotland	External	Government
Safer Communities Directorate (Scottish Government)	External	Government
Scottish Government	External	Government

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Transport Scotland	External	Government
Adaptation Scotland	External	Government Body
Central Scotland Green Network	External	Government Body
Citizens Advice Scotland	External	Government Body
Glasgow & Clyde Valley Green Network Partnership	External	Government Body
Historic Scotland	External	Government Body
Network Rail	External	Government Body
Scottish Canals	External	Government Body
Scottish Enterprise	External	Government Body
Scottish Natural Heritage	External	Government Body
SEPA	External	Government Body
SNIFFER	External	Government Body
Public sector		
Ambulance Service	External	Public sector
Police Scotland	External	Public sector
Scottish Fire and Rescue	External	Public sector
Scottish Futures Trust	External	Public sector
Strategic Development Planning Authority (Clydeplan)	External	Public Sector

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Greater Glasgow and Clyde NHS	External	Healthcare
Director of Public Health	External	Healthcare
Resilience West NHS	External	Healthcare
Clydeport	External	Port Authority
Glasgow Airport	External	Port Authority
Private sector		
Built Environment Professional Organisations	External	Private sector
Business and Commercial Sector via Glasgow chamber of commerce	External	Private sector
British Telecom	External	Private sector
CBI Scotland	External	Private sector
Glasgow Hoteliers	External	Private sector
Green Investment Bank	External	Private sector
Media	External	Private sector
Prestwick Airport	External	Private sector
Scottish Council for Development and Industry	External	Private sector
Scottish Power	External	Private sector
Scottish Water	External	Private sector
Strathclyde Partnership for Transport	External	Private sector

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Civil Society

Glasgow Council for Voluntary Sector	External	Voluntary sector
GHA & other housing associations (SFHA)	External	Housing
Gorbals Housing Association	External	Housing
Wheatley Group	External	Housing

4.2. PRELIMINARY ASSESSMENT OF STAKEHOLDER COMMUNICATION

According to the workshop participants, the communication among first responders, emergency services and the city of Glasgow has been effective overall in recent years. The city of Glasgow has already excessively worked on stakeholder engagement through the 100 Resilient Cities, pioneered by the Rockefeller Foundation programme, but in a broader sense as part of the preliminary resilience assessment of the aforementioned programme, is a detailed city stakeholder mapping. The kick-off workshop was helpful to narrow down the stakeholders to the ones that are most crucial for the water and flooding security sectors.

During the workshop, but also in the following weeks, in terms of communication in the city, most important were considered the communication among critical infrastructure institutions and the relevant departments of the Glasgow City Council, while great emphasis was given to the role of the numerous housing associations and social work departments that have access to vulnerable groups of people and can become crucial actors in community engagement and communication activities.