SMART MATURE RESILIENCE

D5.1 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, 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 is scheduled to take place after publication of this report, in June 2016). The workshops gathered the most relevant stakeholders of 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 about 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 to stakeholders in each of the cities is presented.

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 implement all tools. For this purpose, each city, in close consultation with its research partner, identified two relevant 'security sectors'. These are crucial sectors of operation, related to critical infrastructure and preparedness, which are necessary for the correct 'functioning' of the cities. 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	Sewage
Donostia/San Sebastian	Energy	Telecommunications
Glasgow	Water	Flooding

Table 1: List of selected security sectors

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 the 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 a reflection about stakeholder management. Following the results of the workshops and after having received

additional input by each city, a stakeholder lists 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 and 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	Internal	Municipal Department

of Kristiansand

Communication Department – City of Kristiansand	Internal	Municipal Department
Chief Physician/ City of Kristiansand	Internal	City Chief Executive

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

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 for the identified security sector. In general, the communication among relevant stakeholders in the city is perceived as being moderate with some improvement being 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 communication with each other on a daily basis. The participants came to the consensus that the most crucial stakeholders, in 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 Rossevann 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- Fomento San Sebastian	Internal	Council Chief Executive

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 Meteorogical services)	External	Regional Body/Agency
Euskotren (Basque Railway Services)	External	Regional Authority/Utility
Ertzaintza (Regional Basque Police)	External	Regional Authority
DIA (Emergency services)	External	Regional Authority

Public sector		
OSAKIDETZA - Basque Healthcare services	External	Healthcare
Osakidetza – Purschase 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	External	Private Sector

supplier)		
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 overall good. 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 energy and telecommunication

The kick-off workshop for the pilot-implementation in the City of Glasgow will take place only after the publication of this document. However, as 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 sector water and flooding. The information was provided by the Sustainable Glasgow Department of the City of Glasgow.

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
Council Department	Internal	Municipal department

Development and Regeneration Services / Executive Director		
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	Internal	Municipal department

Waste Strategy and Operations		
Council Department Resilience	Internal	Municipal Department
Council Department Social Work Services/ Executive Director	Internal	Municipal Department
ACCESS	Internal	Municipal Department/ ALEO
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
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
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
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