

Mobilise City Stakeholders: Identify key city stakeholders:

Stakeholder Mapping

What is it?

A tool allowing you to:

- Identify, categorise and track your key stakeholders
- Develop and update activities and actions that will gain stakeholder support

When should I use this tool?

At the start of the citywide carbon reduction project but revisited and updated regularly to capture changes in attitudes

How should I use this tool?

The following steps summarise the stakeholder analysis:

Step	
1. List key <i>stakeholders</i>	<ul style="list-style-type: none">• List Initial Top Ten Stakeholders• Add more as project progresses
2. Identify level of <i>influence</i>	<ul style="list-style-type: none">• Quantify Influence on success of project (High, Med or Low)• Consider: Numbers, Seniority, Ability to lead, inspire or influence others
3. Identify likely <i>impact</i>	<ul style="list-style-type: none">• Estimate the likely impact of the carbon reduction plan on stakeholders• This will help understand their likely degrees of support.
4. Identify current anticipated <i>support</i>	<ul style="list-style-type: none">• Categorise Champions, Floaters and Blockers• Substitute terms if deemed sensitive!
5. Identify realistic <i>target support</i> level	<ul style="list-style-type: none">• Determine desired support category at and of this phase of programme (Champion, Floater and Blocker)

Graphical representation

This can be presented in a stakeholder map. Plot stakeholders by their influence and support. This helps determine the importance of each stakeholder and helps considering how to move particular stakeholders towards more favourable positions. Initially you may only consider individuals or groups from within a Local Authority but as the programme begins to involve more institutions, more stakeholders should be added.

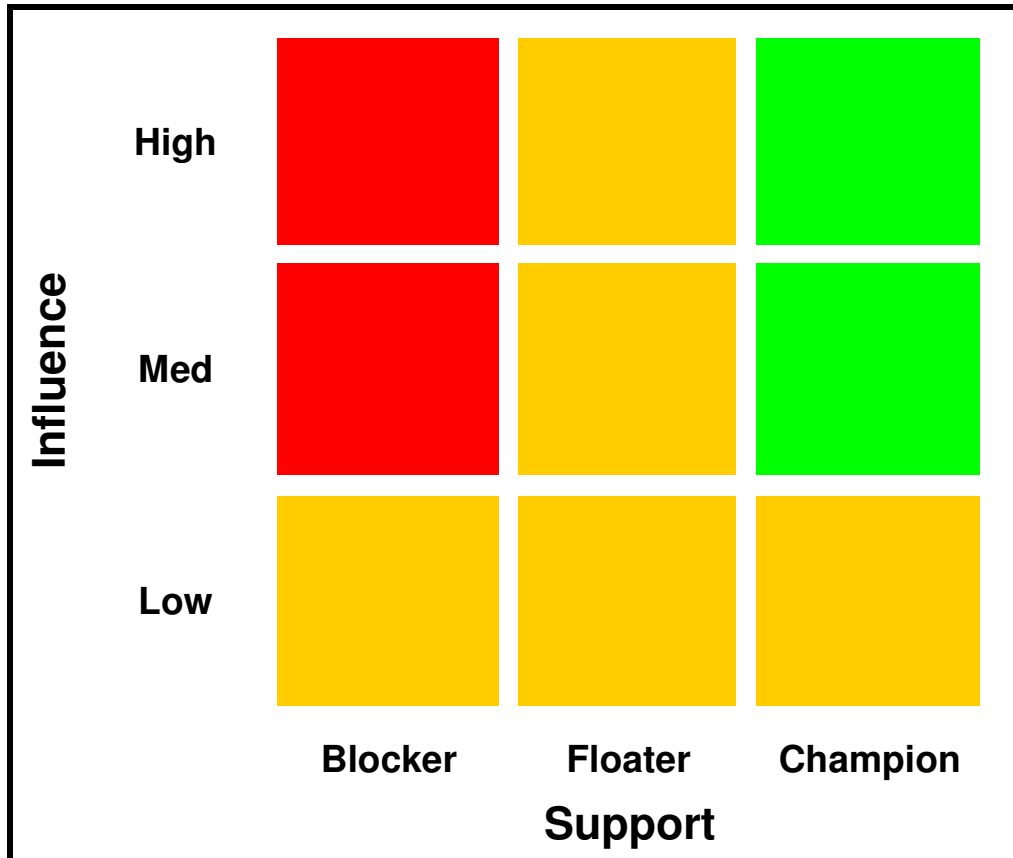


Figure 1- Stakeholder map

Determining actions

The team should determine the most important stakeholders, and those who need to be influenced in order to become more supportive of the programme.

Specific actions must be identified in order to achieve the target level of support by each stakeholder. This work links in with the establishment of a communications strategy and plan, described in Step 1: Understand.

Specific actions could include:

- **Involvement**

- Involve this person early in the programme to generate ideas and help shape the approach and priorities
- **Education**
 - How you will educate the person or group (since they may not be supportive due to lack of understanding).
- **Pressures**
 - You can use other people and information to influence the stakeholder (people such as peers, line managers, directors or information such as the organisation's environmental policy)
- **Communication**
 - Use a monthly newsletter or similar means to communicate progress and benefits. Focus the communication message on visible and financial (cost saving) benefits. This is most useful when the programme commences. You could, for example, communicate early wins and benefits. The objective is to create a positive environment for the change that has to be brought about.

The project team should revisit and update the stakeholder analysis matrix regularly (probably on a monthly basis) to track progress and to evaluate and adjust actions.

Summary table

Use the following summary table to record and update the stakeholder analysis.

