

# Stakeholder analysis

– a key tool for successful implementation

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# Who is a stakeholder?

- Someone being affected by the project
- Someone who has influence on the project
- A named organisation or person



# Why is stakeholder analysis important?

Our values

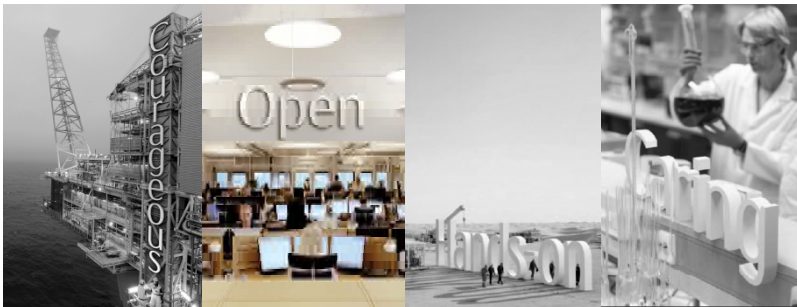
Courageous

Open

Hands-on

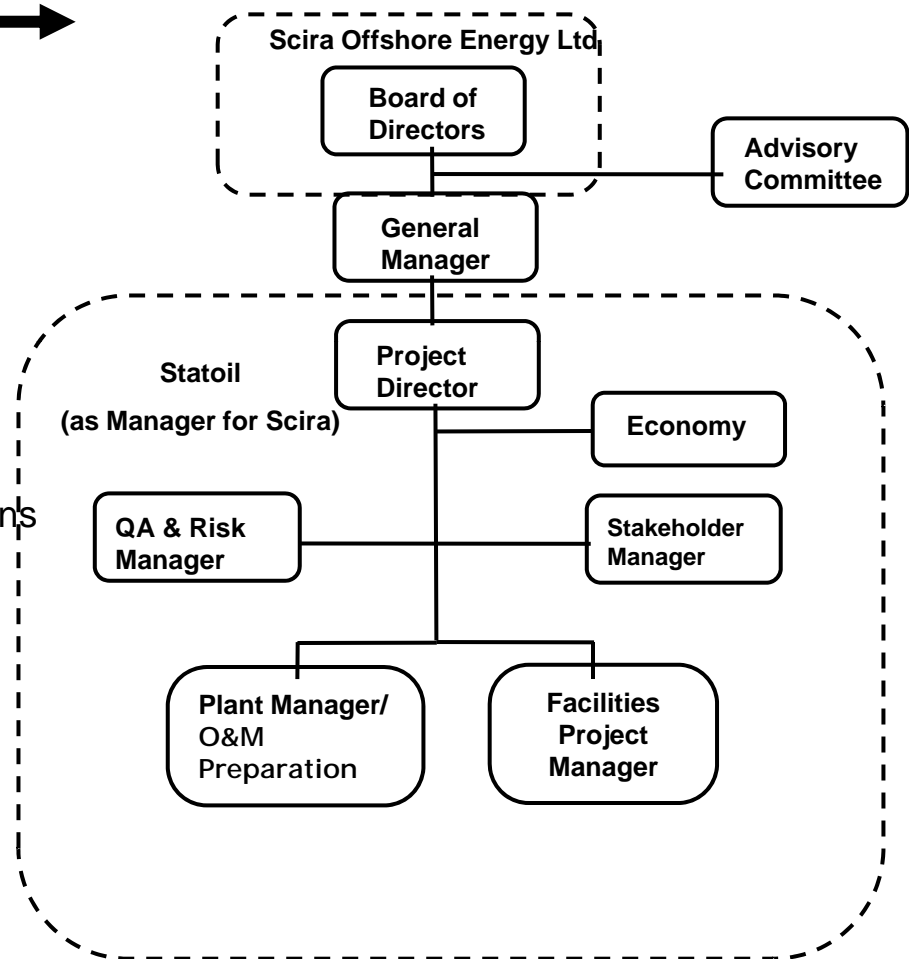
Caring

- Ensures focus on the critical issues:
  - Focus
  - Planning
  - Timing
- It supports the Statoil values: Open and honest communication
- Early consultation to identify issues at an early stage
- A new industry needs new, sustainable solutions
- The quickest way to find solutions



# Stakeholder activities at many levels

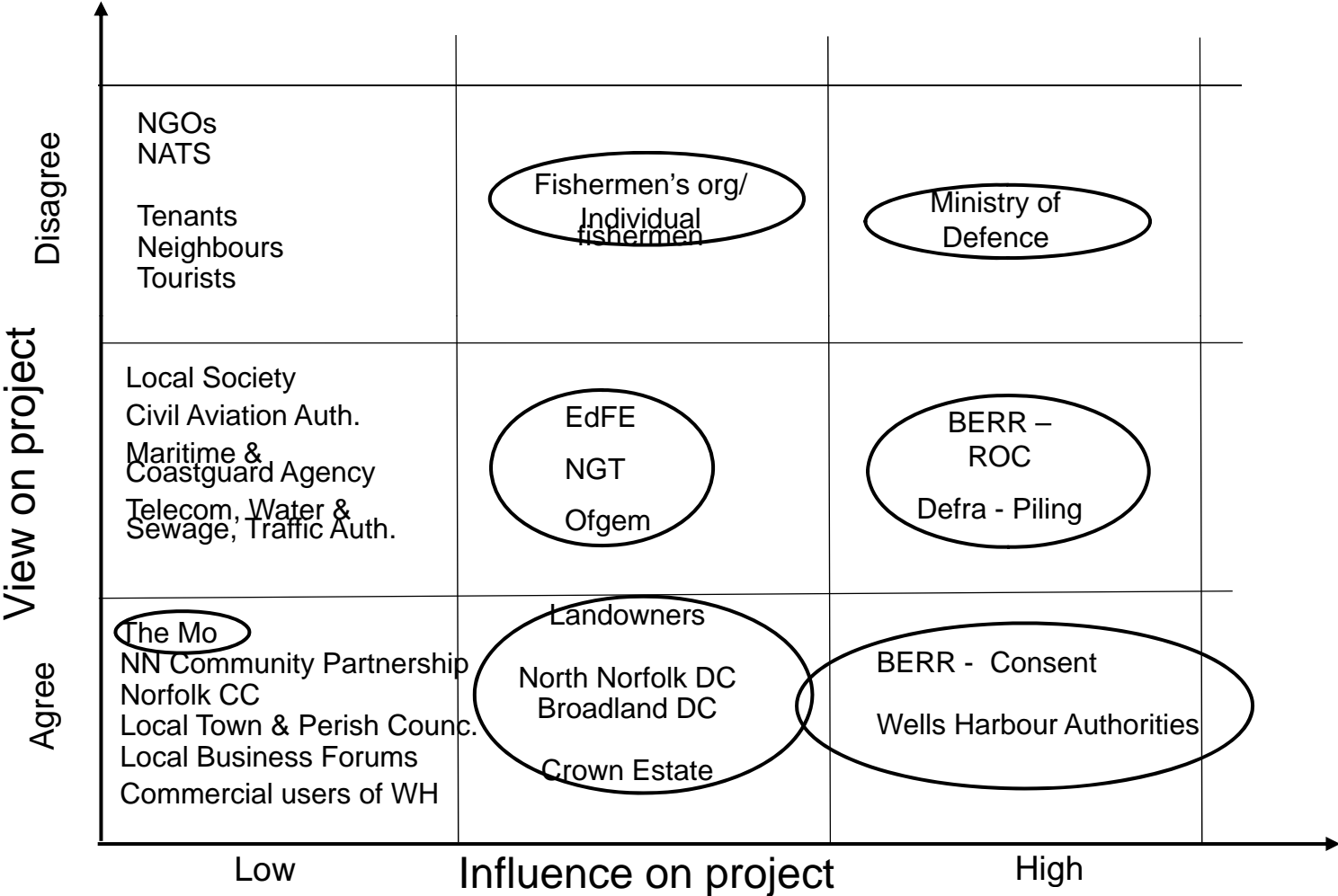
- Statoil Management level
  - Get to know the UK business
  - Building trust in UK to a new developer
  - Mature own organisation for investment decision
  
- Sheringham Shoal Project
  - Central and local governmental bodies
    - Consents, licences, leases incl conditions
    - New regulations
  - Necessary Agreements
    - Grid connection
    - Landowners
  - Critical local issues
    - Fishing activities
    - Harbour development



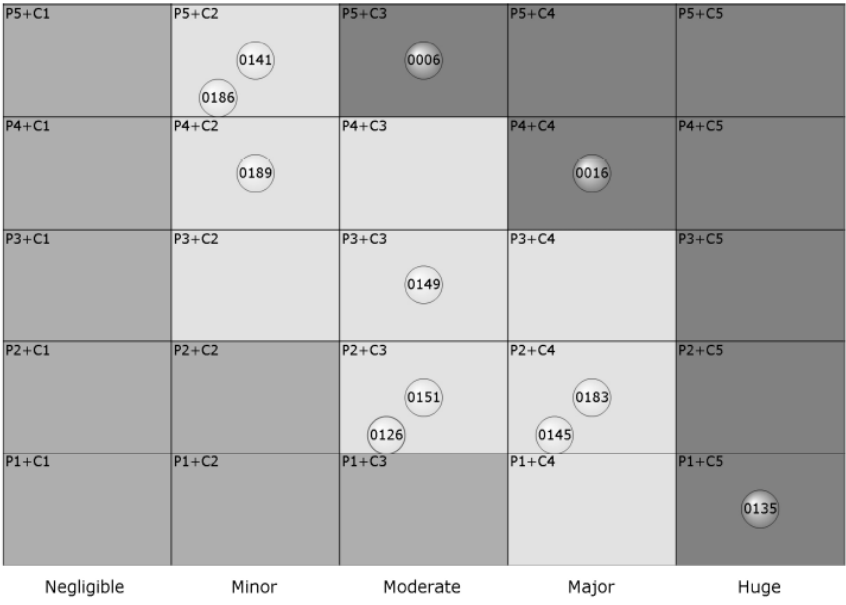
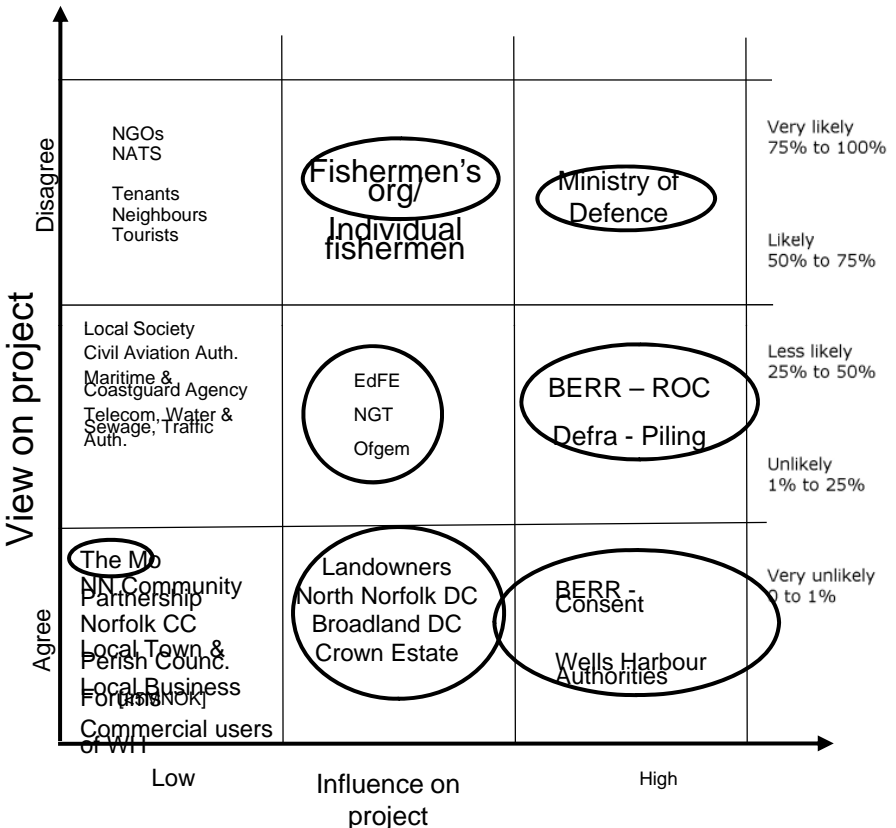
# Stakeholder analysis to ensure right focus

Issue	Stakeholder	Quality of relation + / 0 / -	View point Agree / Neutral / Disagree	Level of Influence High / Medium / Low	Importance 1 / 2 / 3
Conflict with military Radar – document sufficient solution	MoD	+	Disagree	High	3
Uncertain ROC regime	BERR	0	Neutral	High	3
Compliance with onshore consent	OFGEM	0	Neutral	Medium	2
	DEFRA	0	Neutral	Medium	2
	NNDC	+	Agree	Medium	1
	BDC	0	Agree	Medium	1
	NCC	0	Agree	Low	1
	STC	0	Agree	Low	1
	WTC	0	Agree	Low	1
	Traffic Authorities	0	Disagree	Low	1
Compliance with offshore consent	BERR	+	Agree	High	
	Crown Estate	+	Agree	Medium	
Conflict with landowners	Landowners	+	Disagree	Medium	
	Tenants	0	Disagree	Low	
	Neighbours	0	Disagree	Low	
Conflict with fishermen	Individual fishermen	+	Disagree	Medium	
	Fishermens organisations	-	Disagree	Medium	
Conflicting interests with tourists and bird watchers	Natural England	0	Disagree	Low	
	RSPB	0	Disagree	Low	

# Presentation of stakeholder criticality



# Risk Matrix used for daily follow-up



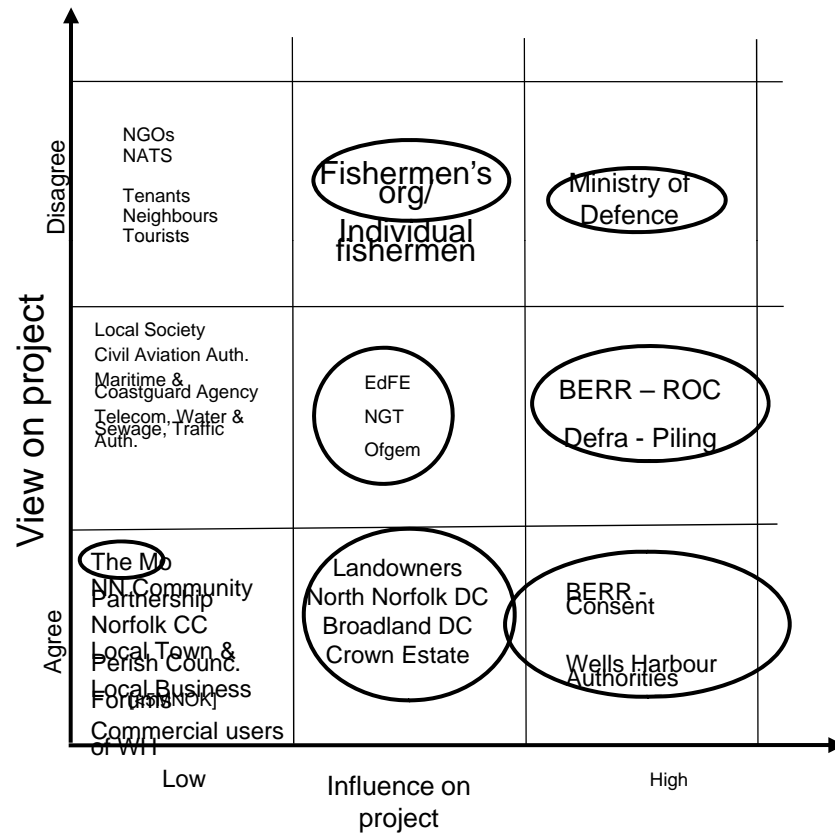
# Policy Sheets prepared for Critical Stakeholders

- Relevant Governmental Department: Support Regime
- Relevant Governmental Department: Consent
- Ministry of Defence: Radar Solution
- Crown Estate: Lease Agreement
- Fishermen: Conflict of interest, use of offshore area
- Wells Harbour: Development of harbour facilities
- North Norfolk/Broadland DC: Consents
- EdFE/NGT: Grid Agreements
- Ofgem: New regulations
- Landowners: Onshore Cable Route
- The Mo: Visitor Centre in Sheringham



Stakeholder: Fishermen				Responsible: Rune/Kari Hege	
Issue	Stakeholders	Quality of relationship	Viewpoint (position)	Level of Influence	Importance
1. Compensation for disruption during surveys and in construction phase	3 independent fishermen fishing offshore at the field. Represents 70% (?) of all commercial activity at the field	+	Disagree	Medium	2
2. Potential for conflict / demonstrations during survey/construction	5-7 fishermen fishing more sporadically offshore at the field, but member of local fisheries organisations	0	Disagree	Medium	2
3. Compensation for permanent area confiscation?	Local fisheries org organising near shore (along the cable route) mostly part time fishers	-	Disagree	Low	2
<b>Main arenas for contact:</b> - Direct communication (e-mail/letters/telephone) - Through Scira compensation negotiator: - Through Scira FLO: - Scira Newsletter and other communication activities	<b>Attitudes and actions</b> <b>Issue 1:</b> <b>Deleted for confidentiality reasons.</b>				
<b>Main contact</b> Individual fishermen (list established) North Norfolk and Wells Inshore Fishermen's org. North Norfolk Shellfishermen (currently inactive?)					

# Stakeholder management



- Stakeholder management
  - The quickest way to find good solutions
- Stakeholder Analysis
  - Ensures focus on critical issues
    - Focus
    - Planning
    - Timing
- A key tool for successful implementation

# Thank you

**Stakeholder analysis – a key tool for succesful implementation**

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