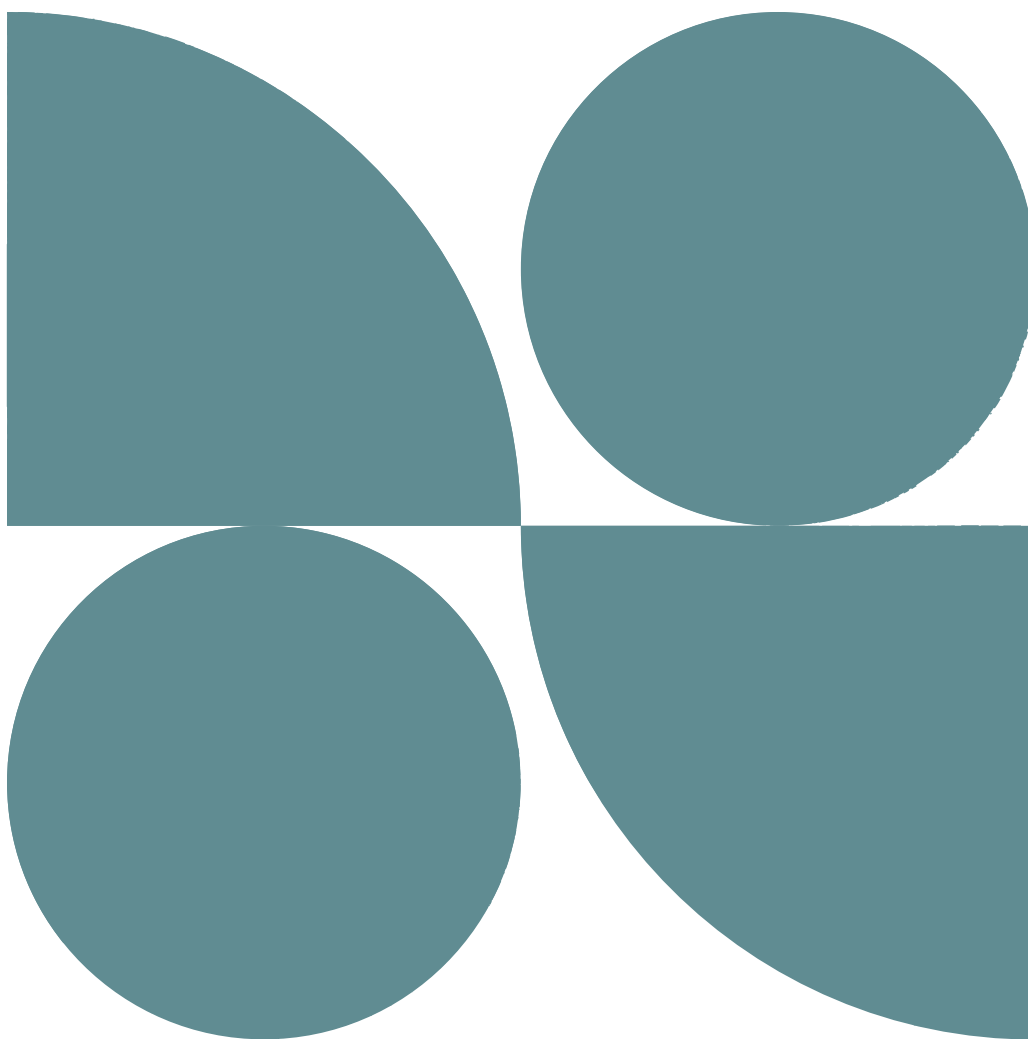


Ein dull o ddadansoddi rhanddeiliaid

Our approach to
stakeholder analysis



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Introduction

Pobl Tir Môr
Our approach to
stakeholder analysis

Pobl Tir Môr completed a stakeholder research project for WWF Cymru in 2022.

As part of the project we mapped stakeholders for a potential project focussed on the triple challenge of climate change, biodiversity loss and meeting the needs of people in Pembrokeshire. This was a hypothetical exercise – if a Pembrokeshire-wide project were to take place, who would need to be informed and have the opportunity to be involved? We undertook our stakeholder analysis from a **co-design perspective**.

The following pages set out our approach and share the visuals we created to highlight the results of our work in 2022. As explained on page 11 in more detail, this is just a snapshot of the 400+ organisations included in the database we shared with WWF, and not intended to be a definitive analysis or list.

What is co-design?

Co-design involves bringing people with power and professional expertise together with those with practical and lived experience to design more effective projects and policies.

For example, for a health project, you might bring together decision makers from the health board and doctors with professional expertise, with people who have lived experience of a particular condition and those that support them.

Co-design is part of a suite of co-production tools - co-design, co-delivery, co-evaluation etc.

In Wales, co-production is one of the main principles of the Social Services and Well-being Act.

Pobl Tir Môr CIC

Pobl Tir Môr aims to connect people with the land, rivers and the sea, and different types of people and organisations with each other.

We passionately believe that involving people in decisions and projects that affect them and their community can make things work better. We want to make sure that a wide range of people are included in projects and decision making. We also try hard to work in a way that maximises our individual strengths and is good for our well-being and the well-being of people around us.

We are grateful to WWF Cymru for commissioning us to work for them in 2022, as it was a key driver for setting up Pobl Tir Môr CIC.

‘Pembrokeshire by Pobl Tir Môr’ is another document based on some of the work we did for WWF, and is available alongside this one. The ‘Pembrokeshire’ document aims to give a flavour and feel of Pembrokeshire for an organisation that may want to start a new project here, but is perhaps only familiar with Pembrokeshire from afar, or as a holiday destination.

We welcome thoughts, comments and reflections on both documents. We’d like to continue to develop them over time so they can be used as a resource in the community and further afield.

Dilys, Ben and Lou

Founding Directors, Pobl Tir Môr CIC

Mapio rhanddeiliaid

Stakeholder mapping

Stakeholders can be individuals, groups or organisations. Typically, stakeholders are interested in the success of a project, and / or could be affected by the outcome of a project.

Stakeholder mapping is a method of identifying and prioritising the individuals and groups that may affect a key decision or project. It usually involves placing stakeholders onto a matrix or grid based on their expected level of influence and interest.

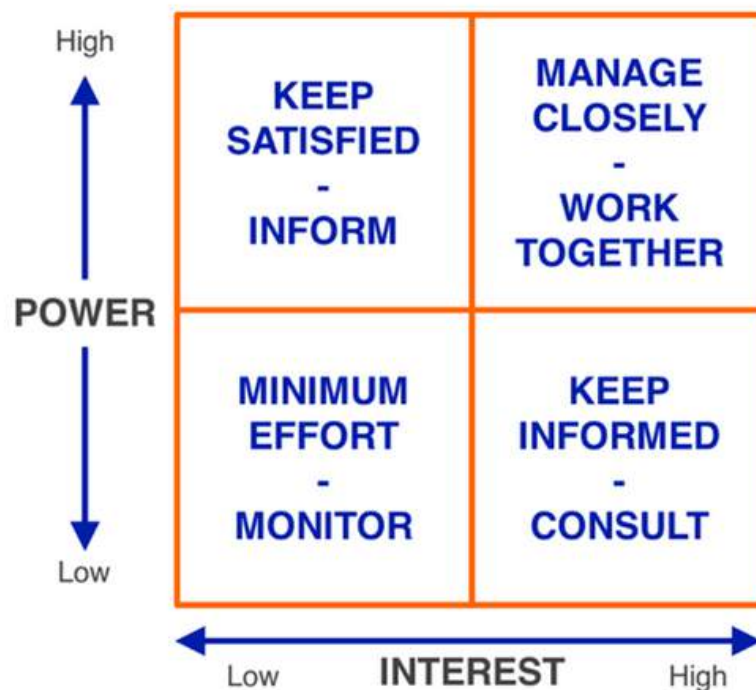
Traditional stakeholder mapping

Stakeholder mapping can sometimes can take quite a narrow geographical or topical focus.

For example, traditional stakeholder analysis for an onshore wind farm engagement exercise might focus on nearby communities who will be directly affected by the project (either in terms of construction impacts or visual impact).

This type of engagement may aim to appease local communities that may present the highest risk to a project's success.

A typical Power Interest Map that may be used to classify stakeholders is shown below. Those with high interest and high 'power' or potential to affect a project are classed as most important with a need to 'manage closely'. Those with low interest and lower power are considered to need 'minimum effort'.



The 'Standard' Stakeholder Map

Reproduced from The Influence Agenda
by Dr Mike Clayton (Palgrave Macmillan)

Image from: <https://onlinepmscourses.com/the-top-20-stakeholder-analysis-techniques-all-pms-should-know-2/>

Ein dadansoddiad rhanddeiliaid

Our stakeholder analysis

We started our stakeholder analysis in a typical way - by creating a 'long list of stakeholders', which we added to over time as more organisations were suggested or came to mind.

The spreadsheet we created only contained publicly available information to minimise data protection concerns.

This resulted in a **Pembrokeshire Stakeholder List** with over 440 entries. The list is the result of our combined 160+ years living and working in Pembrokeshire, together with input from our peers (see Peer Review section on page 10 for more information on this). We welcome discussions with other organisations about how we can share this information and that held by other organisations, so that as a county we are able to work more efficiently and effectively.

The next step was to assess how interested we thought each stakeholder would be in the project in mind.

So far we think this is along the same lines as the way other organisations carry out stakeholder analysis.

What we did differently

1. Influence (rather than power)

After scoring stakeholders based on their expected level of interest, we then considered their influence.

We consider this to be slightly different to the ‘power’ assessment often used in stakeholder analysis. Rather than just assessing whether an organisation had the ‘power’ to get something done, we also thought about their ‘influence’ on hearts and minds amongst other stakeholders and in the wider community.

So the influence category includes both organisations that have the power to make things happen (or not happen), like a local authority or regulatory body, but also those that are widely respected and can influence opinion or willingness to get involved e.g. an organisation like Pembrokeshire Association of Voluntary Services (PAVS).

We think that for an environmental project both types of power are important. We welcome discussion on measures that you use in your own stakeholder analysis - power, influence, or another, and what you consider them to mean.

2. Reach

The next step in our quantitative stakeholder analysis was to consider the reach each organisation has amongst other stakeholders or the wider community i.e. how many organisations or people they come into contact with or could reach through their day to day activities and / or networks. For example, whilst an organisation such as a planning department may have high power in a traditional sense, they would have low reach. Examples of high reach organisations could be schools, doctors surgeries or online groups.

3. Stakeholders AND community

Rather than giving stakeholders just one score for influence and reach, we considered their reach among other stakeholders and the wider community separately.

For example, Natural Resources Wales (NRW) have high influence and reach amongst many stakeholders, as they are involved in lots of statutory decision making. But day to day most people in the community are not aware of NRW.

On the other hand, schools have a high reach across the wider community, with almost everyone either having a family member in school, or knowing someone who does. However teachers and schools aren't usually able to reach and influence a large number of organisations, as their focus is mainly on education.

Considering influence and reach over stakeholders AND the community resulted in an interesting group of 'high scoring' stakeholders (see visual on page 12).

The reference tables we used to help us rank interest, influence and reach are provided at the end of this document.

4. Qualitative as well as quantitative

As well as sharing and presenting our ‘high scorers’ we added organisations that we thought were important to involve for other reasons to our analysis -

Equity, diversity and inclusion

Pobl Tir Môr considers co-design involving a wide range of stakeholders to be essential for successful and effective environmental projects. Involving a wide range of people in environmental projects offers the following benefits:

- Maximising reach and impact
- Improving health and well-being of the community
- Tackling a lack of diversity in the environment sector
- Diverse minds lead to better designed projects.

When considering equity, diversity and inclusion it is helpful to start with a profile of the population likely to be involved in the project. A breakdown of the population of Pembrokeshire, which we used to inform our stakeholder analysis (with updated 2024 data) is provided on the following page.

Category	Estimated number in Pems	Notes
Older people (65+)	26.2%	Higher than average for Wales and England
Low-income households	24%	
Children and families	18%	16.9% of Pembrokeshire population is aged 0 -16
Welsh speakers	17.2%	
No cars or van in household	15.2%	
Neurodiverse people	15%	Autism, dyslexia, dyspraxia, ADHD etc
D/deaf or hard of hearing	12.7%	An estimated 12,500 people in Pembrokeshire have moderate or severe hearing impairments and 356 are profoundly deaf.
Unpaid carers	10.9%	3.7% provide more than 50 hours per week. Helping carers to feel connected to their communities can improve well-being.
Day to day activities limited a lot by a long term physical or mental health condition	10.2%	Disabled under the Equality Act - 22.1% (day to day activities limited a lot or a litte)
Young people aged 16 - 24	8.6%	
Sight loss	4.4%	4740 with partial sight and 750 registered blind
Black, Asian or minority ethnic background	2.3%	

A different perspective and social enterprises

We also put together a selection of organisations we thought could offer a 'different perspective'. This is effectively organisations that, despite not scoring particularly highly on the quantitative analysis, our local knowledge and connections lead us to believe would be important to involve.

The last piece of qualitative stakeholder analysis we undertook involved listing some social enterprises that could potentially offer significant added value if involved in project delivery.

5. Peer review

The final stage in our stakeholder analysis and mapping was peer review. We arranged consultation meetings with a selection of local stakeholders that we felt would be able to constructively review our stakeholder analysis, as well as add to our knowledge in areas that we didn't feel quite so well connected.

In order to incentivise our busy contacts to take part, we offered either payment for their time or a donation to a charity of their choice.

We would like to express our thanks to the following for contributing to our analysis:

- Cris Tomos
- David Jones, Blue Gem Wind
- Jetske Germing and Paul Renfro, Pembrokeshire Coastal Forum
- Hannah Buck and Graham Peak, Pembrokeshire Coast National Park Authority
- Jonathan Williams, Pembrokeshire Beachfood
- Marten Lewis, Bluestone
- Peter Davies
- Sue Leonard, Cherry Evans, Nia George, Gwyneth Jones, Julie Campbell, PAVS
- Trevor Theobald, Pembrokeshire County Council

Our stakeholder visuals

We created a set of four ‘stakeholder visuals’ to illustrate the outcomes of our stakeholder analysis. As an organisation we try to use visuals to help communicate information wherever possible, to try to help make information more accessible.

The stakeholder visuals on the following pages are based on the best of our knowledge at the time (2022), combined with that of some key individuals. Even though this was carefully thought out and sense checked by key individuals, there are likely to be organisations missing that should be represented. Any omissions are not intended to suggest that a particular organisation or individual is not worth involving in a project. In addition, the visuals have not been updated for this document - the interest, influence and reach of organisations and individuals may have evolved since this time and it is worth remembering that the score given to them is relevant to that project only.

The scores given to each organisation are indicative only. In a live scenario they are likely to evolve over time as an organisation and project gets to know its stakeholders better.

Stakeholder organisations	M	M	Interest
Wider community	M	M	Influence Reach

M MEMBERSHIP organisations.
 Not all will be members or on distribution networks
 So need to think about how reach non-members

THE HIGH SCORERS

NFU National Farmers Union **M**
 Union **M**

High	M	M
H	M	M

 12

FUW Farmers Union of Wales
 Union of Wales

High	H	M
H	H	M

 13

PCNPA Pembrokeshire Coast National Park Authority
 Park Authority

High	H	M
H	H	M

 13.5

PCC Pembrokeshire County Council
 County Council

M/H	H	M
H	H	M

 13.5

PNP Countryside Landowners Association Wildlife Trust
 National Trust
 Nature Partnership
 Keep Wales Tidy (RSPB) **M**

High	M	L
M	M	L

 9

PLANED Pembrokeshire Nature Partnership

High	M	L
M	M	L

 9

Jane Davidson

High	M	L
M	M	L

 9

Peter Davies

High	M	L
M	M	L

 9

OWN one Voice Wales **M**

Medium	M	L
M	M	L

 8

WG Welsh Government

High	M	L
H	M	L

 11

NRW Natural Resources Wales

High	M	L
H	M	L

 10

Crown Estate

Med/High	M	L
H	M	L

 9.5

POS Pembrokeshire Outdoor Schools +/or EcoSchools

High	M	H
M	M	H

 13

Business + Industry Pembrokeshire Association of Voluntary Services

M/H	H	H
M	H	H

 13.5

Fishing Industry

High	M	M
M	M	M

 11

Visit M

High	M	L
H	M	L

 10

Pembs Dwr Cymru

Medium	M	H
M	H	H

 11

Marine SAC RAG

Med/High	M	M
M	M	M

 10

WWF Cymru

High	L	L
L	L	L

 8

EQUITY, DIVERSITY + INCLUSION

Stakeholder organisations
Wider community
Influence Reach

Interest		
M	M	M
M	M	M

Access Officer / Group rep(s)

Medium		
L	L	L
L	L	L

PACTO
Pembrokeshire Association of Community Transport Organisations

Low		
M	M	M
L	L	M

Over 50's forum

Medium		
L	L	L
L	L	L

Tenants + residents associations

Medium		
M	M	L
L	L	L

Housing Associations

Low		
L	M	
M	M	

Pemps People First

Medium		
L	L	L
L	L	L

and/or clynyw care farm

Medium		
L	L	L
L	L	L

Head boys/girls

Medium		
M	L	M
M	M	

Young Farmers

High		
M	M	L
M	M	L

Youth Assembly

High		
M	M	L
L	L	L

PCNPA Youth Committee

High		
M	L	L
L	L	L

CWBR Youth

Medium		
L	L	L
L	L	L

Pemps College

High		
M	M	M
M		

Josh Beynon

High		
M	M	M
M	M	

Pembrokeshire Pride

Medium		
M	M	L
L	L	L

Sign + Share Club

Low		
M	M	L
L	L	

Blind or partially-sighted representatives

High		
L	L	L
L	L	L

Gypsy-traveller community representative(s)

Medium		
L	L	L
L	L	L

RCC

Race Council Cymru representative(s) interested in the environment

High?		
M	M	L
L	L	L

A DIFFERENT PERSPECTIVE

Arts Organisations

e.g. National Theatre
SPAN Wales TEAM Pemps

Medium	M	M
L	L	M

8

Arts

High	M	L
L	L	L

8

Pembrokeshire
Anglers
Association

Medium	L	L
L	L	L

7

High	M	M
M	M	M

11

Darwin
Science

A teacher/
headteacher/
Deputy Head /
ALNCo (or two,
or three!)

Medium	L	L
M	L	L

8

A "normal"
person
(or two, or
three!)

High	L	L
L	L	L

7

Public
Health
Wales

Medium	M	M
M	M	L

9

PAYS Health + Wellbeing
Facilitator

Health

Hwyd
Dda
Health Board

Low	H	H
H	M	H

12

Vere Experiences
(Connected
Realities
Project)

High	L	M
L	L	L

8

DPJ
Foundation

Med/High	M	M
M	L	L

8.5

Blue
Tits

Medium	L	M
M	L	M

8

Surfers
Against
Sewage

High	L	M
L	L	M

9

U3A
University of the Third Age

Medium	L	L
L	L	L

6

NARC
Neptunes
Army
of Rubbish Collectors

High	L	L
L	L	L

7

Medium	L	M
L	L	M

8

FRAME

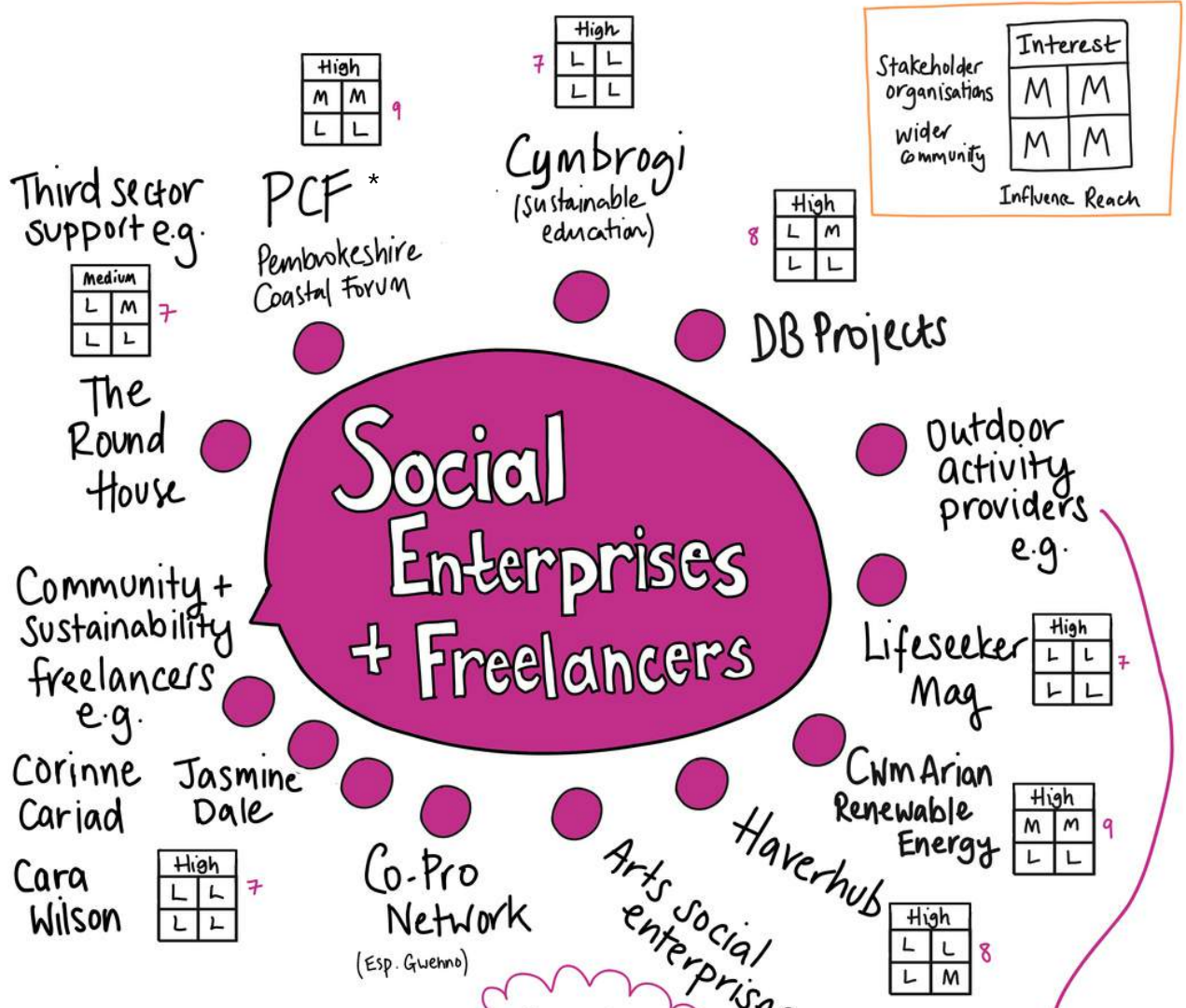
Caerhys
organic Community
Agriculture (COCA)
VC Gallery - international
volunteers

High	L	L
L	L	L

7

Interest	M	M
Stakeholder Organisations	M	M
Wider Community	M	M

Influence Reach



May need to consider role of social enterprises in planning to avoid potential issues with conflict of interest / awarding contracts

However would not make sense to exclude as much valuable knowledge and interest within these orgs

SBW
Social Business Wales will be able to reach local social enterprises

There will also be local social enterprises + other organisations who will have an interest that will spike if potential projects begin to develop in their area e.g.

- Cwm Arian Renewable Energy (CARE)
- Transition Bro Gwaun

- Silbers CIC
- Reconnect in Nature CIC
- Windswept CIC
- Celtic Deep
- TYF
- Blue Horizons
- Preseli Venture
- Coastal Foraging
- Celtic Quest

*Pembrokeshire Coastal Forum's score is equivalent to those on the high scorers visual, but they have been placed on the social enterprises visual as a potential delivery partner.

Y camau nesaf

Next steps

We spent a significant amount of time and energy developing our stakeholder list and analysis.

We'd like to discuss with other organisations that hold and analyse information about stakeholders whether our time and energy could be shared in the future, by working on and updating a shared database.

It would be interesting to explore how this may link into publicly available databases, such as the Pembrokeshire Community Hub website, infoengine and Dewis Cymru.

Atodiad / Appendix: Stakeholder analysis reference tables

Pobl Tir Môr
Our approach to
stakeholder analysis

Interest

Stakeholders are categorised according to their expected level of interest in a project.

High interest	A project is likely to closely align with specific aims or objectives of the organisation or the organisation has a responsibility to be involved in some aspect of the project.
Medium interest	In general, the interests of the organisation or people within it are, or might be, in line with the project. However, limiting factors such as time, resource, or other factors may affect their interest and/or ability to be involved.
Low interest	The project is unlikely to align with specific aims or objectives of the organisation and the organisation is unlikely to be involved in co-design stages. This could change as the project develops or if specific individuals within the organisation have a particular interest in the project themes

Influence

Influence is separated into an organisation's influence on other stakeholder organisations and an organisation's influence on the wider community.

Influence over stakeholder organisations

High influence	An organisation is considered to have significant influence over other stakeholder organisations, including for example, the ability to affect decision making or to grant permissions or licences.
Medium influence	An organisation is likely to have casual or informal influence due to its position, size, connections or knowledge base.
Low influence	No specific influence over other stakeholder organisations.

Influence over the wider community

High influence	An organisation is considered to have significant influence over individuals within that community, including for example, the ability to encourage individuals to follow an organisations recommendation or to take part in a project.
Medium influence	An organisation which is likely to have some sway over members of a community due to their position within that community, its size, connections or knowledge base.
Low influence	No specific known influence over members of the wider community.