



THERMOS

Accelerating the development of
low-carbon heating & cooling networks

Capacity Building and Train-the-trainer programme
Module 6: Stakeholders involvement for adopting THERMOS





Module 6 of the THERMOS Capacity and Training programme

This Module is divided into six parts: ■

- 6.1 What is stakeholder involvement?
- 6.2 Stakeholder identification
- 6.3 Engagement process and cycle
- 6.4 Engagement strategies for THERMOS
- 6.5 Tips and Tools
- 6.6 THERMOS soft skills package



Main issues addressed in this Module:

- Exploring the involvement of stakeholders when addressing local energy action is essential. Without people, you will not reach your targets. It is also important to understand how to move from stakeholder involvement to successful stakeholder engagement.
- Several relevant aspects will be explored in this module, outlining who should / could be involved, when developing, implementing and monitoring heating and cooling action, and what are stakeholders' roles in this process. Different options, approaches, and methods are presented - to be explored by the local governments (LG) and energy experts. Further to this, interesting experiences are shared such as ideas on how your own stakeholder involvement process can be embedded in the DHC mapping, planning and implementing.



6.1 What is stakeholders involvement?





What is stakeholder involvement? (1/2)

Stakeholders are **individuals, groups of individuals or organisations** that affect and/or could be affected by an organisation's activities, products or services and associated performance with regard to the issues to be addressed by the engagement (according to the AA1000 Stakeholder Engagement Standard 2011).

Stakeholder involvement is **an activity that should be driven by a well-defined strategy**. It should have a **clear set of objectives, timetable, budget, and allocation of responsibilities**. In regards to adopt THERMOS in a LG, all staff whose task is to set up a stakeholder involvement process should be made aware of the initiative (as they are also stakeholders!), understand why it is being undertaken and what implications it might have for THERMOS outcomes.



What is stakeholder involvement? (2/2)

- Firstly, determine your objectives and what type of stakeholder engagement is needed to achieve this objective such as:
 - Develop a new project/strategy/action plan
 - Improve an existing project/strategy/action
 - Make operational changes to the organisation (optimising efficiency, restructuring, ...)
 - Accomplish other achievements (local energy security, reduce energy poverty, improve the share of renewables, electrified mobility strategy, ...)
- A short guide on how to involve municipal stakeholders is [provided here](#).



6.2 Stakeholder identification





Target groups and who to involve? (1/2)

In order to design effective stakeholder involvement and engagement processes, you need a clear understanding of who the relevant stakeholders are and how and why they may want to engage (their interests and motivation). You need to understand not only the stakeholder groups but also their individual representatives. When identifying who should be involved the following should be considered:

- Who is directly responsible for decisions on the issue(s)?
- Who is influential in the area, community and/or organisation?
- Who will be affected by any decisions on the issue (individuals and organisations)?



Target groups and who to involve? (2/2)

- Who runs organisations with relevant interests?
- Who is influential on this issue?
- Who can obstruct a decision if not involved?
- Who has been involved in this issue in the past?
- Who has not been involved, but should have been?

In any case, you should map the most important stakeholders and energy topics through a **stakeholder matrix** in order not to forget relevant actors.

Stakeholder involvement matrix

Primary target groups

Political decision-makers <i>(local & regional; mayors, councilors, opposition etc.)</i>	Public administration <i>(municipal & regional; heads of department, technical staff)</i>	Energy Agencies <i>(local and regional)</i>	Public and/or private utility	Housing <i>(public, private, cooperative etc.)</i>	Industry and investors in thermal energy	Business <i>(infrastructure & service operators, SMEs, consultancies)</i>	Science and research institutions <i>(local & regional)</i>	Associations and NGOs <i>(consumers associations, civil society etc.)</i>
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Topics covered by at least 1 stakeholder

Energy Production <i>(heatpumps, DHC, CHP, renewables...)</i>
Energy Distribution <i>(piping systems, networks, planning, interconnections)</i>
Energy Services <i>(saving, efficiency, heating and cooling measures, operation, maintenance, demand response etc.)</i>
Integration <i>(with other infrastructures, ICT, services)</i>
Mobility / transport <i>(public transport provider etc.)</i>
Urban planning <i>(infrastructure, public space, etc.)</i>
Stakeholder engagement <i>(dialogue, participation, education, marketing)</i>

Filled example of a stakeholder involvement matrix

Primary target audience	Political decision-makers <i>(local & regional; mayors, councilors, opposition etc.)</i>	Public administration <i>(municipal & regional; heads of department, technical staff)</i>	Energy Agencies <i>(local and regional)</i>	Public and/or private utility	Housing <i>(public, private, cooperative etc.)</i>	Industry and investors in thermal energy	Business <i>(infrastructure & service operators, SMEs, consultancies)</i>	Science and research institutions <i>(local & regional)</i>	Associations and NGOs <i>(consumers associations, civil society etc.)</i>
Energy Production <i>(heatpumps, DHC, CHP, renewables...)</i>				Fortum Jelgava					
Energy Distribution <i>(piping systems, networks, planning, interconnections)</i>				Fortum Jelgava					
Energy Services <i>(saving, efficiency, heating and cooling measures, operation, maintenance, demand response etc.)</i>			Zemgale Regional Energy Agency (ZREA)						
Integration <i>(With other infrastructures, ICT, services)</i>			Zemgale Regional Energy Agency (ZREA)	Fortum Jelgava					
Mobility / transport <i>(Public transport provider etc.)</i>									
Urban planning <i>(infrastructure, public space, etc.)</i>	Jelgava City Council	Jelgava City Council, Urban Planning and Development Department							
Stakeholder engagement <i>(dialogue, participation, education, marketing)</i>	Ministry of Economics; Ministry of Environmental Protection and Regional Development		Riga Energy Agency	Ozīnieku KSDU, Auce utility company; Jekabpils heating company				Latvia University of Agriculture; Institute of Physical Energetics; Riga Technical University	Latvian Association of Local and Regional Governments; Latvian Association of Heat Producers; Latvian Association of Heat, Gas and Water Engineers; Latvian Bioenergy



6.3 Engagement process and cycle





Setting up an engagement team

A formal planning team ensures that the process planning is taken seriously and programmed into people's work schedules.

The planning team can be formed by the same people as those responsible for delivering the process, or a separate delivery team may be established, in which case very close working relationships need to be established.

External participation professionals, such as facilitators, can prove valuable if the issue is likely to be controversial and if the independence of the facilitation could become an issue. Involving (external) facilitators in the planning process (i.e. the engagement plan) can be very valuable and provide realistic guidance about what can be achieved and how best to do it.



Stakeholder engagement: political decision-makers (1/3)

The Basics:

Engagement of local political decision-makers can develop a platform for leadership which will:

1. Make performance on carbon reductions a priority for Local Governments (LGs) / Local Authorities (LA)
2. Demonstrate leadership to the community, inspiring others to reduce their emissions
3. Demonstrate leadership within the LG, encouraging action from staff
4. Help drive through policies and plans which cross-cut LG services and decision-makers portfolios



Stakeholder engagement: political decision-makers (2/3)

Key Issues:

1. What do you want to achieve?
 - Decide on outcomes
 - Look at context and scoping
2. Who are the key stakeholders?
 - Current responsibilities
 - What do you want them to do (link to above)
3. How do you engage with them?
 - Training sessions, briefings, meetings
 - Establish cross-cutting benefits (social, health, economic)
 - Existing methods
 - Think outside the box!
4. Keep communicating



Stakeholder engagement: political decision-makers (3/3)

Tactics and advice:

1. Be strategic about whom to talk to
2. Link to other departments/organisations/communities
3. Focus on outcomes/solutions
4. Build an internal culture
5. Don't make commitments you cannot keep
6. Look both upstream and downstream



Stakeholder engagement: Municipal staff(1/2)

The Basics:

Why engage municipal staff?

- Leads to the success of project
- Embeds action across all departments
- Shows corporate commitment
- Shows leadership
- Delivers multiple outcomes
- Unlocks staff time and resources



Stakeholder engagement: Municipal staff(1/2)

Key Issues:

1. Is there a corporate commitment to action across the LG estate and in the wider community?
2. Is there a cross-department energy/climate change/ group?
3. What resources are committed to the issue?
4. What training/awareness raising programmes are in place?
5. Staff communication – what are the options?



Planning steps and engagement cycle (1/4)

This should include:

1. Provide background of the project – include key outcomes & outputs
2. Make your initial stakeholder identification process transparent
3. Set up a timeline
 - Be realistic about how long things take and always allow more rather than less time for planning and for people to get involved.
 - Remember that time is needed between events for work to be completed and to be taken to the next stage.
 - Determine key dates and actions - include when final decisions need to be taken, by whom and how this link to the process.



Planning steps and engagement cycle (2/4)

4. Plan and manage available resources

- Resources are required for the engagement process itself. But also to make the necessary changes in response to the outputs of engagement. Engagement outputs may have significant consequences for an organisation's strategy and operations management. Therefore, it is important to consider the resource requirements of these processes.
- Resource requirements should be developed and documented in the engagement plan. The resources required for the engagement process will include the financial, human (including capacity building) and technological resources required for those carrying out the engagement, as well as for the stakeholders invited to participate.



Planning steps and engagement cycle (3/4)

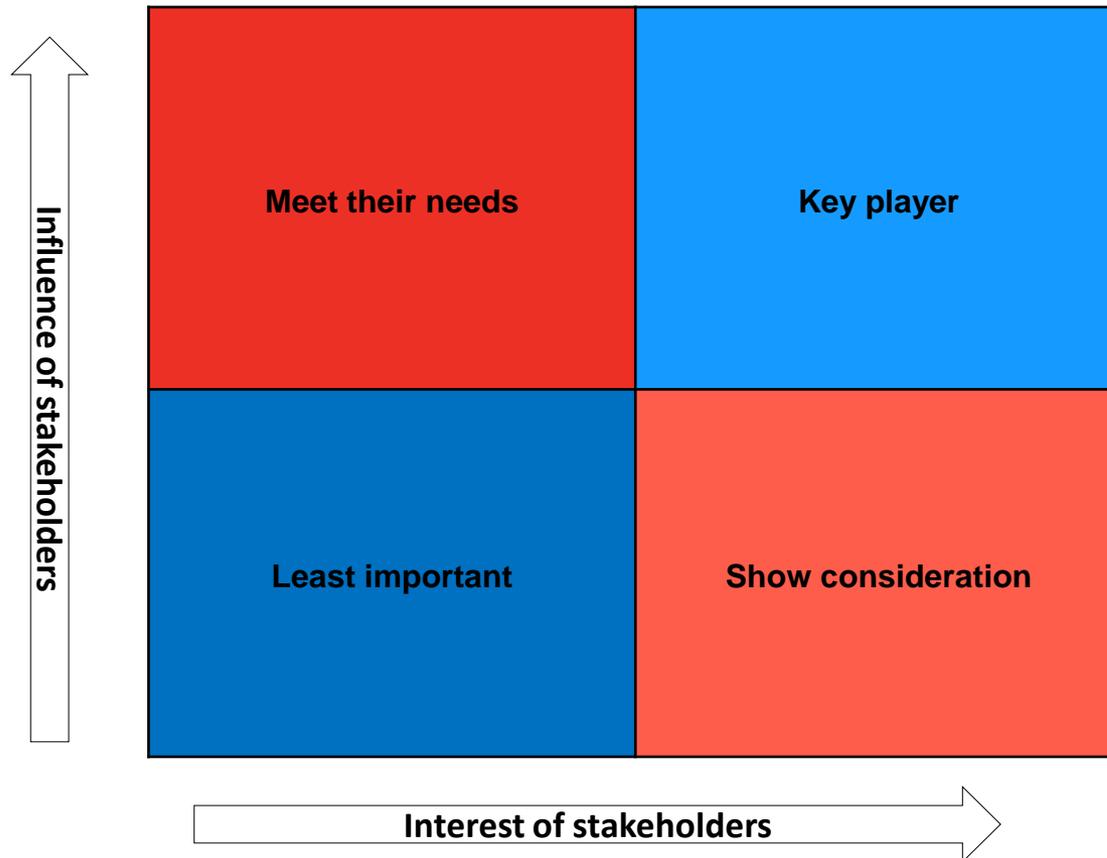
5. Plan communication

- Communication is important throughout the engagement process. It is needed at the outset to get people interested, during the process so they are kept abreast of what is happening, at the end and by way of follow-up and to ensure that people are aware of what difference the process has made.
- A communication plan may be useful here to document the process required these should include:
 - Information requirements
 - Frequency of communication
 - Channel used for communication

The following “stakeholder quadrant” can be used to guidance the planning of communication.



Stakeholder quadrant





Planning steps and engagement cycle (4/4)

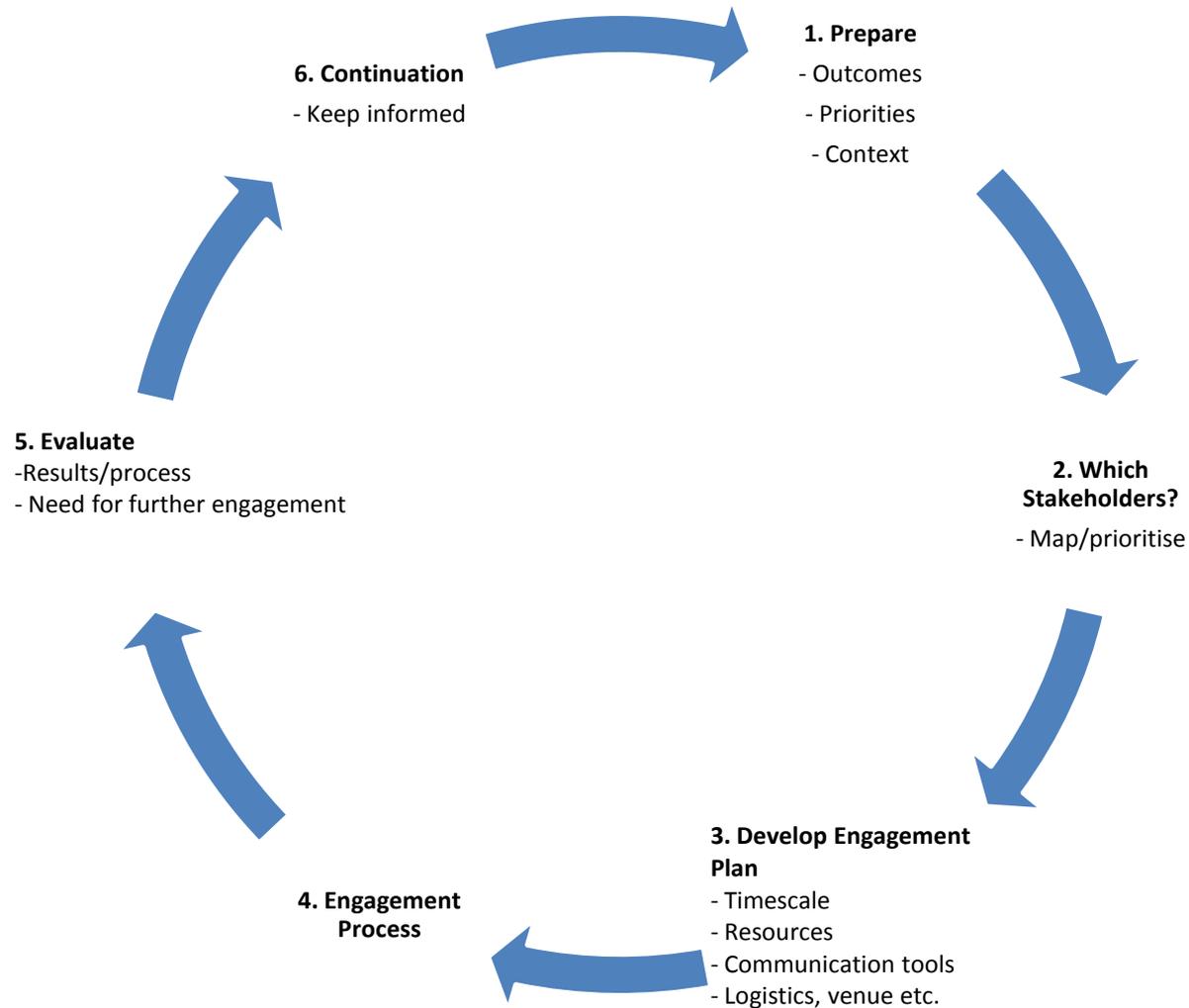
6. Mind logistical aspects of the engagement

- Engagement processes require a lot of practical arrangements, especially in terms of user-friendly briefing materials and suitable venues. In addition to logistical practicalities, consideration should be given to the choice of venue with respect to the positive and negative potential effects that this may have on the process and its consequent outcomes.

Finally, the stakeholder engagement should be understood as a continuous cycle that is able to be adapted and improved whenever needed.



Stakeholders engagement cycle





6.4 Engagement strategies for THERMOS





Local, regional and national stakeholder or liaison groups can be established to strengthen the engagement in cities to ensure bottom-up support and needs-based implementation of energy initiatives like the THERMOS tools. They also can be regarded as a multi-stakeholder “instrument” or “action force” to be established and coordinated by the respective city administration in order to achieve and ensure the ultimate THERMOS objectives and performance.



It is beneficial for cities that want to apply THERMOS to build a Liaison Group for:

- Bringing together local knowledge and energy data
- Providing feedback on mapping and modelling local energy systems
- Giving support in embedding THERMOS application
- Giving feedback to cities on the most important and critical elements of each step of THERMOS



Purposes of the Liaison Group:

- Establishment of a group of relevant local and regional stakeholders that support your city in the successful implementation of the DHC with THERMOS
- Get information for capacity building needs
- Allow and enable a successful management and planning of the replication / adoption of THERMOS in other cities through the stakeholders that have an interest to deliver such services



Suggested discussion points for a Liaison Groups:

Ideally, each Liaison Group should meet (if strategically or thematically more suitable only in sub groups) twice a year and could focus their meetings on the following topics:

- Heating and cooling baseline assessment in the city
- Energy system mapping and modelling
- Identification of gaps and needs for capacity building
- Peer-to-peer, training and capacity building opportunity
- Planning the THERMOS application



Suggested discussion points for a Liaison Groups:

STEP 1: working on the local thermal baseline and enabling local energy system mapping and modelling (through THERMOS), while identifying interests and knowledge gaps that should be addressed through capacity building activities.

Moreover, step 1 should firstly be dedicated to a heating and cooling baseline assessment in reflection of the respective local and national framework conditions for the considered city.



Suggested discussion points for a Liaison Groups:

STEP 2: Mapping and modelling & identifying respective gaps and needs for capacity building.

Elements related to the development and adaptation of the THERMOS tool to the local context that could be discussed within the Liaison Group:

- Identify and access datasets
- Collection of the energy system mapping systems and data in the city
- Implementation of the energy system mapping methodology
- Review of best practices: spatial energy system modelling specifications
- Modelling thermal energy
- Optimisation of thermal systems and system integration of thermal energy networks with the electricity grid
- Optimising integration of variable renewable energy, waste heat and demand response



Suggested discussion points for a Liaison Groups:

STEP 3: Test the THERMOS application.

In this phase of the discussion with the Liaison Group the focus should be on:

- Initial system design and software engineering for a test application in the city
- Identify suitable options in replication from the test area to a district and the entire city
- User interaction and feedback to the software use
- Continued identification of gaps and needs in this regard



Suggested discussion points for a Liaison Groups:

STEP 4: Replication and roll-out.

The discussions of the Liaison Groups should focus on:

- Review of the baseline assessment in the city with lessons learnt through THERMOS
- Embedding THERMOS in the energy planning of the city for a wider roll-out

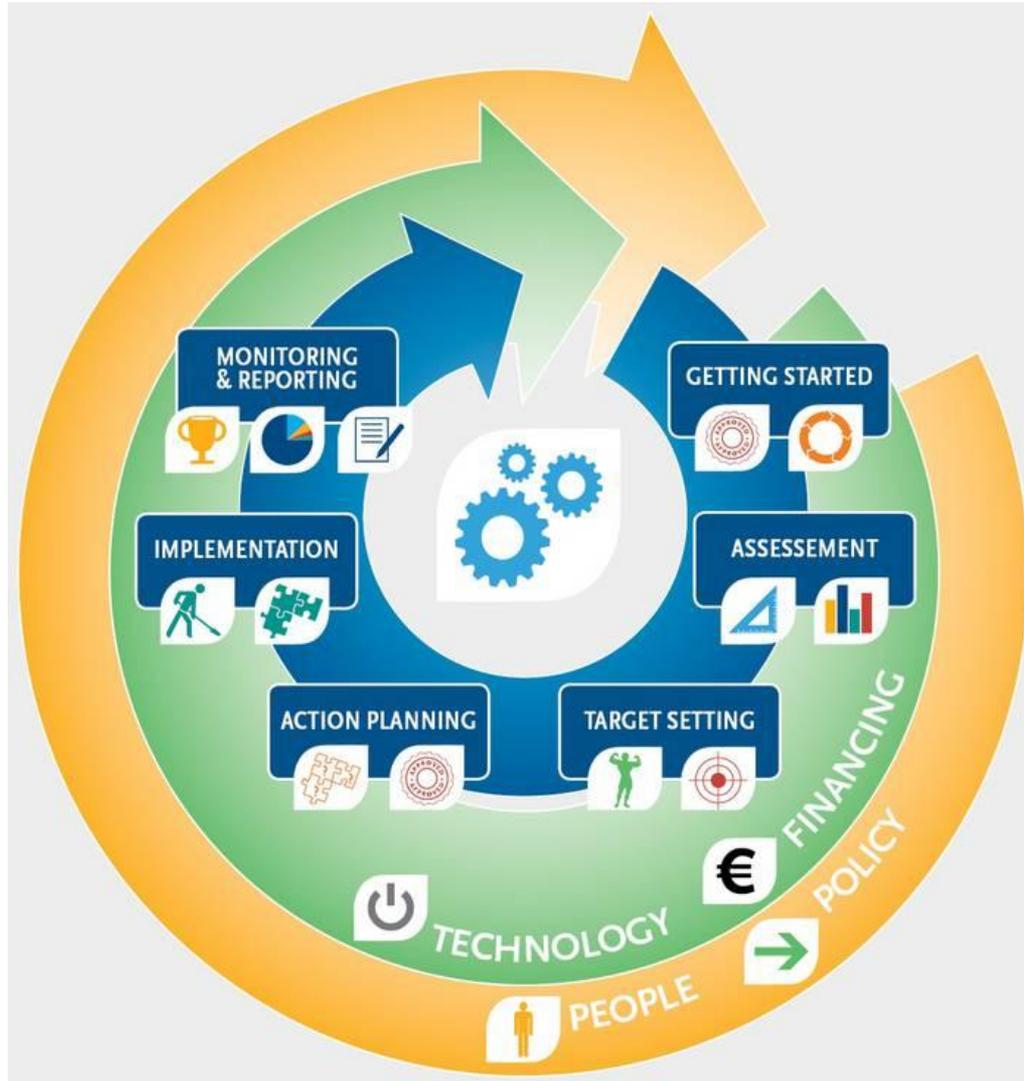


Tips for keeping stakeholders engaged:

- Make sure they are regularly kept up to date between meetings.
- Send them agendas in advance of meetings so they can prepare their input and make sure sufficient minutes are kept of meetings.
- Collect expectations and clarify accordingly
- Be clear on the roles of individuals within the group – what can they specifically contribute to embedding THERMOS tools in city processes.
- Ensure that membership/roles of the group are maintained following departure or changes of key staff.
- One of the best ways to increase engagement is to incorporate operational teams of the involved participants.
- Adjust your style and approach to suit the stakeholder's communication preferences.
- Update your stakeholders on the project delivering both good and bad news.



6.5 Tips and Tools





Recommendations related to stakeholder engagement and additional support is offered through the following links:

- [How to deliver engaging presentations](#)
- [How to write for non-specialist audiences](#)
- [Types of participation tools and their pro and cons](#)
- [Guide you through the appropriate participation method for your needs](#)

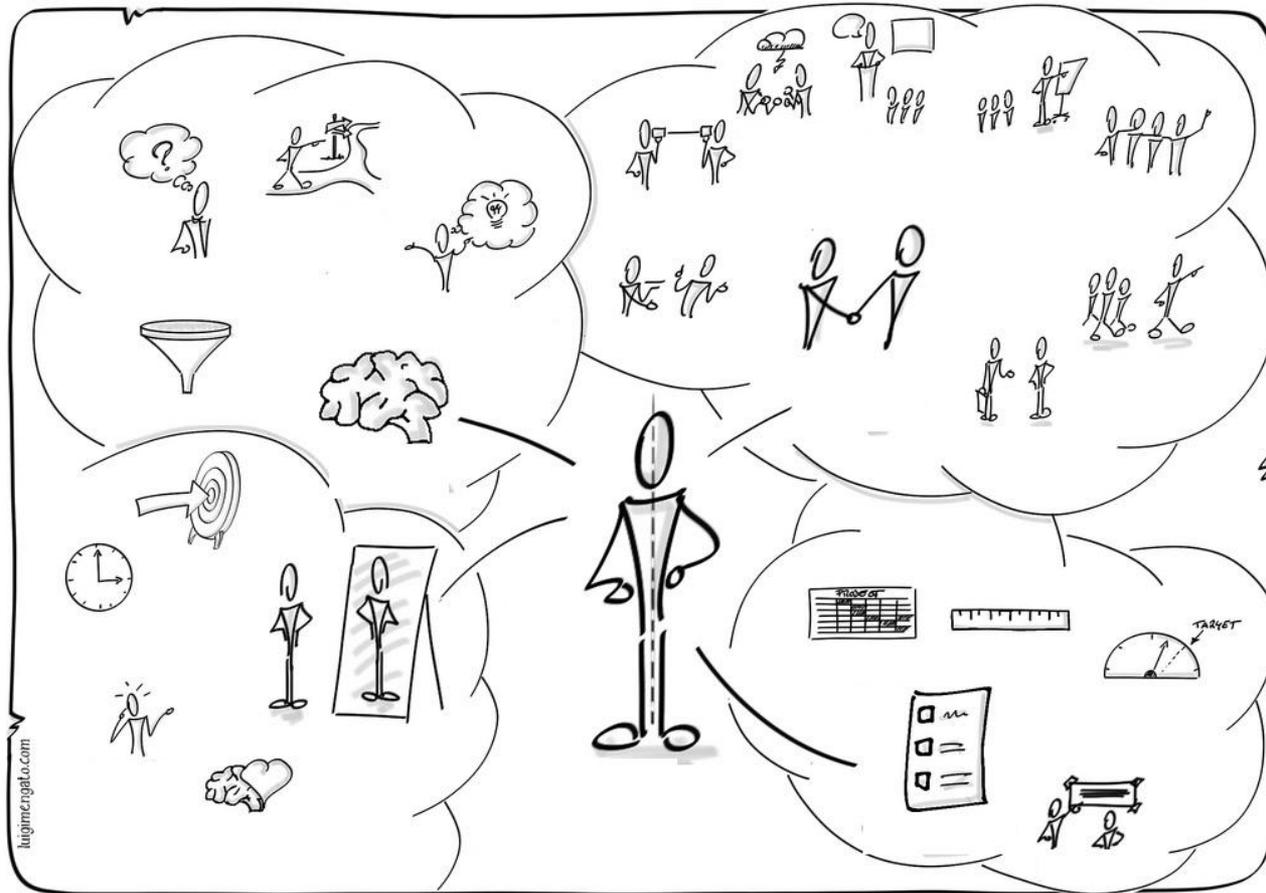
More instruments and guidance can be accessed in the online [Toolbox of Methodologies on Energy and Climate](#).



- Citizen engagement in Europe
 - [EU citizens](#) – increasing the participation of citizens in EU decision-making
 - [EUROPEAN CITIZEN ACTION SERVICE \(ECAS\)](#) - empowering citizens and civil society with the European Union. An association about action as much as about information, creating balance between public interest and corporate lobbying.
- International standard
 - AA1000 Stakeholder Engagement Standard - provides a principles-based, open-source framework for quality stakeholder engagement and supports the AA1000APS Principle of Inclusivity.



6.6 THERMOS soft skills package



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Suggested involvement and facilitation methodologies, methods and tools

- Facilitation and management of stakeholder groups can be performed in various ways according to a flexible set of instruments.
- Some references on possible methodologies, methods and tools that may be useful are outlined below:

1. Methodologies

The Committee of the Regions Methodology "[Using the Quadruple Helix Approach to Accelerate the Transfer of Research and Innovation Results to Regional Growth](#)", 2016



Suggested involvement and facilitation methodologies, methods and tools

2. Methods

- Tutorial on what is [brainstorming](#)
- [Worldcafé definition](#) from Wikipedia
- [Worldcafé method](#) and [design principles](#), from theworldcafe.com
- [What is a Stakeholder? How to Identify, Analyze and Manage Project Stakeholders](#), from projectmanagementdocs.com

3. Tools

- Energy for Mayors [Toolbox of Methodologies on Climate and Energy](#)
- Sustainable Energy Action Planning: Learning from each other. [A report on successful peer-to-peer working.](#)
- [Covenant Capacity training platform](#), [Stakeholder Module](#)

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