



Energy
and Low
Carbon
Heat

LHEES Capacity Building Workshop

Stakeholder Engagement

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Zero Waste Scotland – LHEES Capacity Building Services Workshop

Stakeholder Engagement

Prepared by Arup for Zero Waste Scotland

4 May 2023



Agenda

Part 1 – Stakeholder Engagement Toolkit

1. Introduction
2. Identify
3. Map and Analyse
4. Plan
5. Engage

Part 2 - Workshop planning

1. Introduction
2. Planning the workshop
3. Delivering the workshop
4. Managing cross-boundary LA engagement
5. Post-workshop



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Part 1 – Stakeholder Engagement Toolkit

Introduction

The Stakeholder Engagement Toolkit aims to provide clear guidance and templates to enable Local Authorities (LAs) to complete stakeholder engagement as part of their Local Heat and Energy Efficiency Strategy (LHEES).

- **LHEES Guidance** sets out the engagement required at each Stage of the LHEES process
- **LHEES Methodology** (*section 3.1.2*) provides further detail on what engagement could look like in practice.
- **Stakeholder Engagement Toolkit** provides practical guidance and templates, particularly in relation to carrying out stakeholder identification, mapping and planning as part of **Stage 1: Policy and Strategy Review** and ongoing engagement throughout subsequent LHEES Stages.

Toolkit Structure

Supports stakeholder engagement over 4 stages, in accordance with the LHEES Guidance:

- **Identify** the key stakeholders to engage in LHEES (**Guidance + Stakeholder Identification Template**)
- **Analyse and Map** stakeholders to understand their level of interest and influence in relation to LHEES and prioritise engagement (**Guidance + Stakeholder Mapping Template**)
- **Plan** key engagement activities across the LHEES process (**Guidance + Stakeholder Engagement and Management Plan Template**)
- **Engage** stakeholders, continuously monitoring and recording engagement, making updates as new stakeholders are identified (**Guidance**).



Identify

Overview

The first step is to identify internal and external stakeholders, and record them in the **Policy and Strategy Review Template**. Toolkit aims to break this activity down into a structured manner using **categories** to aid the identification process.

The LHEES Methodology suggests the following categories to identify stakeholders:

1. **Internal and External.** Those internal and external to the local authority.
2. **Primary and Secondary.** Primary – those that may be impacted, positively and negatively by LHEES. Secondary – those that LHEES will not directly affect.
3. **Direct and Indirect.** Direct – those that have the power and/or authority to influence and impact the direction of LHEES. Indirect – those that care more about the outcomes of LHEES rather than implementation and content.

Some examples of key stakeholder groups have already been populated to aid the process, however these may be edited or removed as required.

Stakeholder Identification Template

Internal Stakeholders			
Primary (directly impacted by LHEES)		Secondary (indirectly impacted by LHEES)	
Direct (can influence LHEES Strategy)	Indirect (Outcomes focused)	Direct (can influence LHEES Strategy)	Indirect (Outcomes focused)
Climate & Sustainability Services Sustainability and Environment Team	Property Asset Management & Regeneration Team Council Assets - property	Building Standards Civic Enterprise	Economic / Business Development Business & Place Team Partnerships & Funding Team
Energy Services Energy and Climate Change Team Heat Networks/ Low Carbon Heat Lead	Estates Parks & Countryside Services Council Assets - estates	Local Government Officials Local councillor MSP	Legal Legal Services
Planning & Housing Planning & Development Team Housing Team	Community Planning Community Hubs, Welfare & Business Dev Safer Stronger Communities	Environmental Health (e.g. Air Quality) HSE Team	IT Systems Digital & Information Service IT Support
		Equalities Support Human Resources EDI Committee	Finance Financial Services

Stakeholders can be added to the relevant categories.

Only the individual/organisation name is required at this stage.

Policy and Strategy Review

Once internal and external stakeholders have been identified as far as possible, they can be transferred to the **Policy and Strategy Review Template** to capture further key details, including:

- Team, Service area (if applicable)
- Named individual
- Contact
- LHEES Consideration focus
- Interest (e.g. methodology, strategy, delivery etc).

Internal Stakeholders					
Team	Service area (if applicable)	Named individual	Contact	LHEES Consideration focus	Interest e.g. Methodology, Strategy, Delivery
Housing (private)					
Housing (Council)					
Economic Development					
Finance and Procurement					
Estates					
Planning					
Social Care					
Community Planning					
Climate Change / Sustainability					
Low Carbon Working Group					
Climate Change Project Board					
Member / Officer Working Group (tbc)					
ICT					
Add others here...					

Map and Analyse

Overview

Once stakeholders have been identified, they should be mapped to understand the roles and responsibilities they may play during LHEES and the level of engagement required.

The LHEES Methodology suggests that stakeholders should be mapped to the following attributes:

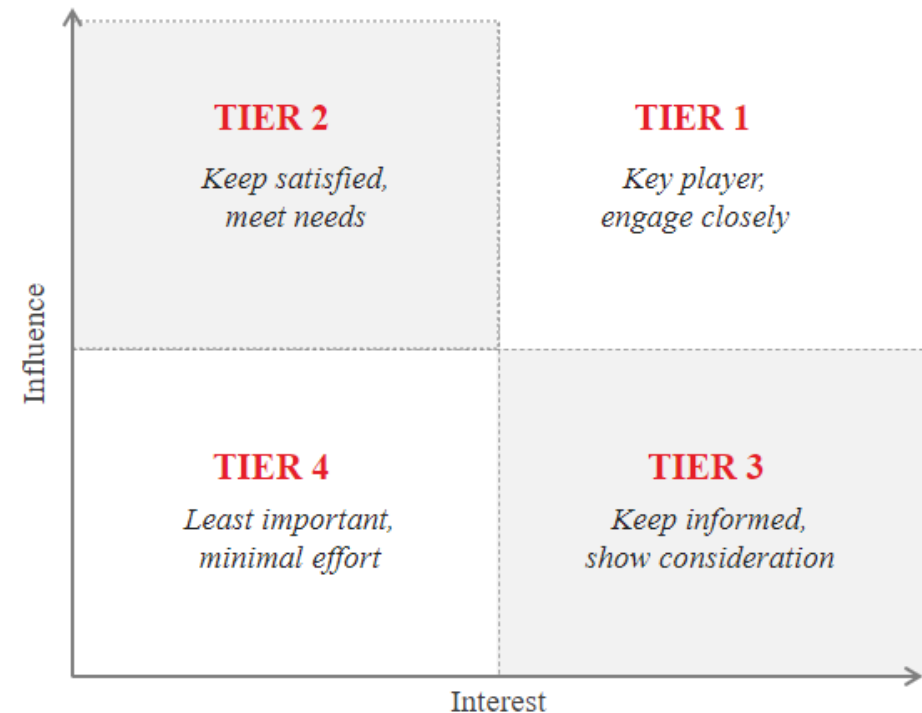
- LHEES stages
- Stakeholder roles and responsibilities e.g. providers of data, strategic partners, regulators, recipients of retrofit measures
- Influence and interest
- Level of involvement
- Expectations of LHEES and any risks/concerns

Influence / Interest Matrix

An **Influence/Interest Matrix** is used to map stakeholders. This gives a clear picture of the level of engagement required for each stakeholder and quickly highlights who the high-priority stakeholders are.


The following engagement level is a recommended starting point for each tier:

- **TIER 1** – Part of Project Steering Group (PSG). Ongoing engagement throughout the project at defined workshops e.g. identifying priorities and for delivery. Specific engagement plans developed as required.
- **TIER 2** – Participate in workshops and engage with the project at key milestones (if required). Potentially one-to-one contact during data collection stage and one-to-one interviews to be held with these stakeholders to gain further insight and understanding of priorities and delivery contributions.
- **TIER 3 and 4** – Potentially participate in workshops and engage with the project at key milestones (ad hoc basis e.g. delivery planning). Receive a direct invite to public consultation.



Stakeholder Mapping Template

Stakeholder details populated




Category	Organisation	Internal Relationship Holder	LHEES Stages 1 - Policy and Strategy Review 2 - Data and Tools Library 3 - Strategic Zoning and Pathways 4 - Generation of Initial Delivery Areas 5 - Building-level Pathway Assessment 6 - Finalisation of Delivery Areas 7 - LHEES Strategy 8 - LHEES Delivery Plan	LHEES Considerations 1 - Off Gas Buildings 2 - On Gas Buildings 3 - Heat Networks 4 - Poor Building Energy Efficiency 5 - Poor Building Energy Efficiency as driver of Fuel Poverty 6 - Mixed Use, Mixed Tenure and Historic Buildings	Detail on involvement with LHEES (to support stakeholder engagement planning) (e.g. methods+data, strategy, delivery, specific geographical areas or projects etc)	Level of interest the stakeholder has on fulfilling the ambitions of LHEES Score: (1-10)	Level of influence the stakeholder has on fulfilling the ambitions of LHEES Score: (1-10)	Additional notes/comments	
Internal	Stakeholder 1						1	9	
	Stakeholder 2						8	2	
	Stakeholder 3						3	3	
	Stakeholder 4						9	2	
	Stakeholder 5						8	8	
Delivery Partners	Stakeholder 6						3	6	
	Stakeholder 7						5	4	
	Stakeholder 8						2	2	
	Stakeholder 9						10	7	
	Stakeholder 10						3	6	

Considerations when scoring stakeholders on interest/influence:

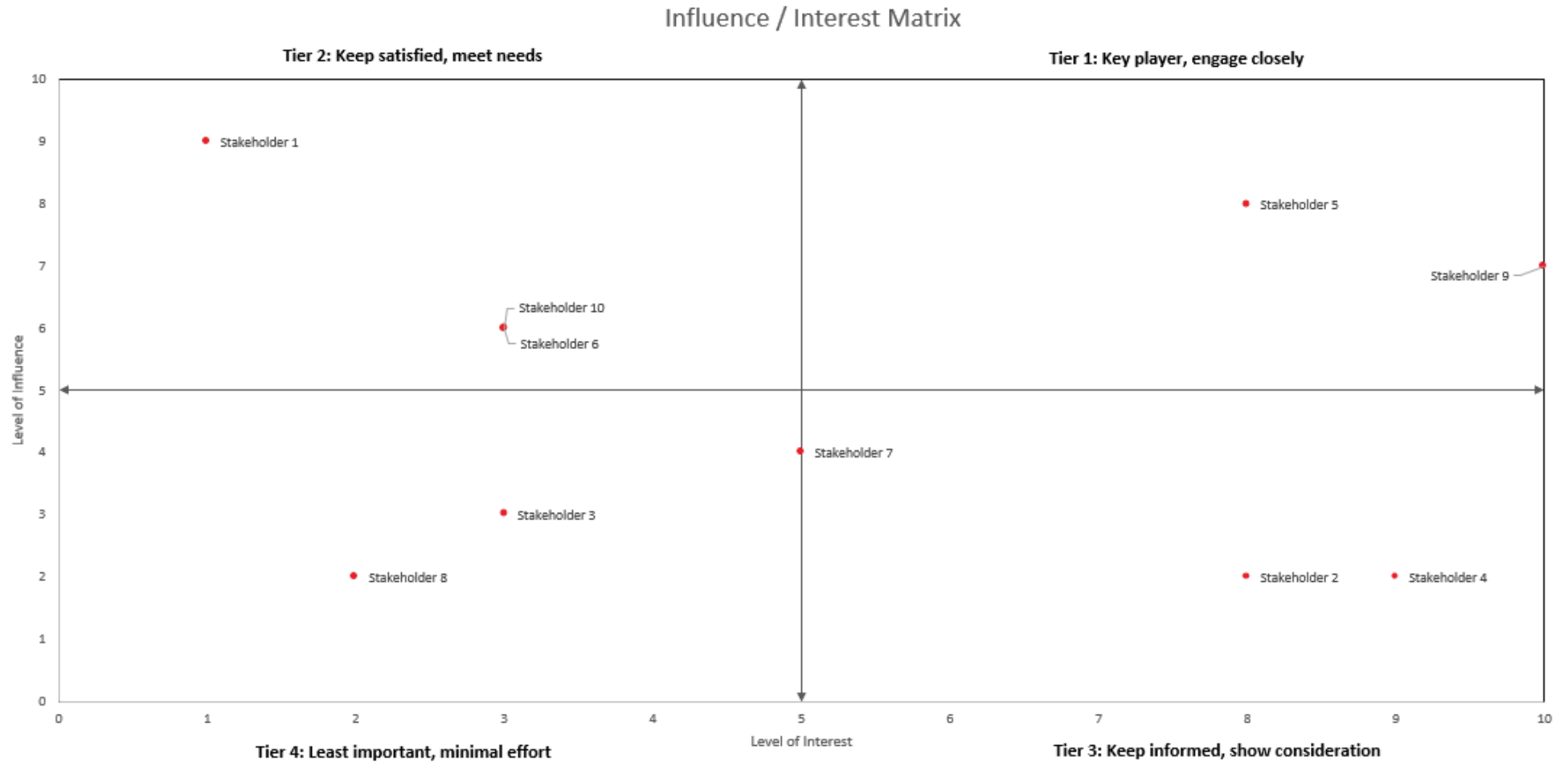
- Can they influence LHEES considerations/ final strategy?
- Are they key providers of data/information?
- Will they be affected by the outcomes of the LHEES?
- Will they play a role in the delivery of the LHEES?
- Are they already involved in areas of energy planning, energy efficiency and heat decarbonisation?

Score level of interest/influence 1-10



Stakeholder Mapping Template

Stakeholders are automatically plotted on the matrix



Plan

Overview

An **Engagement Plan** is required to detail engagement activities throughout the full LHEES process. In addition, Engagement Plans should be created for some specific stakeholders to track engagement, where the engagement is key to the LHEES strategy/development (e.g. for some Tier 1 stakeholders or a specific heat network project).

The LHEES Methodology specifies that the Engagement Plan should cover the following aspects:

- Purpose of engagement
- Frequency of engagement
- Type of information required
- Stakeholder's priorities, interest and expectations for LHEES
- Level of involvement with LHEES delivery

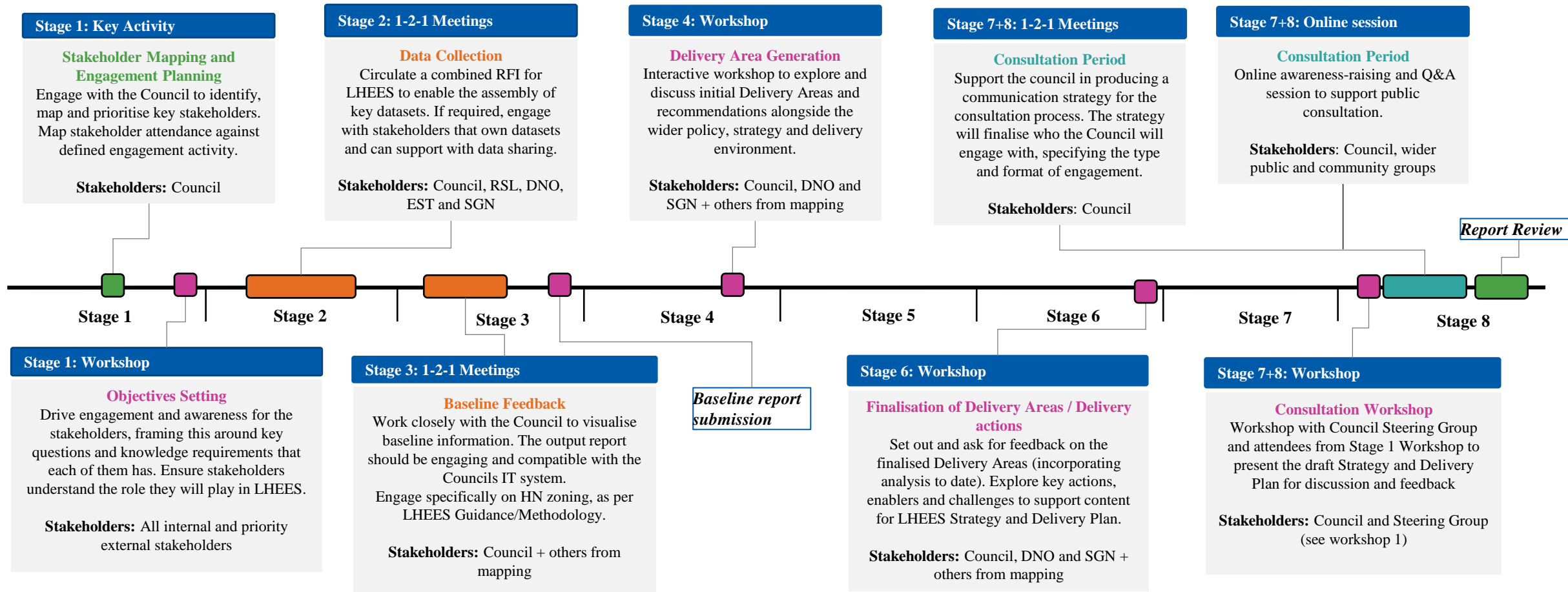
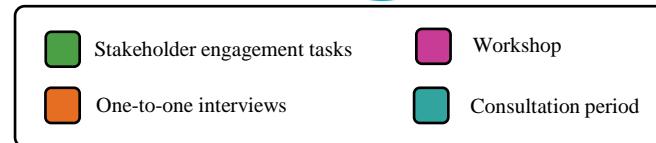


Stakeholder Engagement and Management Plan Template

Plan by LHEES Stage: Maps out key engagement events which will occur at each stage of the LHEES process. This includes activity name, stakeholders involved, type of engagement, purpose and outputs.

Plan by Stakeholder: Complete for the high-priority stakeholders if there is a need to plan engagement in more detail. This includes the stakeholder details, engagement tier, LHEES priorities, frequency of engagement and engagement activities.

Plan by LHEES Stage



Plan by LHEES Stage

For main engagement activities at each LHEES stage

LHEES stage	Stage 1	Stage 1	Stage 2
Activity date	Ongoing - March	30th March	Ongoing - March
Activity title	Stakeholder Mapping and Engagement Planning	Objective Setting	Data Collection
Stakeholders involved	Internal council stakeholders	Internal council and Tier 1 stakeholders	Council, RSL, SSEN, EST, SGN etc
Engagement lead			
Type of engagement (e.g. meeting, workshop, one-to-one)	Workshop and meetings	Workshop	Meetings and Comms (via email)
Purpose of engagement	Engage with the Council to identify, map and prioritise key stakeholders.	Knowledge building and awareness raising for key stakeholders; establishment of ongoing engagement opportunities and activities to support LHEES.	Collect and assemble key datasets required for the LHEES analysis.
Type of information required	List of stakeholders mapped to level of interest/influence	Policy and Strategy Review, LHEES considerations etc	HES data, local heat sources, building data etc
Output(s)	<p>Mapping and categorisation of tiers of stakeholders that can be updated and referred to throughout the project – defining how these stakeholders will contribute to the development of LAEP and LHEES and what their interests are.</p> <p>Establishment of a project steering group.</p> <p>An engagement plan for key stakeholders, with stakeholder attendance mapped against defined activity.</p> <p>Specific focus groups e.g. RSLs / social housing and heat network development.</p>	<p>Introduce LHEES (purpose, priorities, Considerations, delivery).</p> <p>Drive further engagement and awareness for the stakeholders, framing this around key questions and knowledge requirements that each of them has.</p> <p>Set out LHEES linkages to local policy and strategy ambitions</p> <p>Discuss and agree wider Priorities for LHEES (in addition to national ones).</p> <p>Ensure stakeholders understand the role they will play in the LHEES.</p> <p>Ongoing engagement plans, requests for data, delivery support etc.</p>	Data uploaded (where possible) in accordance with the RFI and data handling lead.
Additional notes/comments			

Plan by Stakeholder

For key stakeholders where engagement needs to be planned more closely

Stakeholder Details	Stakeholder	XXXX	
	Assigned LA officer	XXXX	
	Engagement tier (1/2/3/4)	XXXX	
	Summary of stakeholder's priorities, interest and expectations for LHEES	XXXX	
	Frequency of engagement	Monthly	
Engagement Plan	Meeting date	10th March	10th April
	LHEES stage (1-8)	Stage 1	
	Type of engagement (e.g. meeting, workshop, one-to-one)	Initial engagement workshop	
	Purpose of engagement		
	Outcomes		
	Actions		
	Additional notes/comments		

Engage

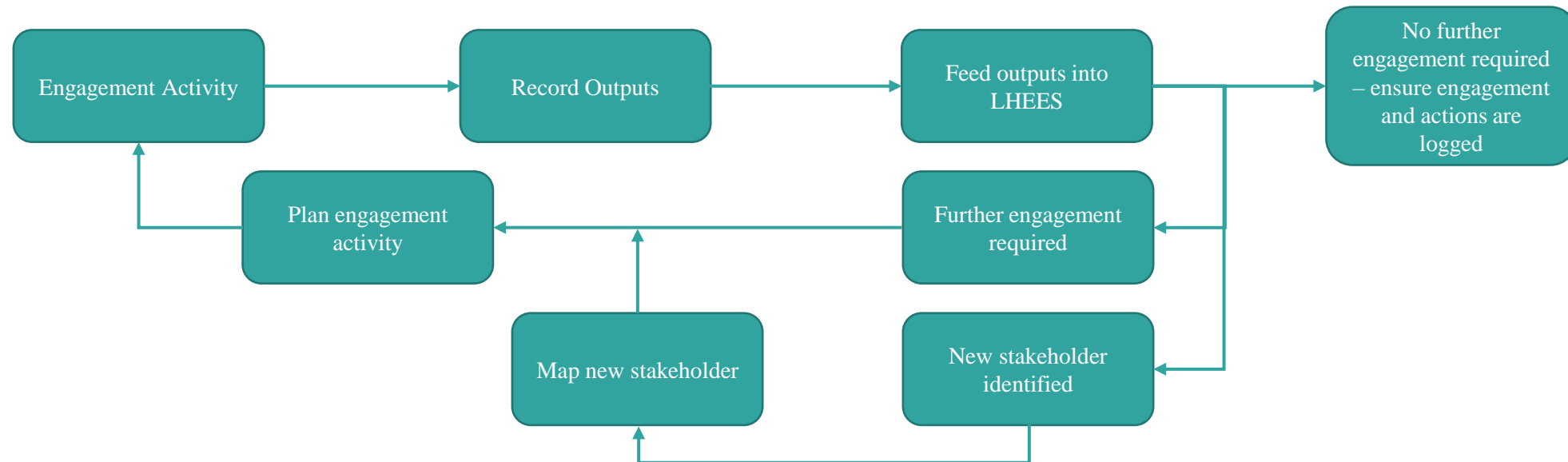
Guidance

Throughout LHEES, stakeholder engagement activities should help to build up a picture of the opportunities, constraints, challenges, and need for further engagement.

As an iterative process, it is important to **continuously monitor and record engagement**, making updates as new stakeholders are identified.

The toolkit provides guidance to support continuous review and analysis of stakeholders and engagement plans.

Iterative Stakeholder Engagement Flowchart





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Part 2 – Workshop Facilitation Guidance

Introduction

The workshop facilitation guidance pack aims to help Local Authority (LA) to set up and run workshops to engage stakeholders on **LHEES objective setting and specific LHEES Considerations** as part of Stage 1 (not the public consultation stage).

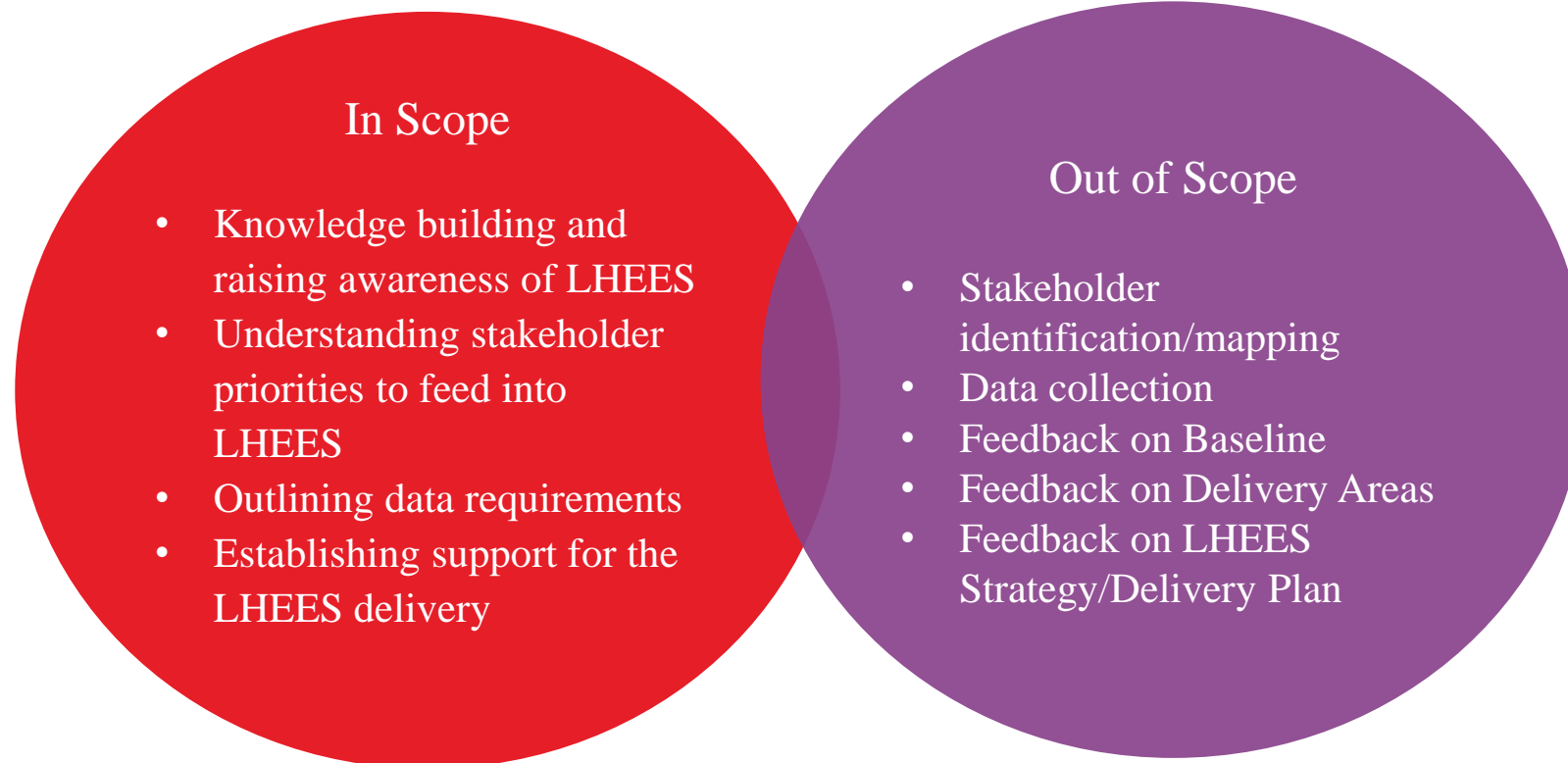
It covers:

- Setting out the workshop purpose, agenda and key discussion points.
- Suggested attendees (linking to stakeholder mapping and analysis).
- Delivery of workshops to engage stakeholders around LHEES objective setting and the LHEES Considerations (example agenda).
- Managing cross-boundary local authority engagement.
- Using outcomes of the workshops to support LHEES analysis.

Planning the workshop

Defining the purpose and attendees

The purpose of these workshops to engage stakeholders on **LHEES objective setting and specific LHEES Considerations** at an early stage. Tier 1 (key players) and Tier 2 (keep satisfied) stakeholders should be included at this level of engagement – suggested attendees are provided in the guidance.



Delivering the workshop

Example Agenda

#	Topic	Prompts	Time (approx.)
1	Introductions	Ensure that everyone's role in the workshop is clear and understood.	2 mins
2	Purpose of the meeting	Provide the stakeholder an understanding of LHEES, confirm the reason for their attendance and what will be done with their feedback and insight to manage expectations.	5 mins
3	Stakeholder role in LHEES delivery	How would you define the stakeholder's role in delivering and / or supporting LHEES?	10 mins
4	Key discussion points	This is the opportunity to get feedback from the stakeholder. See following pages for guidance on discussion points for different stakeholders.	30 mins
5	Reflections	Provide an opportunity for the interviewee to provide any further information or ask any questions.	5 mins
6	Conclusions	Thank stakeholder(s) for attendance and confirm next steps and how they may be involved further i.e., attendance at future planned stakeholder workshops.	5 mins

Delivering the workshop

Key discussion points

Key stakeholder	Suggested discussion points
Public Sector Estates Housing Developers	Key priorities, strategies and targets for the organisation
	Existing and planned programmes of work
	Opportunities for heat networks, including discussion of Potential Zones identified by the LHEES process and any interaction with existing networks
	Key reports / documents / data (in relation to the above e.g. to understand the extent of existing heat networks, including which buildings are connected)
Registered Social Landlords	Key priorities, strategies and targets for the organisation
	Existing and planned programmes of work
	Key reports / documents / data (in relation to the above)
Households/Private Landlords	Key priorities and perceptions on low carbon heating and energy efficiency retrofit; heat networks
Community Groups Households/Private Landlords	Key community priorities and plans
	Existing community led programmes of work and how LHEES could support this / interact
Business Groups	Key business priorities and plans in relation to LHEES drivers (heat decarbonisation, energy efficiency)
	Existing business led programmes of work relating to retrofit
Heat Network Development	Key heat demands
	Existing heat networks - ownership and operation, connected buildings, current heat supply, decarbonisation targets and plans, appetite for expansion or proposed zone boundaries
	Local Development Plan sites
	Significant waste heat sources and low carbon heat potential



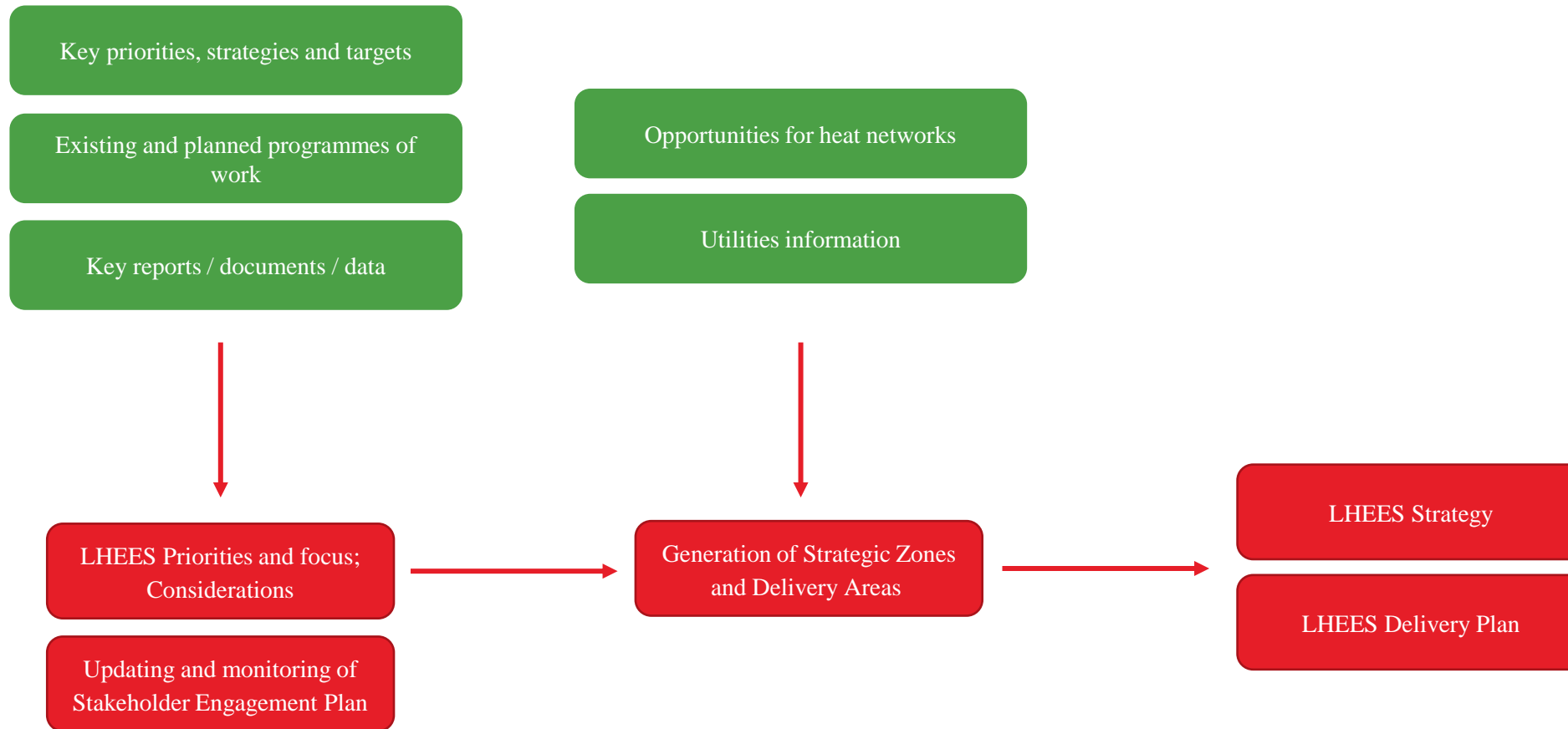
Managing cross-boundary LA engagement

- In the instance of Heat Network Zoning, engagement may be required with neighbouring local authorities i.e. when a potential heat network zone crosses **two or more authority boundaries**.
- If there is a cross-boundary opportunity that the local authority is considering taking forward, the neighbouring local authority should be engaged.
- The guidance provides suggestions on how engagement could be carried out in the case of a cross-boundary LA, including setting up a workshops and what topics should be discussed. Potential criteria for cross-boundary local authority engagement are also provided.

Post-workshop

Outcomes

Provides guidance on how outputs from stakeholder engagement should be recorded and used to shape the various aspects of LHEES.



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