



Work Package 2

Executive Summary:

D2.1 'Stakeholder analysis and engagement plan'

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Deliverable aims and objectives

Deliverable D2.1 is an analysis of the stakeholders in each partner city, conducted in order to identify those organisations of particular value to the creation and delivery of the enhanced sustainable energy action plans (SEAPs). Using the information gathered in the stakeholder analysis, each city has created a stakeholder engagement plan to bring key stakeholders' resources and knowledge to bear for the benefit of the city, and for the development, implementation, monitoring and ongoing revision of the SEAPs.

City approaches

Different approaches to stakeholder communication and engagement planning have been used, based on particular city contexts, including history of engagement and current plans and ambitions. In Glasgow, Riga and Gothenburg, stakeholders have been identified and prioritised using a matrix tool, allowing stakeholders to be grouped according to their importance for the enhanced SEAP and level of interest or engagement in the city. Ghent's approach differs, based on experience gained through previous European projects. In this city, the focus is on engaging empowered individuals and, through them, various informal and formal networks and institutions. Glasgow, Gothenburg and Riga have chosen to engage institutions first, though Glasgow is now engaging both organisations and citizens through surveys and workshops, and Riga is now holding public consultation roundtables on its enhanced SEAP.

Key findings

The four partner cities - Glasgow, Ghent, Gothenburg and Riga - have identified and prioritised the most important and relevant stakeholders to understand the necessary engagement required. Cities have also used their previous experiences and collaborations to further develop their engagement plans, building on this to identify new additional stakeholders that are central to the development and implementation of their enhanced SEAPs. In this way, all have been able to build support for proposed projects; speed their delivery; reduce risks; ensure alignment of SEAPs with wider city opportunities; and create strong long-term partnerships that facilitate the transition to smart and sustainable cities.

Key stakeholder groups that have been identified include academia, local and regional administrations, industry and commerce, finance, energy suppliers and citizens. All four cities are working to engage all relevant stakeholder groups to help them move towards smart cities status –



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including ICT partners, communication companies, innovation bodies and international companies – in the process of developing their enhanced SEAPs. As a result the cities are making connections between energy, transport and ICT and their role in CO₂ emissions reduction, and recognising that this can be brought about through cross-sectoral actions and best practice projects in conjunction with relevant local stakeholders, international companies and banks all working together to roll out innovative sustainable energy solutions at scale.

Gaps in current stakeholder communication have also been identified, including sufficiently recognising job creation potential by engaging employment agencies, closer working with the transport sector, ensuring citizen engagement is strengthened sufficiently, and building on existing relationships with ICT players.

Through this analysis, cities have been able to recognise that not all stakeholders are the same, and therefore require engagement in different stages of the SEAP process, including development, implementation, monitoring and ongoing revision. All cities have developed communication tools and stakeholder engagement plans based on their analysis of the knowledge and resources held by each of the stakeholders or groups and their role in, and potential impact on, the SEAPs. With increasingly limited local authority resources for communication with stakeholders, usual methods and channels, including newsletters and emails, have been prioritised in order to secure information flow and feedback from stakeholders. However, cities are starting to explore new communication channels, such as the use of online survey tools in Glasgow.

Challenges and learning points

Overall, cities found there were some key challenges to overcome such as:

- The need to keep stakeholders active and engaged over the length of the SEAP process to maximise the delivery of opportunities for the city;
- Balancing the interests of various groups for the long-term benefits of a sustainable community;
- Ensuring the necessary resources for successful communication, feedback and participation of stakeholders.

Partner cities have also reflected on key learnings from this deliverable, and drawn on these to develop several recommendations for other cities that are carrying out analyses of stakeholders and the development of stakeholder engagement plans.



Key recommendations

The key recommendations that have been identified by the individual cities are:

- Cities developing enhanced SEAPs should build engagement with stakeholders into all stages of the SEAP process, reflecting the particular skills and resources that each stakeholder offers and aligning strategies for mutual benefit where possible;
- In order to identify and map the priority stakeholders to engage, the use of a stakeholder mapping matrix should be considered as a structured and thorough way to perform this analysis;
- Cities should work to strengthen engagement with sectors and groups of stakeholders where previously this has been weak, especially where these stakeholders are a key player for the enhanced SEAPs or the cities' progress towards smart cities status;
- Cities should build in self-assessment to their stakeholder analysis and engagement plans, re-visiting them on a regular basis to reflect better understanding of stakeholders as this develops;
- Cities should tailor stakeholder analysis and engagement approaches based on each city's priorities, plans and history of stakeholder engagement as one particular approach may not be suitable for all cities.

Going forward, partner cities will use the knowledge and experience gained through their analysis of stakeholders and development of stakeholder engagement plans to further understand how to meet their visions and targets, develop feasible and high impact projects and carry out the development and implementation of their enhanced SEAPs.