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## **STEP UP STEP 9 Template Guidance: Implement, monitor and review**

### **Introduction**

This guidance document contains information that will help you to develop a realistic implementation plan for your SEAP, where actions are prioritised and selected based on key criteria including costs, payback period and impact on energy targets. Methods to engage citizens, politicians, investors and other stakeholders to implement the plan are also investigated and tested. Completing this template will assist you in understanding the pattern, timescales, and key decision points for major investments so that time critical opportunities are detected early enough to allow integration into city strategies, or to be seized as one off opportunities.

The template also encourages you to think about how you will manage and monitor your implementation plan, and evaluate the performance of the city's actions against targets, recognising that the plans and actions need regular review so that the city can adapt to grasp windows of opportunity.

The Excel spreadsheet template has three worksheets, which require input for all actions included in your city's SEAP: 'Prioritising actions', 'Implementation plan' and 'Monitoring and review'.

### **Approach overview**

Read this guidance document and the Excel template. The template sets out key areas for consideration, in three worksheets:

#### **Sheet 1: Prioritising actions**

The prioritisation of all the actions in your SEAP is done using a scoring system for the following seven key criteria:

- Policy interventions
- Stakeholder assessment
- Financial assessment (costs and funding – two separate criteria)
- Energy assessment
- Risk assessment
- Integrated/cross sector opportunities



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In addition you can consider your own additional criteria that are of particular relevance to your city context (see detailed task description below).

## Sheet 2: Implementation plan

The implementation plan is designed to cover all SEAP actions presented in the first worksheet. The key idea is to define the timeframe of each action based on the results of the prioritisation exercise.

The definition of implementation depends on the action's nature and status. For example, for actions that are construction projects, implementation would mean its operation time period. However, for non-technical actions, such as coaching or behaviour change interventions for example, the implementation period might be the length of cycle of the action.

## Sheet 3: Monitoring and review

The monitoring and review part requires you to be aware not only of the monitoring itself, but also to address any challenges that might be faced in the process. The key idea is for your city to have a monitoring strategy for its actions, taking into account the frequency of monitoring, data sources and their availability, criteria for assessing the success of each action and plan for their review.

## Tasks in detail

### Prioritising actions (sheet 1)

*Key criteria:* A number of criteria are included in the Excel template, representing key areas to consider when prioritising actions. Try to evaluate all actions against all key criteria. Where quantitative responses are requested, such as in the energy and financial assessments, it is important to provide accurate figures or estimates to allow for a comprehensive scoring of these criteria.

*Additional criteria:* Other criteria can be added if other factors are seen to be important when prioritising actions in your city. The scoring of these additional criteria should be kept separate in the Excel template and can then be added to the overall score for the key criteria for each action. This provides an opportunity for you to prioritise actions on a more detailed level. All projects should be evaluated against any additional criteria selected by a city, so that the scores for different actions within one city can be compared.

*Weighting:* It is possible to prioritise the criteria according to your local context and priorities, by choosing each criteria's weighting on a scale from 1 to 3 (where 3 shows that particular criteria is



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very important for the city, and 1 shows that it is less important). The weighting of particular criteria must be the same for every action to allow comparisons to be made.

*Scoring:* Scoring needs to be provided for each action against all key criteria, using a scale from 0 to 3. The table in the annex explains the respective scores under each criteria.

*Action scores:* The score awarded to each action for each criteria is calculated automatically, based on the score and weighting selected by the city. The score for each criteria is then added together to give the action an overall score. Based on the set of 7 key criteria and the maximum weighting and score possible, the maximum score an action can receive is 63. This however would mean that all the criteria are seen to be of high relevance for the city (weighting = 3) and all actions have achieved the maximum possible score for all the criteria (score = 3).

*Prioritisation of actions:* Once all actions have been scored, they can be prioritised based on their scores. Try to give each action high, medium or low priority and then explain why this priority rating has been given.

*To do:*

1) Fill in the information on all SEAP actions in accordance with the information provided in your SEAP. Please note the list of actions should be broken down by Covenant of Mayors sector, as set out in the SEAP template. Please add or delete rows under each sector as necessary, and change the headings under the sectors (white cells in column A) to suit your city.

2) Review this existing information from the SEAP, update it and add any additional required information on each action to this template

3) Decide the weighting for each criteria, based on the city's priorities as described above. If a particular criteria is seen to be very important in your city, it should be weighted 2 or 3; less important criteria should be weighted 1.

4) Provide a score of each action under every criteria as described above. The table in the annex gives an indication of what each score (0-3) means for each criteria. A total action score for each criteria will be calculated automatically from the score and weight selected by the city.

5) Decide if there are additional relevant criteria for your city, and weigh and score them accordingly.



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6) Review the total score each action has received (column BL; this will be calculated automatically from each individual score for all key criteria), add the score from any additional criteria you have chosen, and based on this score and how it compares to other actions in your city decide whether the action should have high, medium or low priority. Justify this decision for each action.

### **Implementation plan (sheet 2)**

The implementation plan covers all actions analysed in the first Excel sheet..

Cells detailing the sector, action number, action name and brief description will be automatically completed using the information from the first Excel sheet. As the number of rows in your city's Excel sheet is unlikely to match the number of rows in this template, the relevant formula has been provided in the first cell of columns A, B and C only (row 12) – when you have completed the prioritising actions sheet please drag this formula down each of these three columns in the implementation plan sheet so all relevant rows are copied across the sheets.

*To do:*

Based on the prioritisation exercise, indicate when your city will start to implement each action and how long you expect the implementation to take. Shade in the relevant cells using a fill colour or pattern for the duration of the action's implementation.

### **Monitoring and review (sheet 3)**

The monitoring and review sheet also covers all actions analysed in the first Excel sheet..

Cells detailing the sector, action number, action name and brief description will be automatically completed using the information from the first Excel sheet. As for the implementation plan, as the number of rows in your city's Excel sheet is unlikely to match the number of rows in this template, the relevant formula has been provided in the first cell of columns A, B and C only (row 12) – when you have completed the prioritising actions sheet please drag this formula down each of these three columns in the monitoring & review sheet so all relevant rows are copied across the sheets.

*To do:*

Provide answers for the questions in Excel sheet 3, covering how and when each action will be monitored, who holds the data required, how you will know what a successful action looks like, and how often the action will be reviewed.



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## Annex – scoring and weighting guidelines

VALUE	WEIGHTING	SCORING							
		POLICY	STAKEHOLDERS	FINANCIAL		ENERGY	RISK	INTEGRATED/ CROSS- SECTOR	CITY-SPECIFIC ADDITIONAL CRITERIA
				COSTS AND PAYBACK TIME	FUNDING				
0		Action does not address wider policy objectives or the impact is not identified	Other stakeholders are not engaged in the action	Action has high costs and long payback time	Funding sources for the action not yet identified or secured, ownership structure not yet known	No contribution of the action to EU 2020 targets or not yet known	Risks of the action not identified or not addressed	Action is stand-alone, focused on one single sector	Action is not contributing to the criteria
1-2	The criteria is of lower importance to the city	..	..	..	..	..	..	..	..
3	The criteria is of high importance for the city	Action contributes to multiple policy objectives	Variety of stakeholders are involved in action development and implementation	Action has low costs and short payback time	Funding sources for the action identified and secured and ownership structure known	Contribution of the action to EU 2020 targets quantified and significant	Risks of the action identified and either addressed or not significant	Action is cross sector/ integrated with greater benefits & lower risks	Action is contributing to the specific criteria