

Project no. 314277
STEEP PROJECT
Systems Thinking for Comprehensive City Efficient Energy Planning

Seventh Framework Programme
 Theme Energy

D3.2 Working Groups Definition

Due date of deliverable: 31/01/2014

Actual submission date: 29/01/2014

Start date of project: 01/10/2013

Duration: 24 months

Organisation name of lead contractor for this deliverable: Fomento de San Sebastián

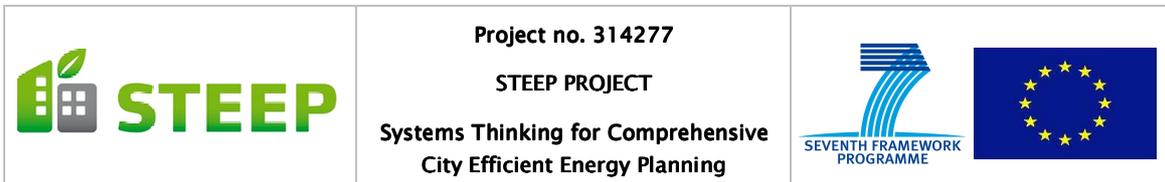
Status (*Draft/Proposal/Accepted/Submitted*): Submitted

Revision [1]

Project co-funded by the European Commission within the 7 th Framework Programme		
Dissemination Level		
PU	Public	X
PP	Restricted to other programme participants (including the Commission Services)	
RE	Restricted to a group specified by the consortium (including the Commission Services)	
CO	Confidential, only for members of the consortium (including the Commission Services)	

Index of contents

1. KNOWLEDGE EXCHANGE AND VALIDATION INITIATIVES.....	2
2. STAKEHOLDER ANALYSIS	3
3. STAKEHOLDER EVENTS.....	5
3.1 Modelling based on System Thinking:	5
3.2 Intervention Workshops	6
3.3 Validation Workshops.....	6
4. SCHEDULE OF EVENTS	7
5. ANNEXES	8
ANNEX 1: LIST OF STAKEHOLDERS.....	8
ANNEX 2: SCHEDULE OF EVENTS	10



1. KNOWLEDGE EXCHANGE AND VALIDATION INITIATIVES

Work Package 3 is a support tool for the rest of packages in the project. The main priority in this task is to engage local stakeholders in the preparation, evaluation and validation of district energy models and Smart City Plan. We will use an open-source web-based collaborative stakeholder engagement platform and events/workshops with stakeholders as the main tools.

It is clear that a city is a complex system in which energy flows across many different sectors involving many different stakeholders. In order to create innovative measures for a sustainable and efficient use of energy, there must be an Open and Innovative approach. This approach must not only be applied to the involvement of stakeholders in the development of the Plan, but also in understanding the contribution of interventions, identifying opportunities and barriers, as well as validating the Process Model of the Project.

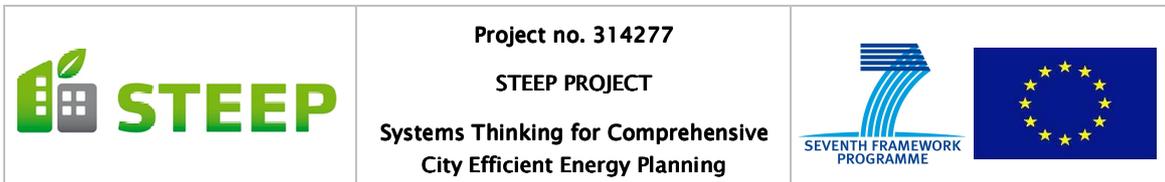
From the perspective of municipal services to citizens, automatic and efficient management of urban infrastructure can create new services more responsive to the specific needs of citizens (improving mobility, energy conservation, efficiency improvements, etc.). And this can only be achieved by listening to citizens, operators, companies and implementing services accordingly.

The collaboration between city leaders, national and local government, academics, international, and local companies, sustainability organizations and experts will achieve a higher quality of project results in the following target groups:

- Public: improved manageability of the services offered to citizens, lower consumption of resources and promotion of the local economy.
- Citizens: making information usable and accessible, increasing comfort and quality of life and effecting cost savings due to lower energy consumption.
- Private Companies: emergence of new market opportunities, potential cost savings through efficiency and infrastructure and increased awareness of the needs of the customer.

It will, therefore, be important to identify and engage key public and private stakeholders across the whole value chain, as well as communities of interest who need to be involved in district energy master planning. Three subtasks were considered in the project to be effective in the engagement process:

- Stakeholder Analysis
- Collaborative stakeholder engagement platform
- Stakeholder events



The present deliverable will consider the stakeholder analysis and definition as well as the first approach to how organize stakeholder events. Both must be considered together in order to make a definition of most appropriate working groups. In the case of the collaborative stakeholder engagement platform it will be part of the web platform that will be developed under task 6.3

2. STAKEHOLDER ANALYSIS

As we have mentioned in the introduction of this deliverable, the city is a complex system in which many different type of stakeholders are continuously cooperating, providing services and products, sometimes competing, buying products and services, or making services more or less efficient for customers and/or citizens. It will be necessary to keep all of them informed about the development of STEEP project as per Work Package 6.

At least three open dissemination activities are considered by the Project during its timeline. According to the generic list of stakeholders that each city will invite to these dissemination activities, an analysis will be undertaken to identify and assess the importance of key people, groups of people, or organizations that may significantly influence the success of the energy master planning within the pilot districts.

Their classification will be by thematic technologies, sectors, responsibilities, etc. to ensure that they are engaged in all relevant parts of the process to support the co-production approach.

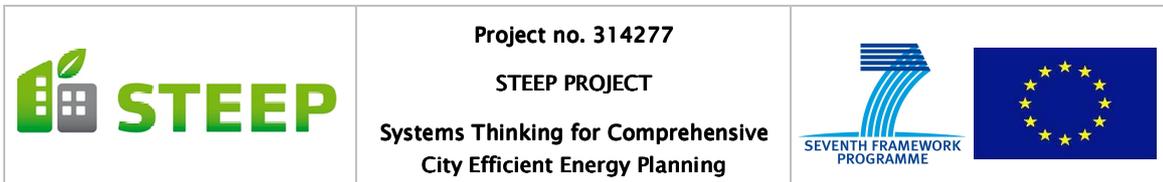
A template has been prepared with all the significant groups of stakeholders that can/should participate in the development of the process (see Annex 1). In any case each city will prepare its own list adapted to their own context. Main groups considered are:

- Local Administration: This is a main group of stakeholders as triggers of possible changes in the city. By “local administration” we mean any department and/or company related to the city council. Among others sustainability, mobility, housing, infrastructure, urbanism, maintenance, water services or energy efficiency departments can participate.
- Regional/National Administration: In the case of Regional and/or National Administration same departments can be considered. In some cases the specific weight of the Regional Government would be sufficient, in other cases the intervention of National Government should be sought depending on the responsibilities level.
- Electricity Operators: This is a reference group for any company related to power generation, distribution and/or commercialization (including Energy Services Companies ESCOs). All of them play an important role directly linked to

the reduction of emissions by reducing consumption and electricity costs by providing and using data better managed.

- ICT Operators: In this group they will be included operators from the telecommunication field including internet providers, telephone operators, etc.
- Gas Operators: Companies that provide generation, distribution and/or commercialization of gas in the city.
- Public Transport Companies (usually part of the local administration)
- Water Operators: Operators of Water supply and disposal to the city (most of the time it will be municipal but it can be supplied by private companies as well).
- Environmental Organizations: Organizations, private or public, working to foster sustainability of cities through any type of actions
- Energy Organizations: Organizations, companies, clusters, etc. related to the Energy field that can be considered interesting as a stakeholder in each city.
- ICT Organizations: Organizations, companies, clusters, etc. related to the ICT field that can be considered interesting as a stakeholder in each city.
- Transport Organizations: Organizations, companies, clusters, etc. related to the Transport field that can be considered interesting as a stakeholder in each city.
- Academic & Research Organizations: Academic and Research & Development centers that can provide knowledge and innovative approaches to what the city needs and must develop. The research concept must be understood in an open sense, allowing the participation of any entity that can add something interesting to the process.
- Financial Organizations: Financial sector should also be involved somehow in the system thinking process. Their participation will be requested for the implementation of many actions. Therefore it would be interesting to already have and consider their assessment and information during the early stages.
- End-users' Organizations: This group of stakeholders gathers end-users in any of the fields of the Smart City Plan. It also includes community and voluntary organisations relevant to the district considered.
- And Citizens' Organizations: In this case other organizations no considered in previous epigraphs can be added. Here, even individuals (citizens) can participate if interested.

There can be as many stakeholders by identified group as each city decides. No minimum or maximum numbers have been established. Each city is very different and depending on the size of the city, the local structure, the participation or not of a



regional government, the number of organizations and companies in the deployment of services and products the number will vary.

Where possible, a long list (at least around 50–60 people) from a range of different areas should be considered, so that there can be a minimum of stakeholders participating in the working groups. One of the goals is to keep stakeholders informed (through dissemination events, newsletter, etc.). Thus, the list can be used as distribution list for the newsletter. But their engagement and participation in the development of the Smart Plan is the priority, and, therefore, their participation in the different working groups and the stakeholders' engagement platform.

3. STAKEHOLDER EVENTS

For the STEEP project three types or streams of workshops have been considered:

3.1 Modelling based on System Thinking:

Each city must host an event to introduce stakeholders to the District Energy Process Model being developed in Task 2.1 (WP 2) and the outputs of this event should be to feed-back the further development of the model and Task 2.2. The purpose is also to work with local stakeholders to develop a better understanding of the systems operating within their districts and their impacts. This will enable a deeper knowledge of the interconnection among these systems and identify further work required in understanding these systems. It will also be an opportunity for stakeholders to start working more collaboratively using the co-production approach.

Further stakeholder events and meetings must be held in each city as necessary. The work developed in Task 2.1 and 2.2 will define goals to be achieved by these working groups and each city will decide the number of meetings that they need to reach expected results.

The timeline for the development of the work under this type of workshops is defined by the timeline of Task 2.1 and 2.2. Therefore it should be considered from March 2014 to July 2014.

Regarding the number of stakeholders that should participate in this type of working group, it should be taken into account that expected outputs are defined by said tasks. Generally speaking and in order to have a working group manageable the number should not be too big. And if possible all stakeholders should be hand-picked according to their importance on the energy value chain of the city. The balance between the number and their importance should give the working group enough scope to achieve the defined outputs of their meetings.

3.2 Intervention Workshops

There must also be stakeholder/working groups' workshops to explore the smart city interventions and to support the PESTEL analysis being undertaken in Task 2.3 (Work Package 3). Ideally this will allow each city to explore possible actions in energy, mobility and ICT and their implementation and prioritization.

From the long list of actions prepared in Task 3.1 the working group will make a review to short-list the most significant interventions for each city. Then and following the same prioritization methodology, so that it can be replicated in other European cities, a PESTEL (Political, Economic, Social, Technological, Environmental and Legal) analysis will be developed. This analysis will also develop a list of criteria for cities to identify which interventions would be most appropriate to each area and develop a framework for risk analysis (possibly Monte Carlo Analysis¹). It will also establish what role individual stakeholders will need to play in implementing the interventions and specifically what functions within those organizations lead on which areas.

Stakeholder engagement will also mean to encourage specific agents to activate the mechanisms of changes and detect barriers and disincentives.

This will help the creation of scenarios in WP 5 (Smart City Action Plan) to determine the optimal mix of measures required to meet the goals. It will include an analysis of the various time-lines, costs and the pay-back periods.

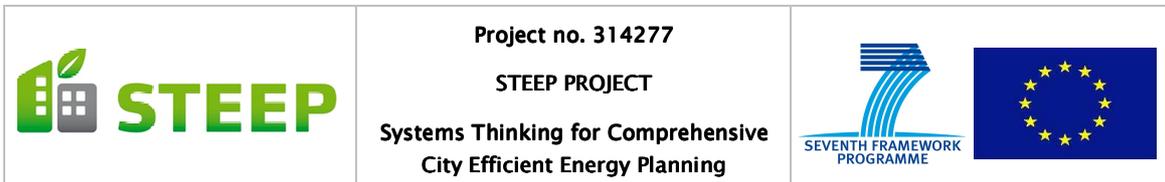
The structure and number of working groups will depend upon each city's specific context. It is important to note that the PESTEL analysis (and risk analysis) conducted in WP 2 is not completed in isolation from the modelling process but is integral to it. Therefore the outcomes of both these will be fed-back into the model in an iterative way, rather than standing alone.

The timeline for the development of these workshops should be from March 2014 till June 2015. Workshops can be held simultaneously although a host organizations should prepare a minute of each meeting with main conclusions so that can be distributed to the rest of stakeholders should they wish to complete or add comments to it.

3.3 Validation Workshops

The last type of working group has been defined to reflect the fact that both the Smart City Plan and the Energy Process Model for the District must be validated by the stakeholders who have produced it. Before being presented for its approval at

¹ Monte Carlo Risk Analysis refers to a technique in project management where a manager computes and calculates the total project cost and the project schedule many times



municipal level, the relevant plan should be validated by both the Advisory Board² and by a local group of stakeholders.

In this case, selected stakeholders can get the Plan for their analysis and send comments. A specific workshop must be delivered to share their opinions and check whether improvements can be made. Probably a single meeting would be adequate.

The timeline of this workshop will be by September 2015.

4. SCHEDULE OF EVENTS

As mentioned in this deliverable the definition of the working groups is linked to the type of stakeholders in each city and type of workshops expected by the project. Taking into account the number of seminars, meetings and workshops in the project and how they are connected and related to each other, we have prepared an orientative schedule for the different events taking into consideration the said features (see Annex 2).

Neither the number of meetings per working group typology nor their dates will concur in the three cities. Deliverable 3.2 will gather all events and workshops that are being delivered with local stakeholders per each city. Therefore shown dates must be considered as an orientation. However, this schedule can give a good overview of the expected involvement at the different stages, highlighting the importance of an open participation for the development of the project.

² Experts from public or private organisations and/or companies that will validate the process and evaluate the process. They will also help with the dissemination of the project.

5. ANNEXES

Annex 1: List of Stakeholders



List of Stakeholders

	Organization Name	Department	Field	Person	Job Title	email	Phone
Local Administration							
Regional Administration							
Electricity Operator							
ICT Operator							
Gas Operator							
Water Operators							
Environmental Organizations							
Energy Organizations							



Project no. 314277
STEEP PROJECT
Systems Thinking for Comprehensive
City Efficient Energy Planning



	Organization Name	Department	Field	Person	Job Title	email	Phone
ICT Organizations							
Transport Organiz.							
Research Organiz.							
Financial Organiz.							
End users Organiz.							
Citizen's Organiz.							



Project no. 314277
 STEEP PROJECT
 Systems Thinking for Comprehensive
 City Efficient Energy Planning



Annex 2: Schedule of Events

	2014												2015									
	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	
W 1			ST 1	GT Mo 1			GT Mo 2				GT En 3				GT En 4	GT ICT 4						
W 2			GT 1.1		GT Con 1	GT 1.3			GT ICT 2	GT Con 2		GT ICT 3	GT Con 3					AB 2				GT 3
W 3	Dif. 1				GT 1.2				ST 2	Dif. 2					ST 3 y AB 1		GT Con 4					Dif. 3
W 4			GT En 1	GT ICT 1		GT En 2					GT Mo 3				GT Mo 4							ST 4 y AB 3

Dif.	Diffusion Events (January 14, October 14 & September 15)
ST	Steering Committees (March 14, September 14, March 15 & September 15)
AB	Advisory Boards (March 15, June 15 & September 15)
GT 1	Working Group on Modelling and Energy Master Plan (Pilot area)
GT En	Working Group in Energy
GT Mo	Working Group in Mobility
GT ICT	Working Group in ICT
GT Con	Working Group for Multisector Projects (Energy+Mobility+ICT)
GT 3	Validation of Smart City Plan