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## Guidance for STEP 1 Template ‘Stakeholder engagement plan’

Achieving effective sustainable city planning and development requires strong support from city leaders and commitment from a variety of public and private stakeholders.

Two templates are provided on the STEP UP website to assist cities with undertaking stakeholder analysis and engagement planning:

- Stakeholder engagement plan
- Stakeholder prioritisation matrix

The stakeholder prioritisation matrix can be used to help perform a stakeholder analysis, providing a structured way of prioritising stakeholders by their interests and influence. For more information about other types of stakeholder analysis, see *Developing Enhanced Sustainable Energy Action Plans: A STEP UP guide for cities*. Once stakeholders have been analysed, the stakeholder engagement plan sets out the purpose of the engagement with individual stakeholders, and the types of planned communication.

### Stakeholder prioritisation matrix

A template for the stakeholder prioritisation matrix is available on the STEP UP website alongside this guidance document.

The matrix groups stakeholders in four main categories depending on their influence and interest:

- Key player: focus efforts on this group; involve in governance/decision making bodies; engage and consult regularly
- Meet their needs: engage and consult on interest areas; try to increase level of interest; aim to move into right hand box
- Show consideration: keep informed and consult on interest areas; potential supporter/goodwill ambassador
- Least important: inform via general communications: newsletters, website, mail shots; aim to move into right hand box

To do:

Work with your team to discuss different stakeholders that should be involved in SEAP development, and try to place each stakeholder in one section of the matrix based on their interests and influence at the time of the analysis.

Each stakeholder in the matrix should also be assigned a colour (red, amber or green - RAG) to signify how the stakeholder is likely to respond to any approach with respect to engagement in the SEAP at the time of the analysis (green: supportive; amber: neutral; red: unsupportive).



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You may find it helpful to repeat this exercise to set out the potential status of each stakeholder – how could their interests or influence change over time with effective engagement in the SEAP? Where would you like to be in relation to the stakeholders and their engagement?

### **Stakeholder engagement plan**

The stakeholder engagement plan template can be used to set out a plan for engaging and communicating with the stakeholders that have been identified in your city. The plan details the types of communication to be used with different stakeholders, the type of involvement different stakeholders will have in the SEAP process and at what stage(s), and the overall aim of the engagement with each stakeholder. The plan sets out the following key information:

#### *Stakeholder sub-group*

Detail the sector(s) in which the stakeholder works.

#### *Stakeholder's status in relation to SEAP*

This field details the relationship between the stakeholder and the city's SEAP, for example, whether the stakeholder is very interested in the aims of the SEAP or if they are very influential over the success of the SEAP. If the prioritisation matrix has been used (see above) then the categorisation of stakeholders (key player, meet their needs, show consideration and meet their needs) can be carried across. If a different method of analysis has been used, change the wording to suit the categories used to prioritise stakeholders.

#### *Potential future status in relation to SEAP*

As suggested above under the prioritisation matrix, it can be helpful to do two stakeholder analyses: the first setting out current stakeholder relationships, engagement and interests in relation to the SEAP (the reality); and the second noting where you would like to be in relation to stakeholders and their engagement (the ideal situation).

If you have performed this potential future stakeholder analysis, under this field detail where you would like stakeholders to be in relation to the SEAP. This can help when revisiting and reviewing a stakeholder analysis in the future, to see what progress has been made and whether a different type of engagement is required.

#### *RAG analysis*

As suggested above, it can be helpful to assign each stakeholder a colour (red, amber or green) to signify how the stakeholder is likely to respond to any approach with respect to engagement in the SEAP at the time of the analysis (green: supportive; amber: neutral; red: unsupportive).

#### *Type of communication*

In this field, list the types of engagement you and your team decide to be most appropriate to communicate with your stakeholders. For example, this could be through face-to-face meetings,



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workshops, email, newsletters or a range of other communications. This list is not intended to rule out other communication opportunities which arise, but can help to identify which stakeholders to focus on for key communication activities.

#### *Stakeholder's likely involvement in the SEAP*

These fields suggest a number of ways a stakeholder may be involved in the SEAP, relevant to their expertise and/or position. For example, a stakeholder may be a potential funder or partner, or have a regulatory, planning or legislative role to play. Select as many types of involvement as are relevant for each stakeholder, and add new columns as required. This information helps the city to understand at what stages of the SEAP development and implementation to involve different stakeholders.

#### *Main objectives of the engagement*

Detail the ambition of the engagement with each stakeholder. This can help to identify relevant opportunities for involvement and communication. It also helps when tailoring key messages about the SEAP so that they are relevant to stakeholders' interests and the purpose of the engagement. In addition it supports the city in any reviews of how successful the engagement with each stakeholder has been in the future.

### **Ongoing stakeholder engagement**

Stakeholder engagement will be an ongoing activity, and the completed engagement plan will help to plan for and guide activities during the development and implementation of the SEAP. It is important to review the plan, and the underlying stakeholder analysis, periodically, noting what has changed, new stakeholders who have since been identified and reviewing engagement. To help with this, it can be useful to consider the following questions:

- Have key messages and audiences been identified?
- Have indicators for communication impact, such as survey response rates or amount of data shared, been identified and monitored?
- Has a budget been set for the overall communications plan for the SEAP and for stakeholder engagement activities?
- What feedback has been received from your stakeholders during the engagement?