

Lessons and best practice from the Stratego Project Work Package 4:

Lessons for creating productive dialogue between local and national authorities



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STRATEGO (Multi-level actions for enhanced Heating & Cooling plans) is an Intelligent Energy Europe project which aims to support national authorities to draft their National Heating and Cooling Plans (NHCP), alongside developing the capacities at the local level to put these plans into practice.

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Lessons for creating productive dialogue between local and national authorities

About this report

This report focuses on lessons for creating productive dialogue between local and national authorities. This section gives a summary of the four national / local authority meetings which took place in each partner country. Challenges experienced during this process are discussed, followed by advice and lessons for practitioners wishing to develop greater national / local authority dialogue in their own contexts.

Best practice on national-local dialogue for effective delivery of heating and cooling plans

A key challenge of putting national heating and cooling plans into practice is ensuring that the national plans take into account the realities of the local contexts. Conversely, activities for local delivery and local plans should support with the visions set out in the national plans.

Therefore, an important part of the Stratego project activities focused on developing dialogue between national authorities and local authorities. This was done through a series of formal meetings which aimed to ensure that the local and regional plans developed through the coaching process were designed with national plans in mind, and vice versa.

Four meetings were held throughout the duration of the project in each learning country. The objectives of each of these meetings are summarised in Table 2.

Table 1: Overview of the four national authority meetings conducted by each Stratego partner during the project.

Meeting 1 – Building a relationship with the national authority

This first meeting provided an opportunity for project partners to introduce the Stratego project and relevant activities to representatives from the national authority. It also provided an introductory platform to identify the relevant national authority officials who were taking forward the National Comprehensive Assessment of the potential for combined heat and power and district heating and cooling (required under Article 14 of the EU Energy Efficiency Directive).

Meeting 2 – Discussion of identified project opportunities and mapping analysis

This meeting focused on outputs from research and mapping analysis conducted within work package 2 of the Stratego project. The research was used as a stimulus for discussion of the national authority's progress on national heating and cooling planning.

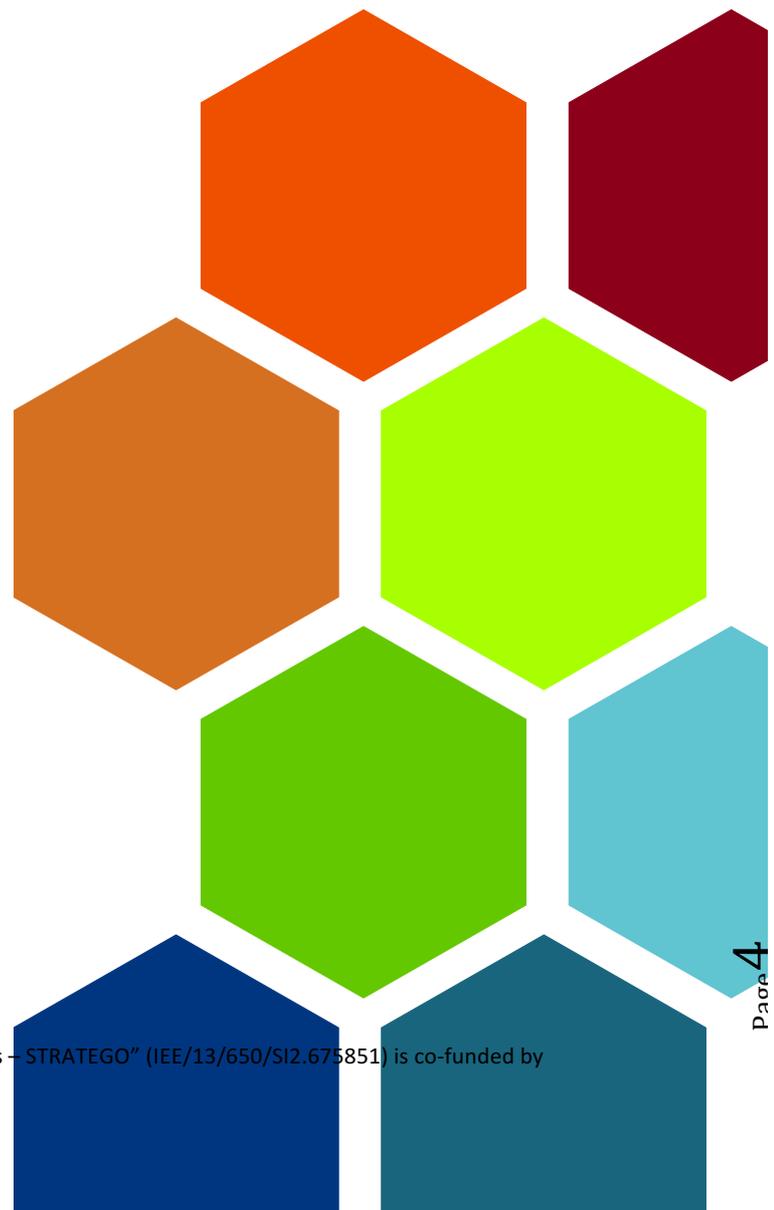
Meeting 3 – Developing guidance on integration of national and local / regional plans

An update was provided on progress with local activities in the Stratego project, including local heating and cooling mapping and feedback from coaching session activities. In some cases data from local mapping exercises were provided to the national authority to inform the national mapping exercise. Where possible, this was used as a basis for discussion of the role of local planning and how that fits in with the development of the national planning.



Meeting 4 – Review and refinement of the project outputs

The final meeting was used to share lessons and impacts from the local project activities. Where possible, opportunities for embedding some of these lessons into wider activities were identified in partnership with the national authority.



Summary of the Stratego national authority meetings

Austria

	NA meeting 1	NA meeting 2	NA meeting 3	NA meeting 4
What was discussed? (Technical results? Political results? Financial issues?)	<i>Coordination of different running projects and finding synergies for the mapping and potential analysis</i>	<i>Presenting STRATEGO to a broad audience, especially the process and the targets were interesting for the city representatives. Barriers on a technical/political/etc. level were identified and solutions for a local level developed.</i>	<i>The current state of the visualised map was shown and the data sources were discussed briefly</i>	<i>Final discussions on the mapping and the data sets</i>
What suggestions were made by the national authority on your activities?	<i>Different databases were discussed and some of them suggested for further usage for the mapping</i>	<i>To consider results from two other projects (“DHC research and technology roadmap” and “KWK/FWK Potentialanalyse”) which had influence on STRATEGO</i>	<i>To use the mapping for concrete areas and support with the results</i>	<i>Discussing the projects “HEAT_re_USE.vienna” and “PRoBateS” for further utilization</i>
How did you put these suggestions into practice in your project activities?	<i>The TU Vienna was commissioned from the ministry and was responsible for mapping in Austria. The outcome of this Project influenced the STRATEGO project in Austria. The discussed data bases were used.</i>	<i>Barriers on a technical/political/etc. level were identified and solutions for a local level were developed</i>	<i>The outcome of the mapping was useful for STRATEGO’s work with cities, especially in the bigger target cities Vienna and Graz</i>	<i>Identify potential operational waste heat sources and to evaluate their usefulness directly in the neighborhood or for district heating systems and discussing the issue with relevant stakeholders</i>
Did the national authority put any of your recommendations into practice?	<i>Technical and economic potentials were considered for the mapping</i>	<i>A broad audience showed interest and tracked activities of STRATEGO. Some of them also participated in the coaching sessions and transferred ideas and issues to a local level.</i>	<i>TU Vienna (who did the mapping) took the chance to talk to the STRATEGO persons which are responsible for the mapping for an exchange of experiences</i>	<i>Following goal has been implemented in the 2016 working paper of the RTI-Strategy “Innovative Vienna 2020”: “Settlement of data centres and evaluation of the utilization of the residual heat for city quarters”</i>

Belgium

	NA meeting 1	NA meeting 2	NA meeting 3	NA meeting 4
What was discussed? (Technical results? Political results? Financial issues?)	<p>Mainly political issues (how to regulate district heating ?) and financial issues (financial support to excess heat valorisation) were discussed:</p> <ul style="list-style-type: none"> - Results of the call for projects to valorise excess heat - Discussion on calculation algorithm for E-label for buildings and how heat from district heating grids is taken into account - Discussion paper presented by the two main Flemish grid operators - Introduction to the STRATEGO project 	<p>One political issue was discussed: the results of the survey among stakeholders on the priorities for a regulatory framework for district heating grids. The Flemish Energy Agency suggested, based on the discussion, to continue the discussion in 5 working groups focussing on following topics:</p> <ul style="list-style-type: none"> - The EPB-regulation - How to deal with vulnerable heat customers, defaults of payments - Definition of market roles - Technical issues, related to the connection, ... - Tariff structures 	<p>Mainly political issues were discussed:</p> <ul style="list-style-type: none"> - Discussion of the draft regulatory framework of district heating grids in Flanders - Presentation of STRATEGO project: progress made so far <p>There was quite some discussion concerning the main conclusion of the STRATEGO WP2: A heating and cooling policy that just focusses at reducing demand will tap only half of the full potential of an integrated heating and cooling policy, because a potential of similar significance can be found in designing the supply side for heat and cooling well</p>	<p>Mainly political issues were discussed:</p> <ul style="list-style-type: none"> - Presentation of the STRATEGO results - Discussion on the insights from the STRATEGO results and the identified needs for additional policy actions <p>The results show that local action plans on heating and cooling are vital to realise the Heat Roadmaps. The developed Belgian STRATEGO cases do show that this is a challenging task for the local authorities and that there is a need for a procedure for local authorities on how they can realise local action plans on heating and cooling.</p>
What suggestions were made by the national authority on your activities?	<p>VITO was at this time involved in carrying out the cost-benefit assessment for the Flemish Region on the potential of efficient district heating grids and high-efficient cogeneration, in accordance of the obligations of Art 14 of the EED. The Flemish Authorities requested VITO to fine-tune this activity with the conclusions from the deliverables of STRATEGO WP2.</p>	<p>It was suggested to VITO to examine potential market structures for district heating grids when elaborating some of the Belgian STRATEGO cases.</p>	<p>The regional authorities and the other participants to the meeting suggested VITO to examine the tipping point in cost-effectiveness between continued insulation of buildings (reduction of heating demand) and the deployment of district heating grids (building up the supply side).</p>	<p>No suggestions were given to VITO's activities of VITO in the framework of the STRATEGO project were given, as this meeting took place at the very end of the STRATEGO project. However, the Flemish authorities indicate that they have invested a lot in providing energy data on municipal level, heat demand maps and potential maps of various kinds of sustainable energy to support local authorities. The representatives of the local authorities express their gratitude towards to Flemish authorities for these investments and</p>

	NA meeting 1	NA meeting 2	NA meeting 3	NA meeting 4
				<i>confirm that these data and maps are very useful indeed</i>
How did you put these suggestions into practice in your project activities?	<p><i>The STRATEGO WP2 reports were used as inputs for the Flemish CBA assessment on district heating and cogeneration, more in particular the methods to estimate and map the cooling demand and to estimate the excess heat potential.</i></p> <p><i>In addition, a PhD student from Aalborg University (in charge of WP2 and of the Pan-European Thermal Atlas) has worked three months at VITO (Feb-Apr-May 2016) to compare two heat maps for the province of Limburg:</i></p> <ul style="list-style-type: none"> - <i>The extract for the province from the Pan-European Thermal Atlas</i> - <i>The extract for the province from the Flemish heat map, made in accordance with Art 14 of the EED</i> <p><i>This allowed to create a feedback loop from WP3 to WP2, as well as to improve the heat map of Flanders, showing demand areas and potential supply points.</i></p>	<p><i>VITO has carried out two studies on market structures of district heating for two STRATEGO case studies:</i></p> <ul style="list-style-type: none"> - <i>The market configuration for roles and structures of market players in emerging district heating systems – study for the STRATEGO case Kortrijk: http://stratego-project.eu/wp-content/uploads/2016/11/3b-Annex-STRATEGO-Kortrijk-DH-systems-market-roles-and-structures.pdf</i> - <i>The market configuration for more mature district heating systems fed by more than one source – study for the STRATEGO case Antwerp – see http://stratego-project.eu/wp-content/uploads/2016/11/3b-Annex-STRATEGO-Antwerp-Multi-source-DH-systems.pdf</i> <p><i>These cases illustrate that local conditions might dictate how the district heating market is organised the best.</i></p>	<p><i>There was no room left to examine this issue within the STRATEGO project; however, it is currently under study in the EFRD-project GeoWatt SALK. The results of this study are expected in the spring of 2017.</i></p>	<p><i>VITO announced the start of the new H2020 project PLANHEAT. The objective of this project is to make an open-source tool for local authorities to allow them to map and plan heating and cooling in their cities. The City of Antwerp also participates to this project as a validation city. The participants of this meeting express their interest in the PLANHEAT project and are looking forward to its results.</i></p>
Did the national authority put any of your recommendations into practice?	<p><i>The Flemish heat map was made publicly available, indicating where in Flanders the development of district heating based on excess heat from industry, waste incinerators or power plants can be a technical and economic feasible option.</i></p>	<p><i>A proposal for a regulatory framework for district heating has been presented by the Flemish authorities to stakeholders. It leaves enough room to structure local heat markets according to the local needs, as suggested by the conclusions of the two STRATEGO studies.</i></p>	<p><i>No recommendations could be given yet to the regional authorities.</i></p>	<p><i>(see above: the efforts taken by the Flemish authorities to support the local authorities)</i></p>

Croatia

	NA meeting 1	NA meeting 2	NA meeting 3	NA meeting 4
What was discussed? (Technical results? Political results? Financial issues?)	<i>The initial meeting was set up with the idea to present the general goals and scope of the STRATEGO project and the potential synergies with national plans and targets. Due to the fact that APN was named as the implementation body for the drafting of the National Heating and Cooling Plan (NHCP) in 2014 but they have not officially received this appointment a follow up meeting was planned soon after the first one to discuss possibilities.</i>	<i>The 4 created draft maps (Velika Gorica, Karlovac, Osijek and Topusko) have been presented and discussed. The progress of APNs inquiry regarding the appointment was unfortunately not resolved.</i>	<i>Between the second and third meeting, the Croatian energy institute EIHP was officially named the implementing body for the NHCP. The main purpose of the meeting was to assess the proposed STRATEGO methodology and the potential for cooperation between the two activities. The maps, project and overall goals have been demonstrated and discussed as well as the ideas EIHP has for the implementation of the Croatian NHCP.</i>	<i>The final meeting was held with a representative of the Ministry of Economy, the national body in charge of energy and with that the NHCP (EIHP contracted to do so). The end results of the STRATEGO project including PETA, the local maps, scenarios and projects were demonstrated and discussed. Mr. Makšijan from the Ministry recommended that the activities should be expanded nationwide but was unsure if funds for such a wide implementation could be made available. Smaller pilot projects were recommended.</i>
What suggestions were made by the national authority on your activities?	<i>The representatives of APN liked the proposed idea and methodology and suggested a detailed discussion about the possibilities to integrate it into the development of the NHCP when the time comes.</i>	<i>APN was satisfied with the scale and level of details of the demonstrated maps. They agreed, like the target cities, that the proposed scale will be adequate and suggested a tight cooperation with the cities to achieve plans that best suit their needs.</i>	<i>EIHP has access to surveys they create for the annual energy census and were curious if the data is compatible. They recommended that the results of the STRATEGO energy scenarios be compared with the results of the NCHP.</i>	<i>The expansion of the activities through pilot projects and the implementation of the identified projects trough, mostly, EU funding possibilities.</i>
How did you put these suggestions into practice in your project activities?	<i>The development of the methodology has continued according to plan. The recommended scale for mapping was accepted and implemented.</i>	<i>The methodology was implemented on Zagreb as well and the cooperation with the cities has continued. The developed plans were discussed and presented to the cities and their inputs were taken into account whenever possible.</i>	<i>We offered the methodology, our assistance and results to EIHP. The end results of the STRATEGO project and the NHCP were similar.</i>	<i>The STRATEGO activities will be continued and expanded in Croatia on the pilot case of Velika Gorica trough the PlanHeat project. Attempts to obtain EU funding for the identified projects are being investigated. UNIZAG FSB is a partner in several applications to national funds, H2020, UIA and similar activities which are related to the STRATEGO activities and can be used to fund some of the identified projects.</i>
Did the national authority put your recommendations into practice?	<i>Since this was the first, introductory, meeting the only recommendation from our side was that APN should stress the appointment as soon as possible in order not to waste time. They did so.</i>	<i>APN has continued to press the question regarding the appointment of the implementing body. We agreed that the next meeting will be arranged after the appointment of the implementation body.</i>	<i>EIHP recognized the positive impact that STRATEGO had through a letter of support for the project.</i>	<i>The ministry is considering the inclusion of the STRATEGO project methodology in the development of the next NHCP development.</i>

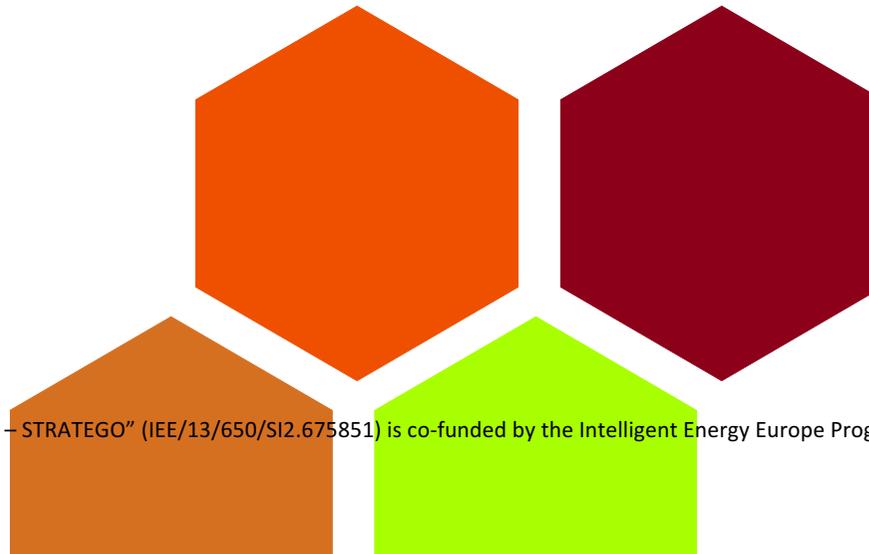
Czech Republic

	NA meeting 1	NA meeting 2	NA meeting 3	NA meeting 4
What was discussed? (Technical results? Political results? Financial issues?)	<i>We introduced the Stratego project, its goals and benefits for the Czech Republic.</i>	<i>We discussed the actual situation in the Czech Republic, what kind of data we need for the study „A comprehensive assessment of the potential for the application of high-efficiency cogeneration and efficient district heating and cooling in the Czech Republic” and explained process of mapping of heating and cooling demand.</i>	<i>We informed about the progress of work on the project, about output of the WP2, introduced scenarios of HRE, presented proposals of the concrete projects in Nový Jičín and Karviná (technical and financial parameters). We mentioned absence of regional energy concepts and they must be consistent with the national energy policy.</i>	<i>We presented conclusions and recommendations of the Stratego project. Deputy Minister (Ministry of Industry and Trade) thanked for the contribution of the Stratego project for the MSR and the CR and acknowledged further cooperation.</i>
What suggestions were made by the national authority on your activities?	<i>National authority did not suggest anything just approved our participation at the project and promised cooperation.</i>	<i>National authority agreed with our approach, no suggestions.</i>	<i>No suggestions were made by the national authority on our activities. Deputy Minister (Ministry of Trade and Industry) agreed with the concrete projects’ proposals and expressed support and willingness to cooperate on this project.</i>	<i>No suggestions</i>
How did you put these suggestions into practice in your project activities?	-			
Did the national authority put any of your recommendations into practice?	-			<i>MIT takes note of our findings and recommendations as for example requirement to replace obsolete fossil fuel boilers for the efficient district heating instalations, increasing share of cogeneration and recovery of excess heat from industrial production. MIT agreed that attention should be paid to the generation from renewable sources and also it is necessary to set motivational economic conditions for the energy recovery of sorted municipal waste. Our comments were incorporated into the studies „Comprehensive assessment of the potential for the application of high-efficiency cogeneration and efficient district heating and cooling in Czech Republic“.</i>

Germany

	NA meeting 1	NA meeting 2	NA meeting 3	NA meeting 4
What was discussed? (Technical results? Political results? Financial issues?)	<p>In the meeting the project Stratego was introduced with the expected roles of all partners. The city of Alsdorf and its projects were presented as well as the status of the heat mapping within Stratego and the tense financial situation of the city administration. The discussion covered the following issues:</p> <ul style="list-style-type: none"> • Connection and use obligation for district heating • Concessions • new technologies that could be applied in the city • financial support opportunities 	<p>The results of the heat mapping and the two projects in Alsdorf were presented. The discussion focused on the political and financial issues:</p> <ul style="list-style-type: none"> • How to convince the investor to think about an alternative to gas supply? The investor supports the standard solution (a gas network) with the argument "the obligation to connect to and use" a district heating network would decrease the value of apartments for sale for potential land lords. • Which financial opportunities does Alsdorf have? 	<p>The newest developments in the project of Alsdorf were presented, focusing on project c):</p> <ol style="list-style-type: none"> Utilization of area for PV- installations (instead of solar panels as it was considered before). Idea of utilization of the mine water, technology: heat pumps. Development of the new area with 160 apartments 	<p>This meeting was unable to take place due to the lead contact person from the learning city of Alsdorf leaving their post due to a critical situation in the city administration, no new contact person was introduced to AGFW and so the final meeting could not take place.</p>
What suggestions were made by the national authority on your activities?	<p>The representative of ministry suggests the cost comparison among alternatives being conducted for both projects developed as the next stage within STRATEGO.</p>	<p>The representative of the national authority proposed the following:</p> <ul style="list-style-type: none"> • try to guarantee the heat price for more years to come (although this argument is of relevance for the future heat consumers but less for the investor) • to present a small CHP installation as an environmental solution <p>He informed about the amendment of the CHP law with improved conditions for a small-scale CHP installations. The second option of the financial support from the state is the Mini-CHP programme with the project being realized in the second half of the next year.</p>	<p>The representative of the Ministry raised the issue of the comparability of Danish conditions with the framework in Germany. The members of the National Advisory Group confirmed the comparability with two comments on rather higher costs in Germany. The representative of the national authority approved the steps of the city of Alsdorf.</p>	

	NA meeting 1	NA meeting 2	NA meeting 3	NA meeting 4
How did you put these suggestions into practice in your project activities?	<i>Together with our Danish project partners a cost calculation for the new housing area has been conducted. It compared different supply solutions, different fuels. The results of the calculations have been discussed with the local authority, the investor and the utility.</i>	<i>All the above-mentioned suggestions have been taken into consideration during the meetings with city administrations, investors and utility and within the planning process for the new housing area in Alsdorf.</i>	<i>The issue of comparability of the Danish calculation results have been discussed with the local authority and the utility. The local utility calculated different supply solutions once again by its own, considering the German frameworks, and came to the same result. The utility and the authority are preferring a small-scale district heating network with the possibility to include renewable energy sources. The investor still has to be convinced.</i>	
Did the national authority put any of your recommendations into practice?	<i>No, the representative from the Ministry doubt the influence of the national authority on the heating and cooling plans at city level, among other reasons the federal character of Germany can be listed. National authorities will play a bigger role in other EU states.</i>	<i>No, the representative from the Ministry doubt the influence of the national authority on the heating and cooling plans at city level, among other reasons the federal character of Germany can be listed. National authorities will play a bigger role in other EU states.</i>	<i>No, the representative from the Ministry doubt the influence of the national authority on the heating and cooling plans at city level, among other reasons the federal character of Germany can be listed. National authorities will play a bigger role in other EU states.</i>	



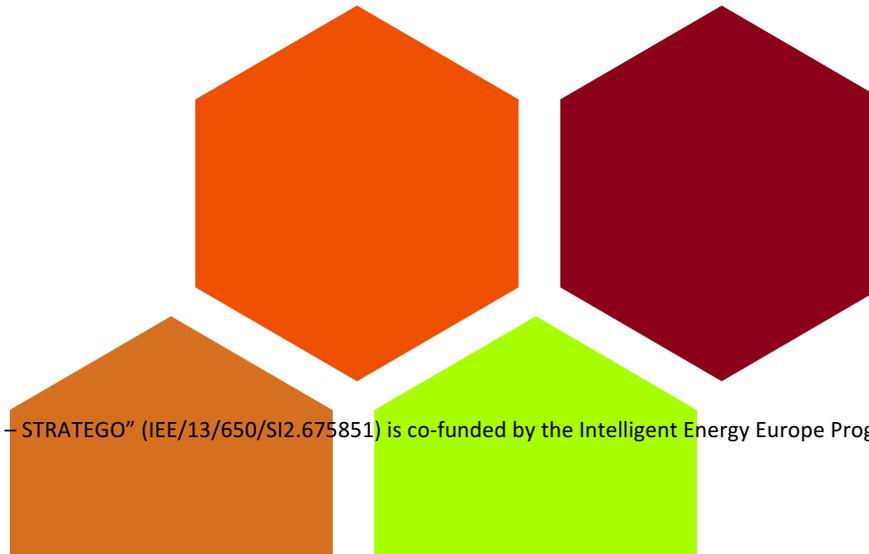
Italy

	NA meeting 1	NA meeting 2	NA meeting 3	NA meeting 4
What was discussed? (Technical results? Political results? Financial issues?)	<i>Heating systems and the possibility of recovery of waste heat otherwise lost, 2012/27 European Directive on Energy Efficiency Whereas 35 and Article 14. Introduction of the Stratego Project and its aims, goals and supporting activities.</i>	<i>Presentation of the work carried out under WP2 of the Stratego project, for the development of maps for heating and cooling needs at Italian national level Presentation of the results from the model used to analyse different ways for the fulfilment of heating and cooling needs for the future in Italy Presentation of the suggested “optimal” solution for the fulfilment of Italian heating needs Presentation of the undergoing work and methodologies adopted by GSE for preparing Italian NHCP as requested by art. 14 of European Energy Efficiency Directive</i>	<i>Technical, statistical, law complying issues has been discussed (EED 2012/27/UE Directive, the EED Italian adoption by Decree D.Lgs. 102/2014, the EU Heating and Cooling Strategy, the Stratego Work Package WP2 outcomes and an identified project).</i>	<i>Several policy issues related to heating has been discussed, and also the Stratego Conclusion for Italy.</i>
What suggestions were made by the national authority on your activities?	<i>ACS presented, during the meeting, a possible role of the Italian national authority in Stratego Project.</i>	<i>GSE explains that, in order to fulfil requirements of art. 14 of Energy Efficiency Directive for Italy, they are first of all performing studies to assess High Efficiency CHP and DHC potential in Italy. For achieving this they are using local and regional energy planning, where available, and they are using data from EUROSTAT.</i>	<i>National Authority found important the role of district heating (example: the case for Milano, discussed during the meeting) for its benefits in terms of “overall system”, considering that such a project could have positive effects on the territory, and found important the “recovery energy aspects”.</i>	<i>National Authorities presented its work, done for the art.14 study, illustrating also the sources of information: within several sources, they mentioned also the Stratego presentations made by A2A (national authority meetings).</i>
How did you put these suggestions into practice in your project activities?	<i>ACS, although did not received specific rules by national authorities, work trying to keep informed and involved the national authority, by means especially of the national authority meetings.</i>	<i>The meeting did not explored new suggestions to put in practice.</i>	<i>Stratego project is already developing taking into account the potential from the recovery of “excess/waste heat”.</i>	<i>Above indication was not suggestions.</i>
Did the national authority put any of your recommendations into practice?	<i>National Authority issued the document “Valutazione del potenziale nazionale di applicazione della cogenerazione ad alto rendimento e del teleriscaldamento efficiente”, although in this document there is not a formal reference to the Stratego Project.</i>	<i>See previous answer.</i>	<i>By now, there is no a clear evidence of this, but it is possible that, in future developing, that could be occur.</i>	<i>By now, there is no a clear evidence of this, but it is possible that, in future developing, that could be occur.</i>

Romania

	NA meeting 1	NA meeting 2	NA meeting 3	NA meeting 4
What was discussed? (Technical results? Political results? Financial issues?)	<p><i>It was presented the STRATEGO Project and its objectives:</i></p> <ul style="list-style-type: none"> - <i>Context of the project development</i> - <i>Facts & figures</i> - <i>Mapping thermal needs and sources</i> - <i>State of the art in terms of heating and cooling for City of Tulcea and City of Alba Iulia</i> - <i>Defining of areas for intervention</i> - <i>Transfer of know-how: Coaching sessions</i> <p><i>The NA explained that it is necessary improving the Romanian legislation that would not allow the disconnections in the area of the DH systems supplying, especially when are made investments, the current law allows disconnections in any situation.</i></p>	<p><i>Mainly political issues. All participants agreed that the STRATEGO project is challenging and useful as good example for local and national authorities in taking concrete actions to improve the heating and cooling plans. There was is also sometimes a political disagreement within the members of the same Local/National Authority regarding DH systems promotion and NCHPs preparation.</i></p>	<p><i>STRATEGO project objectives, activities performed, final results. Discussions of how the local projects can be replicated on national level. Discussions on how the STRATEGO results and approach could be used as input in drafting the Romanian National Energy Strategy 2016-2030</i></p>	<p><i>National authority representatives attended the final dissemination event of the Stratego project.</i></p>
What suggestions were made by the national authority on your activities?	<p><i>The national authority agrees with the project activities. The representatives of national authority recognized that STRATEGO project is challenging and ambitious and assured us, as local partner, with support and feedback on the project development period.</i></p>	<p><i>They agree with the project activities. No special suggestions were made</i></p>	<p><i>All participants agreed that the STRATEGO project could be an example for an appropriate energy planning and DH systems promotion as well. The national authority recognized that STRATEGO Project was challenging, ambitious and useful and it should be continued by the local/national authorities after termination. The interactive maps could be used further by the stakeholders and policy makers.</i></p>	
Suggestions into practice?	n/a	n/a	n/a	

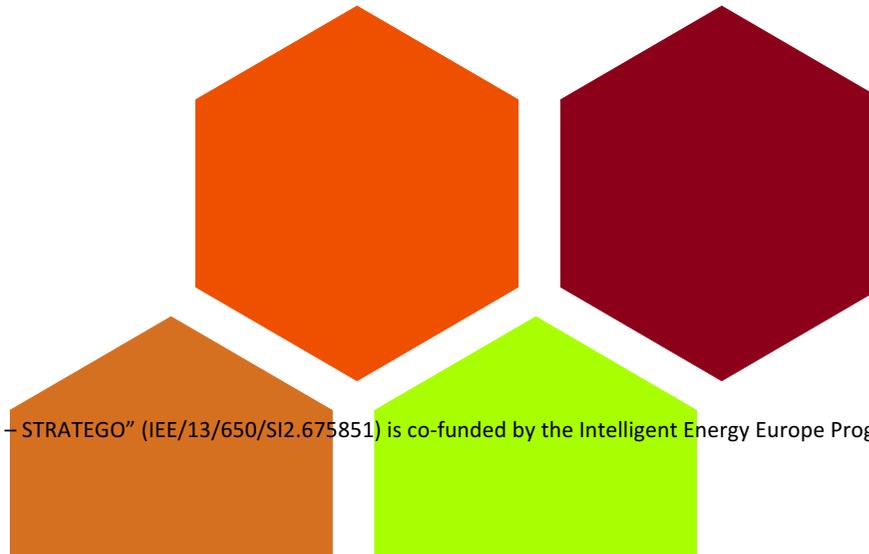
<p>Did the national authority put any of your recommendations into practice?</p>	<p><i>They agree that the activities developed by the learning cities based on Local Heating and Cooling Plans and Maps could be a valuable examples for other Romanian's cities. They agree to use the results of STRATEGO Project (mainly, the Thermal Atlas for Romania) in order to develop the new Romanian National Energy Strategy.</i></p>	<p><i>In Romania, the year 2016 was full of changes within political decision makers, as it was an election year, therefore the interest of National representatives in energy planning process was quite low. They were focused on political campaigns and other political issues.</i></p>	<p><i>The national authority continues to prepare the NCHPs, as required by EU Directive (the deadline for national heating and cooling plans being the end of 2015, which is currently exceeded); The interactive maps and best practices from Tulcea and Alba Iulia cities could be used further by the stakeholders and policy makers for developing the Romanian National Energy Strategy 2016-2030. STRATEGO results have to be included as input for the National Energy Strategy that shall be further developed by the national authorities (ministries, regulators, other organizations). Moreover, the energy planning on National Level should follow the planning used in STRATEGO for the learning cities: mapping, establishing the priority of area for intervention, business models and projects implementation. Tulcea and Alba Iulia Cities fully implemented our recommendations.</i></p>	
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Scotland

	NA meeting 1	NA meeting 2	NA meeting 3	NA meeting 4
What was discussed? (Technical results? Political results? Financial issues?)	<i>Two National authority representatives from the Heat and Energy Efficiency team of the Scottish Government attended the first Stratego coaching session. This gave them an opportunity to hear and take part in the discussions of the local authorities at the workshop, as well as expert presentations from the Danish Stratego partners.</i>	<i>This meeting brought together members of the Scottish Government Heat and Energy Efficiency Team, as well as economic analysts who were feeding in information into the UK-wide Comprehensive Assessment for Article 14. David Connelley from Aalborg University presented the Stratego research findings from WP2 and answered question on the methodology used.</i>	<i>This meeting was held as the Scottish part of the UK Government's consultation on the Article 14 National Comprehensive Assessment. The meeting discussed the Scottish heat policy context, and the methodology used for calculating the UK's National Comprehensive Assessment was discussed. The results of the Stratego project WP2 research were presented as an example of the potential level of district heating in the UK.</i>	<i>This meeting brought together a range of Scottish Government officials from a range of departments including energy efficiency, offshore oil and gas, the Europe Office and the Heat policy team. A presentation was given covering the issues and feedback from local authorities highlighted within the project activities, and challenges and best practice for how the capacities of local authorities could be further developed to support strategic development of district heating, and energy development more generally.</i>
What suggestions were made by the national authority on your activities?	<i>No explicit suggestions were made</i>	<i>Detailed questions were asked of the WP2 research, including querying modelled assumptions about heat demand and supply sources for Scotland.</i>	<i>No suggestions were made</i>	<i>Attendees at the meeting asked the following questions:</i> <ul style="list-style-type: none"> - <i>How do you think that planning for district heating can be incorporated into wider low carbon energy planning?</i> - <i>What do the project experiences suggest for policy development at the European level?</i> - <i>How much waste heat from industry is available and how can it be utilised in district heating?</i> - <i>Could district heating ownership be split up into heat supply, distribution and end-user supply, in a similar way to the electricity sector?</i>

	NA meeting 1	NA meeting 2	NA meeting 3	NA meeting 4
How did you put these suggestions into practice in your project activities?	<i>The Scottish Stratego activities were designed to support the wider District heating strategy support programme (see below), as well as offering specific international coaching to the 7 Stratego local authorities.</i>	<i>The questions were answered in detail, with follow up information and detailed reports provided to the analysts after the meeting.</i>	<i>n/a</i>	<i>Further information was sent to attendees after the event.</i>
Did the national authority put any of your recommendations into practice?	<i>A District Heating Strategy Support Programme was launched the following year, which offered support and coaching to all of Scotland's 32 local authorities to develop local district heating strategies.</i>	<i>The detailed WP2 reports were considered by the Scottish Government analysts team and understanding was gained on the requirements of energy system modelling for district heating.</i>	<i>In her presentation at the event, the Head of Heat Policy at the Scottish Government highlighted the contribution of the Stratego project, including the need for multi-level working, and the Stratego WP2 research and the significant potential for DH. She also went on to speak at and attend a number of the Stratego local stakeholder events.</i>	<i>The District Heating Stratego Support was renewed for another year. A specific programme of work was added focusing on Stakeholder Engagement after the success of these activities within the Stratego project.</i>



Challenges of establishing national – local dialogue

- Local authorities often did not have an established role informing the national heating and cooling planning process.
- It was difficult to find the right government departments and officials to engage with since it was not always clearly defined where responsibility for national heating and cooling planning sat within Government departments.
- The governance set-up of national, regional and local authorities needs to be considered when establishing a process for dialogue. For example, Spain has approximately 8,000 local authorities, which are separated from the national authority by provincial and regional governments. It is therefore necessary to establish a means for collating experiences and perspectives at the local level in a manageable form to inform national government planning processes.

Advice for developing national – local dialogue

- If possible establish a long-term platform that can continue to facilitate discussion between local and national authorities. This issue requires long-term dialogue and development.
- Involve representatives from national authorities in coaching sessions, study visits, and stakeholder engagement sessions where possible. This enables them to interact directly with local authorities and understand the complex challenges of project delivery.
- During engagement with local stakeholders (e.g. coaching sessions, stakeholder engagement, technical advice), note down ideas and challenges that cannot be dealt with at the local level. Where possible, share a summary of these comments to the relevant national government representatives to inform their policy development.
- Establish political agreement and recognition of the roles of local, regional and national authorities in the process of heating and cooling planning
 - Heat mapping is not the only important element of a heating and cooling plan. Other aspects including local and national policy support, regulations, consumer engagement and behaviour change, stakeholder holder engagement, supply chain development and capacity building are needed to be able to realise opportunities.
 - At present the energy efficiency directive does not make it clear that a strategy is needed to support delivery of the national comprehensive assessments.
 - Establish a commitment to develop the skills and resource of local authorities to enable them to take on relevant responsibilities.