

# Future Energy Landscapes:

## A new approach to local energy planning

**Facilitation guide**

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## Photos

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## Background

The Future Energy Landscapes (FEL) workshop design allows members of a given community to discuss, in a strategic way, how they feel energy use and energy generation might be best developed in their locality. It also allows them to produce a FEL community energy plan that outlines the mix of energy generation and energy saving technologies that they think is appropriate for their area.

Crucially, the energy planning discussions are first grounded in a wider discussion of how residents interpret and value the community and the landscape in which it sits. The design of the workshops hinges on two key principles:

The outcome of discussions on energy planning can only hold weight if community actors first have the chance to centre their thinking on the nature of their community: space to understand better what values they place on their local landscapes, services, social networks and cultural life, and;

People need time to process their decisions on complex matters, and reflect them back to themselves and those close to them, before coming to any final conclusions.

For this reason, the workshops methodology is made up of three phases: two workshops, separated by a period of reflection and discussion with participants' wider networks of friends, family and colleagues.

**Phase A:** Initial workshop, full day

**Phase B:** Reflection period, over approximately 10 days

**Phase C:** Reconvening workshop, 2 hours

A full report of the design process, rationale and policy implications of the FEL workshop methodology can be accessed at [www.cse.org.uk/fel](http://www.cse.org.uk/fel)

Case studies of the trials of the FEL workshop methodology can be accessed from the same page.

## Partners

The Future Energy Landscapes workshop methodology was designed and part-funded by the Centre for Sustainable Energy (CSE), with support and match-funding from the Campaign to Protect Rural England (CPRE). Both organisations believe that a genuinely transformational energy transition requires better public understanding, considered consent and a strategic approach to energy planning at the local level. Communities need to be given the thinking space to consider the options for low carbon transitions outside of the normal planning application processes. Space needs to be created and processes developed that allow consideration to be given to future energy infrastructure in a hypothetical sense, rather than when the mind is focused on an individual application for a specific installation in a pre-determined location, which is the natural result of the consultation process that accompanies a planning application.

CSE and CPRE were advised throughout the development of the process by the University of York and the University of Exeter.

## What is the purpose of this guide?

The aim of this guide is to provide detailed instructions to practitioners involved in energy planning who wish to run the Future Energy Landscapes workshop process in local communities. The guide refers to other resources which form part of the 'facilitation pack'- the materials and information needed to run the workshops. The full suite consists of:

### **1 This document (The Future Energy Landscapes Facilitation Guide)**

This document gives detailed instructions on running the workshops process, including how to advertise and recruit for participants, advice on appropriate venues and setting up, materials, costs, data collection and recording.

### **2 The Future Energy Landscapes slide decks for the Phase A workshops**

There are slides that relate to each of the sessions outlined in the timetable for the workshop. You will need to enter information specific to your community on a few of them, and this is indicated on the slides in red text.

### **3 Full facilitators' timetable for the Phase A workshop**

### **4 The Future Energy Landscapes slide decks for the Phase C workshop**

There are slides that relate to each of the sessions outlined in the timetable for the workshop. Several of these need to be filled out with information that you will need to synthesise from the outputs of the Phase A workshop. The slides are headed with the theme headings from the Phase A workshop and indicate which session outputs should be entered into each. Places where text needs to be entered are indicated with red text.

### **5 Full facilitators' timetable for the Phase C workshop**

A major part of the Future Energy Landscapes process is the development of a community energy plan, which is carried out using the Community Energy Saving And Renewables (CESAR) tool. The resources therefore also include:

### **6 The CESAR tool setup and user guide**

This document describes how to set up the CESAR tool before use so that it contains the correct data and technology choices for the community in question. It also contains notes on running the exercise itself with the aim of producing a FEL community energy plan.

### **7 The CESAR tool Excel workbook:**

This workbook contains a worksheet that is used to calculate how much of a community's energy demand would be met by specific technology choices, and must be populated with data beforehand.

### **8 The Energy Monitors spreadsheet**

This is a reference spreadsheet that allows you to calculate the number of electricity meters in the area, which is needed for the 'CESAR tool Excel workbook' to make correct calculations.

### **9 The CESAR tool videos**

These videos are for use by facilitators at the start of the CESAR session, enabling them to explain the energy generation and energy saving options to the participants via short films.

### **10 The CESAR tool printable cards and posters**

The CESAR tool is made up of a series of cards that are used to lay out the 'main planning table' (where participants using the tool will lay out their technology selections. Alongside this, there is a series of posters that are used to describe the technologies and act as reminders during the CESAR session, and the cards that the participants use to select the energy technologies they wish to include in their FEL community energy plan. These are all downloadable, and saved as Word documents rather than pdf so that they are editable. This allows a facilitator with expert energy knowledge to alter the size and output

of different technologies on the cards and posters (e.g. instead of offering a 90kW AD plant, it could be scaled up to 500kW in an area with lots of agricultural waste and potential for a larger installation).

#### **11 Participant data sheet**

This is for collecting details of people who register for your workshop.

#### **12 The FEL facilitator checklist**

This is a tick-list for equipment and materials needed for both workshops, which a facilitator can use to ensure they have all that they need when preparing to run FEL workshops.

#### **13 Ground rules**

#### **14 Session G1 prompt sheet**

#### **15 Homework slips**

The resources can be accessed here at [www.cse.org.uk/fel](http://www.cse.org.uk/fel)

## **Who should run a Future Energy Landscapes process?**

This guide assumes that you are running the workshops on behalf of:

- A parish or town council or neighbourhood forum, to feed into the evidence base and policy setting for a Neighbourhood Plan that is currently in development.
- A local authority officer tasked with developing an energy strategy and/or policies for the wider local authority area (or combined authority area). In such a case, multiple Future Energy Landscapes processes should be run at the parish level or similar geographic scale, and the results of those processes should be combined to inform a district-level strategy and policy.

While the workshop resources have been written with the above audience in mind, you may also find this a useful process if you are:

- A group of volunteers from a local community or sustainability group who wish to influence local decision-makers to take into account local desires around energy planning.
- An academic who wishes to run the process in one or more communities, for example for the purposes of research into public attitudes towards energy transitions.

## **Skills needed**

To run the Future Energy Landscapes public engagement workshops, you will need:

- Experience of running public open meetings, and a good understanding of facilitation skills<sup>1</sup>.
- A good understanding of the main renewable energy and energy saving technologies currently implemented in the UK<sup>2</sup>. If you personally don't have this, then you are strongly advised to work with a second facilitator who does.
- The ability to use Microsoft Excel, Word and PowerPoint.

1 A useful refresher on facilitation skills can be found in the CSE PlanLoCaL pack at [www.planlocal.org.uk/planlocal-community-renewables/group/planning-promoting-and-facilitating-events](http://www.planlocal.org.uk/planlocal-community-renewables/group/planning-promoting-and-facilitating-events)

2 To some degree this has been addressed through the provision of a video resource that introduces workshop participants to the range of energy generation and saving technologies used in the CESAR tool. However, a good working knowledge of renewable energy and energy efficiency technologies would help the facilitator to manage and support the discussions that the attendees will have once implementing the tool, and is recommended wherever possible.

## People needed to run the process

It is strongly advised that you have two facilitators for the Phase A workshop, because there is considerable extra administration in marking up flipcharts, dealing with refreshments etc, that could leave you run off your feet if you are running this alone. The Phase C workshop can be run by a single person.

## Number of attendees

The workshop can be run with groups of up to 16 people using the timetable and session design given. If you have more than 16 people, you will need to split them into groups for some of the work and then reconvene the small groups – you may need to extend some of the sessions to accommodate this.

## Time allocations

If you wish to run the FEL workshops in your community, we recommend that you plan to advertise the events 6-8 weeks in advance to encourage people to come.

You will need to allow the following preparation and delivery time:

### Materials preparation and reading time

- 2 hours to read and absorb this guide.
- 2 hours to familiarise yourself with the full workshop structure for both workshops.
- 2 hours to familiarise yourself with the CESAR tool.
- 4 hours to collect the data relevant to your area for the CESAR tool and enter it into the 'CESAR tool Excel Workbook' (see document 6, the **CESAR tool setup and user guide** for instruction on how to do this).
- 3 hours to prepare your large scale community map (see page 10-11 for how to do this).
- 3 hours to source and prepare your materials (coloured post it notes, delegate stickers, etc.).

Total materials prep and reading time: 16 hours (approximately 2 working days).

### Recruitment and advertisement

This depends on your existing networks and how well known you are in your local community. However, we suggest that you allow for the following:

- 3 hours to design posters or flyers for the event
- One hour per 100 homes leafleted (if you intend to deliver leaflets to individual homes, and assuming they are terraced or close together).
- 4 hours to liaise with local press, social media networks, local shops and local venues who will display your recruitment literature.
- 3 hours dealing with enquiries from potential participants – you can use the 'participant data sheet' (Document 11) of this resource pack to collate details of the participants.

Total recruitment and advertising time: 10 hours (approximately 1.5 working days)

## Venue and catering

Again, this depends on how many venues there are in your local community, but allow:

- 2 hours for researching and booking venues.
- 2 hours for arranging catering – remember to allow for dietary restrictions that any participants have told you about, which you will have already collated on the enquiry form (appendix A).

Total venue and catering time: 4 hours (approximately half a day).

## Delivery

The Phase A workshop is a 7-hour day plus setup and breakdown.

- Allow for 1.5 hours to set up and a further 1.5 hours breaking down and packing up on top of this. (10 hours total).

The Phase C workshop is a 2-hour meeting plus setup and breakdown.

- Allow an hour to set up and around half an hour to break down and pack up on top of this. (3.5 hours total).

(Phase B of the process is 'homework' which the participants do themselves, so you do not need to allocate officer time for this).

## Analysis and write up after the workshops

This is very variable and depends on the reasons for running the workshop – if you just want to use the FEL energy plans that emerged and the minimal write up of the process itself, then you could allow for just a few hours concluding what happened in the Phase A workshop (when preparing for the Phase C workshops) analysing the discussion in the Phase C workshops, and describing what the final FEL community energy plan is that emerged. However, this could still amount to a significant amount of time if you are running the process several times in the same local authority area in order to generate multiple plans that can be combined to use as the evidence base for a local authority strategy. In addition, analysis and write up, even of one workshop, could extend to several days' work if you are having the workshop recorded and transcribed, and are writing up the process as well as the outputs, or analysing key discussion themes.

### TOTAL TIME

Element	Time (hrs)	Time (approx. days)
Materials prep and reading time	16	2
Recruitment and advertising	10	1.5
Venue and catering	4	0.5
Delivery of workshops	13.5	2
Analysis and write up	Variable: 3-20 hours	Variable: 0.5-3 days

As the above table demonstrates, running the FEL workshops in each community requires a time commitment of around 6 working days for the main individual running the process. Since the first workshop is best run with two facilitators, a second person is also required for around 10 hours to help with that event.

## Costs

You will need to provide a venue and refreshments for attendees. You will also need to print and prepare various maps, and provide post it notes, pens and coloured stickers. You may also need to pay for hired equipment such as projectors, if you don't have your own, and cover the costs of staff/officer time. Allow a budget for:

- Venue hire: A venue that will comfortably fit up to 16 people for this workshop should be around £40-£80. Most communities have a venue that can accommodate this number of people easily (Womens' Institute Hall, Church Hall, Community Centre). If you are intending to run the workshop with more people, you may find that the venue costs rise disproportionately with the number of attendees and that this in itself is a good guide to the size of group you should limit yourself to.
- Catering for Phase A workshop – estimate £1.50 per person for tea and biscuits, multiplied by three (two breaks, plus arrival refreshments). Estimate £7 per person for a cold buffet lunch.
- Catering for Phase C workshop estimate £1.50 per person for tea and biscuits multiplied by two (one break, plus arrival refreshments).
- Flipchart paper for the exercises and the big map – one flipchart pad will cost around £5 and should be enough for the whole process.
- Post it notes – You need to provide mini-post it notes in 4 different colours (38mm x 51mm). You will also need larger square post it notes in a single colour (76mm x 76mm). We recommend real Post-it notes rather than cheaper versions because you will end up with a lot of notes stuck to your map and they need to be very sticky or they will start dropping off). Packs of 12 mini pads like this cost about £11. You can break each mini pad into three so that each participant has four colours each).
- Plain envelopes – allow about £2 for a pack of 20.
- Pens – we recommend black Berol Colourfine pens, which are around £10 for a pack of 12. (The thickness of the nib stops people writing too small on their post it notes, so avoid cheap ballpoint pens).
- Coloured stickers – if you want to be able to track exactly which attendee wrote on which post it note (useful for research purposes, but unlikely to be needed for general statutory planning purposes), you can issue the participants with small sticky dots, stars or squares so that each person has an identifiable marker that they add to each post it note they use. Allow about £2 per bumper pack of stickers – you'll need to buy several packets to make sure you have enough shapes and colours so that each participant can have a unique identifier.



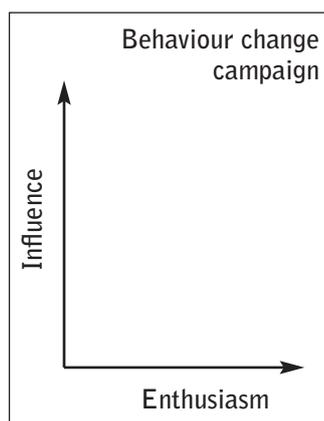
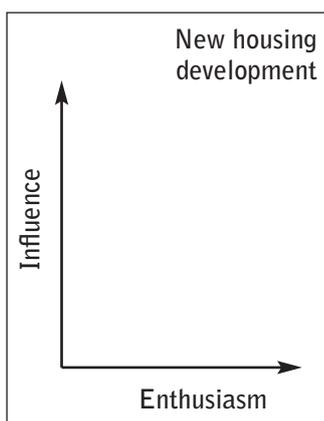
- Staff time if paid staff or consultants are helping to run the workshops – this will vary considerably with the level of experience but you could expect to pay £350 to £600 per 8 hour day for an experienced facilitator if you do not feel you can run the process yourself.
- Staff time for analysing the outputs and writing up a report – again, assume £350 to £600 per day if you are using professional researchers to code and analyse your transcripts.
- Transcription costs for the recordings – you may want to transcribe the recorded workshops depending on your final analysis or evidence needs. Same-day or short turnaround transcription is very expensive, but if you can wait a week or so you should be able to get this done for around £1.20 to £1.50 *per recorded minute*.
- Incentives – you may wish to offer an incentive to participants to attend the workshops, this is often done for research projects but is less common in community participation. However, if you have concerns about there being a high rate of attrition between the two workshops, it could be appropriate. £50 to £100 per person is an appropriate rate. The payment should be made at the end of the second workshop and you should make it clear when signing people up that payment is contingent on the individual attending both workshops.

### TOTAL ESTIMATED COSTS

Venue	£40 to £80
Catering	£250
Materials	£60
Staff time	£2,600 to £4,500 (depending on day rate of staff)
Incentives	£750 to £1500 (useful if there are concerns about an attrition rate between workshops)
Transcription	£1500 (only worth the investment if using the workshops for detailed research purposes)

## Materials needed

- A large map showing the ‘boundary’ of your the community, as you have defined it. The community boundary that you use should be the same as that used when you are determining the number of households in your community for filling out the ‘CESAR tool Excel workbook’ (See ‘CESAR tool setup and user guide’ for how to do this ).
- 3 Flipchart sheets, marked up as follows:



*'Who are the individuals and groups who are influential in deciding what happens around here?'*

- Printed copy of document 13 'Ground Rules' sheet, and document 14 'Session G1 prompt sheet' (which is used for the session when using the CESAR tool).
- A copy of document 2, the Future Energy Landscapes slide decks for the Phase A workshop (download from [www.cse.org.uk/fel](http://www.cse.org.uk/fel)) – you need to adjust slides 1 and 20 with information specific to your community beforehand. (After the Phase A workshop is complete, you will also need a copy of the Future Energy Landscapes slide decks for the Phase C workshop. You'll need to adjust slides 1, 2, 3, 4, 5 and 7 with information specific to your community, which you will do after the Phase A workshop, using the outputs of that workshop.)
- A copy of document 7, the 'CESAR tool Excel workbook' – you need to enter the data for your community beforehand (see document 6, CESAR tool setup and user guide for how to get this data and where to enter it into the tool). You can download both from [www.cse.org.uk/fel](http://www.cse.org.uk/fel).
- An envelope for each participant with their name on it containing:
  - A pen with fat nib
  - A stack of 38 x 51 mm post it notes in four different colours
  - A stack of 76mm x 76mm post it notes
  - Sticky dots or stars to use as their unique identifier (if you wish to be able to identify their work or comments later).
- A recording device – if you intend to record and transcribe the workshops, you will need at least one (preferably two) recording devices. Don't rely on using phones; although most smartphones can do this, you may find the quality is not good enough for transcription, particularly in group work.

## Arranging the room

Lay out tables either cabaret or boardroom style if possible – lecture hall style is not appropriate for this workshop.

Hang the large community map (see next section for how to prepare this) on one wall where everybody will be able to see it (it doesn't matter if they will need to turn around for this as they won't be looking at it all the time). Make sure it is in a place where they can all walk to it and stick things to it or write on it without getting in each other's way.

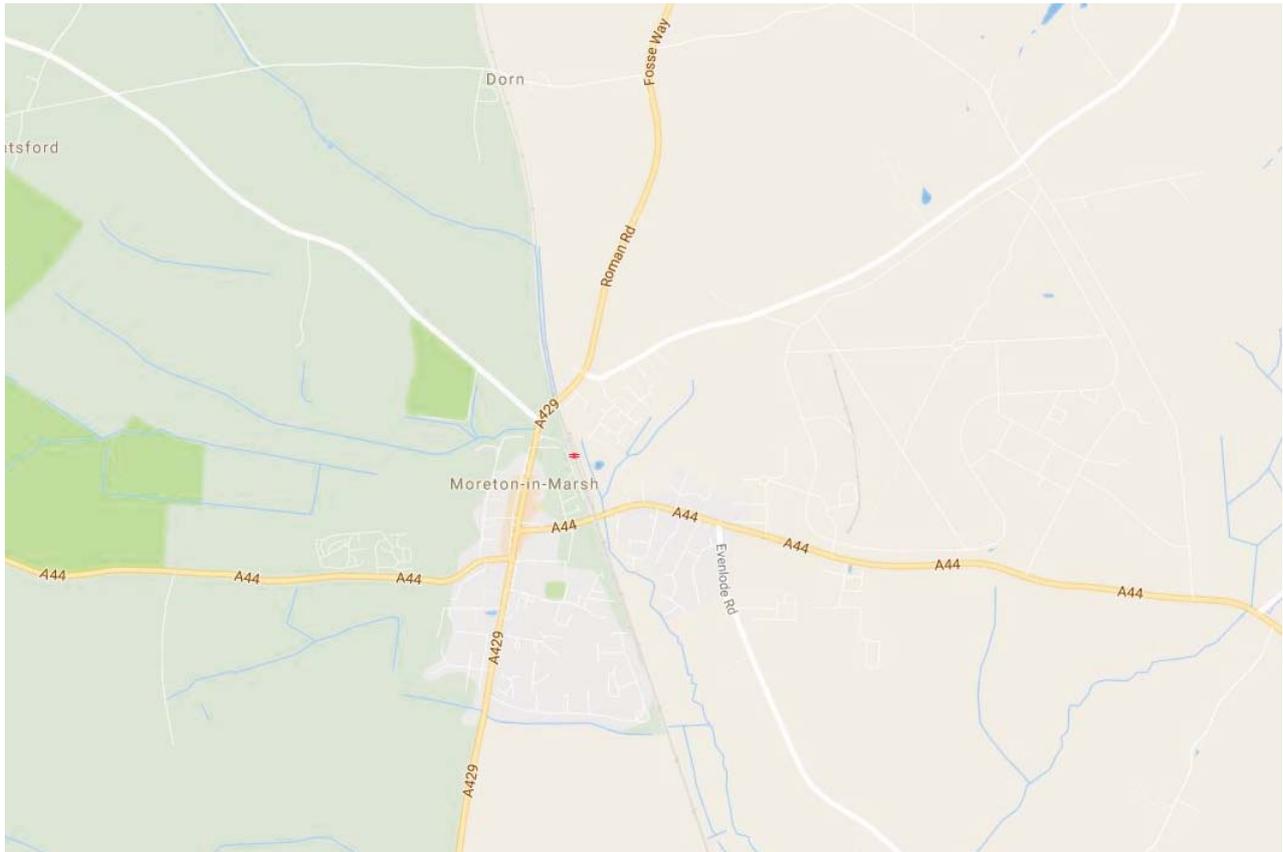
Find a place for a projector screen (or a blank bit of wall) where all attendees can see it at all times.

## Guidance for running the Phase A workshop

In order to run this workshop you will need to have populated the 'Working' tab within the 'CESAR tool Excel workbook'. The process for doing this is described in detail in the separate guide 'CESAR tool setup and user' which you can download at [www.cse.org.uk](http://www.cse.org.uk)

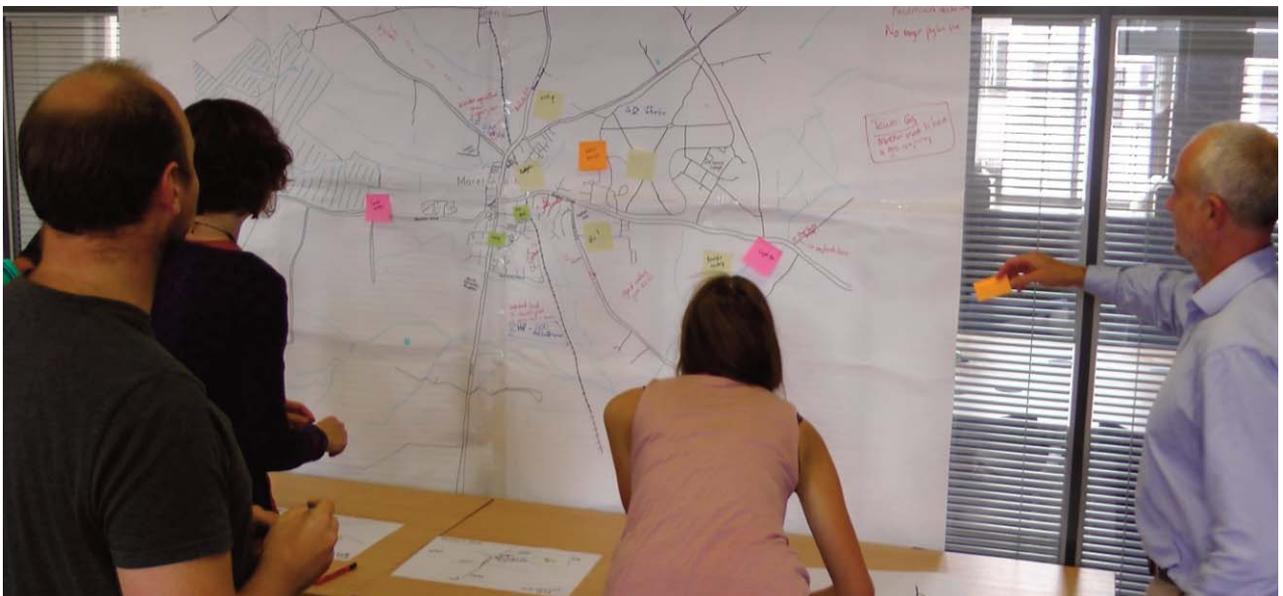
You will also need to produce a large community map, including a reasonable area of landscape around the settlement itself. As an example, right, is a community map used for these workshops in Moreton in Marsh, Gloucestershire.

You will see that the main settlement is central to the map, with a broad boundary of rural land all around, and it covers the whole parish. Use Google Maps or similar to get a similar map centred around your community of interest, and then you can scale it up by using a projector. To do this, tape 4-6 sheets of A0 paper together with very strong tape (gaffer tape works well) and then turn over and tape to a wall. Project the map onto the



paper, and trace over the main roads, rivers and landscape features such as areas of woodland or marsh, using black for roads, blue for watercourses and lakes, and green for woodlands, marshes etc. Once the main structure of the map is done, you will need to zoom in on google maps screen to be able to see all the road names – it is helpful to name and mark the main roads in the settlement onto your large map. Do not mark or name any other features, such as schools, shops, pubs or churches. This will be done by the participants themselves.

The image below gives you an idea of what the Moreton in Marsh map looked like once projected and traced.



## **Phase A workshop – full day**

### **Facilitated exploration of people, place and energy**

The Phase A workshop is designed as a full day (7 hour) event, much of which is focused on ‘grounding’ the participants as much as possible in their local area before asking them to think about transitions to a low carbon energy system. There are multiple and interrelated elements that contribute to sense of people (both individual and collective) and place, and the first three hours of the workshop are devoted to these non-energy issues, such as provision of services such as shops and transport links, landscape, history, power structures, individuals and organisations of influence, social structures etc. A further hour is spent discussing historical energy demand and energy infrastructure that already exists in the area, before the final 2-3 hours of the day, which is taken up with developing an energy plan for the community, with the aid of the CESAR tool. This uses picture cards and data on energy generation and saving technologies to allow participants to consider a range of sustainable energy solutions and put together a plan in the context of their own energy demand and local resources.

A full timetable with facilitator notes, recommended timings and breaks for lunch etc can be found in the Full facilitators’ timetable for the Phase A workshop (Document 3 of the resource pack). You should familiarize yourself with this as it is the blueprint for the day and contains session by session instructions on which slides and materials to use, and key questions to ask. Print and annotate this to use on the day.

The very last session of the full day workshop is telling the participants that they will have some homework to do in the period between the two workshops. The homework is Phase B of the process.

## **Guidance for Phase B homework – over approximately 10 days**

### **Reflection and deliberation on the discussions and the energy plan**

The aim of the reflection period between workshops is to get the participants to think about what they have discussed and seek the views of others in the community about what they have learned and the FEL plan they came up with. The homework questions instructions (see below) are provided as a hand out (document 15), which you should print onto A5 slips of paper for the participants to take away with them, after you have explained what you want them to do.

#### **Homework instructions:**

1. Talk to your friends and family about today’s workshop.
2. Ask your friends and family what they think about the ‘community energy plan’ that you created as part of the afternoon’s energy game – would they be happy with what you proposed?
3. Bring something back to the next workshop, something inspired by the workshop: a new photo; an old photo; a recorded conversation; an object; or just your thoughts.

## Guidance for running the Phase C workshop – 2 hours

### Reconvening after a period of deliberation

Before running this workshop, you will need to do some analysis and write up of the outputs from the Phase A workshop, and will need to alter the slide deck for the Phase C workshop accordingly .

Firstly, you will need to look at the 'Energy saving game' worksheet from the group's completed CESAR tool exercise, and use this to calculate what proportion of their community's overall energy demand, and breakdown of heat and electricity demand, the FEL plan would have produced. You can also calculate the proportion of their current energy demand that could be offset by any energy saving and behaviour change initiatives they included in their plan. Then enter these figures into slide 7 of the Phase C workshop slide deck.

Secondly, you will need to summarise the flip-chart outputs for each of the Phase A workshop sessions, and enter these summaries into slides 2, 3, 4 & 5 of the Phase C workshop slide deck.

A full timetable with facilitator notes and timings for running the Phase C workshop can be found in the Full facilitators' timetable for the Phase c workshop (Document 5 of the resource pack). As with the Phase A workshop, we recommend you print and annotate this for use on the day.