



# LHEES Orientation Workshop

Getting Started



# Purpose

- Provide a high-level overview of LHEES, as a foundational resource, to orientate someone that is not fully familiar with this Statutory Duty
- Cover the Order that underpins this this, the Guidance and the Methodology produced
  - Touching on what each of these are, what they contain and their relative significance
- In addition, it will provide some focus on Stages 1 and 2 of the methodology and how these relate to later stages and ultimately the Strategy and Delivery Plan

This workshop will be most useful for those new or relatively new to LHEES

Also likely to be of use for those that have some interest in LHEES. but are not working on it in depth



### Contents

- What are Local Heat and Energy Efficiency Strategies?
- The Local Heat and Energy Efficiency Strategies (Scotland) Order 2022
- Local Heat And Energy Efficiency Strategies and Delivery Plans Guidance
- LHEES Methodology
  - Overview
  - Stage 1
  - Stage 2
- Available support

### **ARUP**

What are Local Heat and Energy Efficiency Strategies?





#### Context

- Net zero emissions by **2045** and 75% reduction by **2030**
- We need to very rapidly increase deployment of low regrets strategic technologies to ensure over 1 million homes are converted to zero emissions heating systems by 2030
- Options are already available energy efficiency, heat pumps and heat networks
- LHEES focuses on these but also has flexibility to consider wider solutions as they develop (e.g. hydrogen)
- For more detail, see the Heat in Buildings Strategy:
  https://www.gov.scot/publications/heat-buildings-strategy-achieving-net-zero-emissions-scotlands-buildings/pages/1/

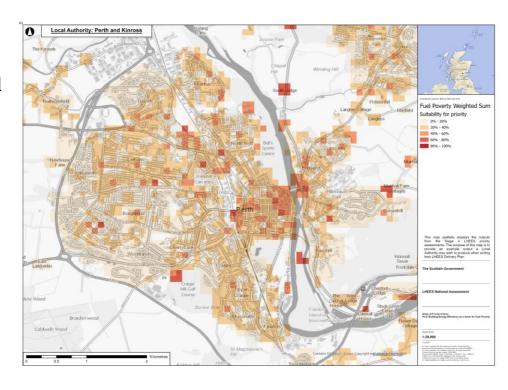






#### **Purpose**

- Long-term **plan for an entire local authority** area to decarbonise heat and improve energy efficiency
- Sets out how each **segment of the building stock** needs to change to reach net zero
- Identifies strategic heat decarbonisation zones, and sets out the principal measures for reducing buildings emissions within each zone
- Prioritises areas for delivery of heat decarbonisation action
- **Provide a strategic plan** which can be used to target government funding and private investment for heat decarbonisation and energy efficiency investment
- An LHEES is structured in two parts:
  - A Local Heat and Energy Efficiency Strategy
  - A Local Heat and Energy Efficiency Delivery Plan







History

Scottish Statutory Instrument (SSI) was passed by the Scottish Parliament which requires local authorities to have strategies and delivery plans in place by the end of 2023.

A **Methodology** has been developed from the pilots by Zero Waste Scotland, with version 4.0 published in October 2022. This sets out how a local authority could fulfil the requirements (but not mandatory).

Work on LHEES started in 2017 and all 32 local authorities have been involved in an initial pilot.

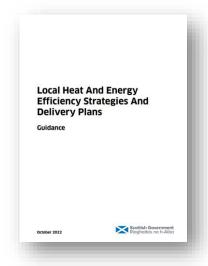
The Scottish Government published **Guidance** in October 2022 which set out what is required to fulfil the SSI.

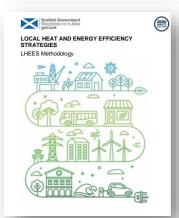
Multi-year local authority funding agreed from 2022/23 until 2027/28.





#### **Key documents**





• The Local Heat and Energy Efficiency Strategies (Scotland) Order 2022

https://www.legislation.gov.uk/sdsi/2022/9780111053935

• Local Heat And Energy Efficiency Strategies and Delivery Plans: Guidance

https://www.gov.scot/publications/local-heat-energy-efficiency-strategies-delivery-plans-guidance/documents/

• LHEES Methodology

Contact the SG LHEES team (LHEES@gov.scot)

### **ARUP**

The Local Heat and Energy Efficiency Strategies (Scotland) Order 2022





# The Local Heat and Energy Efficiency Strategies (Scotland) Order 2022

#### **Overview**

- The Local Heat and Energy Efficiency Strategies (Scotland) Order 2022 sets out a statutory duty on all local authorities to prepare a Local Heat and Energy Efficiency Strategy (LHEES) and Delivery Plan and publish on or before 31st December 2023
- Once published, the Order states that a local authority must keep its strategy and Delivery Plan under review and publish an update LHEES and Delivery Plan at intervals of **no more than 5 years** from the previous publication
- Local authorities should have regard to the Guidance when preparing its LHEES

#### **Definition: Strategy**

Long-term strategic framework for:

- the improvement of the energy efficiency of buildings in the local authority's area, and
- the reduction of greenhouse gas emissions resulting from the heating of such buildings.

<u>Definition: Delivery Plan</u>

A document setting out how a local authority proposes to support implementation of its local heat and energy efficiency strategy.

### ARUP

# Local Heat And Energy Efficiency Strategies and Delivery Plans: Guidance

### LHEES Guidance



#### **Overview**

The LHEES Guidance sets out the production and content requirements for a local authority to prepare an LHEES to ensure that the Strategy and Delivery Plan contain outcomes and actions that are backed up by **robust data and analysis**, supported by **stakeholder engagement**, and that **are linked to national and local priorities, plans and targets** 

#### The LHEES Guidance cover 4 areas:

- 1. Local Heat and Energy Efficiency Strategies and Delivery Plans Sets out role, function and scope of LHEES; as well as overarching overview on how to use the LHEES Guidance
- 2. Requirements Sets out legislative requirements (see separate slide on Heat Networks (Scotland) Act; national and local strategies, priorities, plans and targets that should be considered; impact assessments that should be considered; and publication requirements)
- 3. Guidance to develop a Strategy and Delivery Plan Overview of each stage to prepare a LHEES covering requirements, anticipated outputs and anticipated stakeholder engagement
- 4. Producing Strategy and Delivery Plan Documents Overview of content and format of the LHEES Strategy and Delivery Plan





### LHEES Guidance

#### **LHEES Considerations**

Local authorities should ensure that these Considerations are set out against their own local priorities and drivers for completing an LHEES, as well as the relevance for them

	No	LHEES considerations	Description	Analysis
	1	Off-gas grid buildings	Transitioning from heating oil and LPG in off-gas areas	Four categories – suitability for retrofit
Heat decarbonisation	2	On-gas grid buildings	On-gas grid heat decarbonisation	Four categories – suitability for retrofit
	3	Heat networks	Decarbonisation with heat networks	Linear heat density and anchor loads, gridded heat density
	4	Poor building energy efficiency	Poor building energy efficiency	Wall, loft and glazing
Energy efficiency and other outcomes	5	Poor building energy efficiency as a driver for fuel poverty	Poor building energy efficiency as a driver for fuel poverty	Wall, loft, glazing and fuel poverty
	6	Mixed-tenure, mixed-use and historic buildings	Mixed-tenure, mixed-use buildings, listed buildings, and buildings in conservation areas	Identify where alternative approach to decarbonise may be needed





### LHEES Guidance

#### **LHEES Stages**

**Stage 1:** Set out policy landscape, local / national priorities, targets and plans. Plan stakeholder engagement.

**Stage 2:** Data collection to support analysis.

**Stage 3:** Strategic zoning and pathways to decarbonise the building stock at a local authority level.

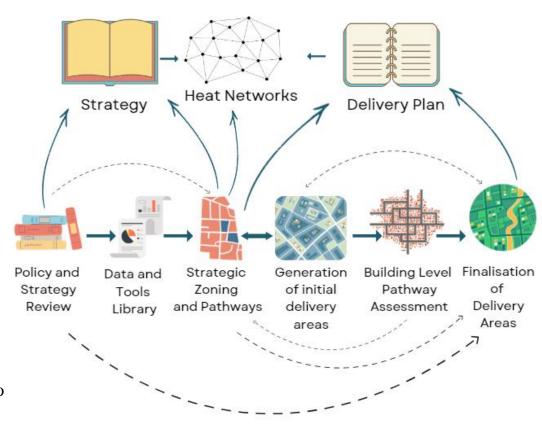
**Stage 4:** Generate initial Delivery Areas for each of the LHEES Considerations.

**Stage 5:** Assessment at the building-level to establish interventions to decarbonise the buildings from a heating and energy efficiency perspective.

**Stage 6:** Identifying a range of actions to be developed in the LHEES Delivery Plan.

**Stage 7:** Develop LHEES Strategy, uses the outputs from Stages 1 to 3, in addition to the Heat Network zoning outputs in Stage 4.

**Stage 8:** Develop LHEES Delivery Plan using outputs from the LHEES Strategy and it supported by more granular Delivery Areas completed as part of Stages 4-6.



Note: Stakeholder engagement should be ongoing throughout





# Heat Networks (Scotland) Act 2021

#### **Linkages with LHEES**

- The Act aims to accelerate the deployment of heat networks in Scotland through the introduction of a regulatory system aimed at boosting consumer confidence in the sector and providing greater certainty for investors.
- To fully maximise deployment strategic planning is required to:
  - identify the most suitable areas and key anchor loads (buildings) which support network development
  - maximise the use of sources of waste heat or constrained renewable energy generation to power heat networks
- The Act places a duty on local authorities to carry out a review to consider whether one or more areas in its area is likely to be particularly suitable for the construction and operation of a heat network
- The LHEES Methodology sets out an approach to support local authorities to discharge this duty

### **ARUP**

# LHEES Methodology



# LHEES Methodology

#### **Overview**

- The Scottish Government have also provided an LHEES Methodology to local authorities
  - Developed by Zero Waste Scotland in partnership with several LAs, consultants and Scottish Government
- Detailed, step by step approach, including models, tools and templates, and represents best practice in how to produce an LHEES
- Local authorities **are not required** to use the methodology and are welcome to take alternative approaches to meet the requirements set out in this guidance
- Provides a strong foundation with respect to the coordination and technical roles required of LHEES
  - Local authorities can modify and advance to suit their own preferences and local context
- Structure of the Methodology follows the Stages set out in the LHEES Guidance
  - Additionally provides context on skills, knowledge and resources; and roles and responsibilities



# Methodology

#### Context

#### LHEES Order

- Statutory requirements to prepare and publish an LHEES Strategy and Delivery Plan
- Formal requirements set by Scottish Ministers

# LHEES Guidance

- Sets out the production and content requirements for a local authority to prepare and publish an LHEES
- Answers the 'what is required' question

# LHEES Methodology

- Sets out a step by step approach to complete an LHEES in accordance with the Guidance; not compulsory
- Answers the **'how to'** questions; not compulsory



# Skills and knowledge

#### **Overview**

- An indicative summary of the main skills and knowledge that may be required to undertake an LHEES is provided, as set out in the Methodology
- The identification and setting up of project leads and governance should be considered in advance of completing this methodology
  - But could be included as part of LHEES Stage 1

Skills and knowledge	Description	Typical location
Project management and coordination (across all Stages)	<ul> <li>Overseeing LHEES process, including the completion of Stages 1-6 of this methodology</li> <li>Initiating the project teams and governance structures</li> <li>Coordinating data inputs from internal and external parties</li> </ul>	Local authority
Data analysis (LHEES Stages 2-5)	<ul> <li>Collating and analysing large datasets</li> <li>Working with Geographic Information Systems (GIS)</li> <li>Producing relevant outputs (tables and maps)</li> </ul>	Local authority / consultant
Policy awareness (LHEES Stage 1 and Delivery Plan)	<ul> <li>Setting priorities for LHEES</li> <li>Understanding national and local policy and strategy drivers</li> </ul>	Local authority / Scottish Government
Stakeholder engagement and coordination (across all Stages)	<ul> <li>Designing surveys, hosting workshops and integrating findings into Strategy and Delivery Plans</li> <li>Stakeholder engagement skills</li> </ul>	Local authority / consultant
Technical knowledge (across all Stages)	<ul> <li>Knowledge of building engineering and energy auditing</li> <li>Understanding of energy efficiency and low carbon heat</li> </ul>	Local authority / consultant

# Roles and responsibilities

#### **Overview**

Three levels of actors defined in Methodology:

- 1. Strategic responsibility for direction at key decision points within LHEES, for management oversight and steer, and for signing off the final LHEES documentations prior to publication
- 2. Coordinator responsibility for the development and delivery of the LHEES documentation prior to presenting them for senior approval, and importantly communicating with and coordinating input from the range stakeholders involved in LHEES development
- 3. Practitioner responsibility for contributing to the delivery of the LHEES through application of specific technical skills, insights and understanding



Role	Responsibility	Description	Stakeholder(s)
Strategic Level			
Senior sponsor	Senior lead and champion within the LA	Champion for LHEES internally Oversees securing of funding, business case and justification for LHEES Advocate across the LA, setting out the benefits, rationale etc for the work Works closely with Lead project officer	Local Authority
Project board (e.g. steering group)	Temporary group to provide strategic and advisory role for the preparation and production of the LHEES	Oversee and facilitate the LHEES process     Includes senior sponsor, senior consultants, lead project officer, other relevant leads from across the LA	Local authority, consultant
Coordinator Le	vel		
Working group	Temporary group to coordinate preparation and production of the LHEES	Discuss and coordinate delivery of methodology Stages, Strategy and Delivery Plan     Includes project manager, project officers, consultants	Local authority, consultant
Lead project officer	Lead project officer for the preparation and production of LHEES	Likely to be the identified officer linked to LHEES internally Holds relationship with SG colleagues Enabler of LHEES activity	Local authority, consultant
Heat networks lead	Coordinating activity around the Heat Networks Consideration	Coordination of Potential Zone identification and finalisation activity, a heat networks lead may be required for those local authorities with higher potential for heat networks	Local authority, consultant





# Models, tools and templates

#### **Overview**

- To complete the detailed practitioner approach requires the use of several models, tools, templates and GIS software packages
  - Described in more detail in Methodology
- Additionally, a template is provided for the completion of the LHEES Strategy document; and a further template is provided that sets out suggested action planning for the LHEES Delivery Plan

LHEES Stage (when required)	Model/ tool/ template name	Format
Stage 1: Policy and Strategy Review	Policy and Strategy Review Template	Excel template
Stage 2: Data and Tools Library	Data and Tools Library	Excel template
Stage 3: Strategic zoning and pathways	Domestic Baseline Tool	Excel tool
	Non-domestic Baseline Tool	Excel tool
	GIS software (for visualisation)	GIS software
Stage 4: Generation of initial	All_Buildings_Template	Excel tool
delivery areas	Heat Network Zone Summary	Excel tool
	Off_Gas_Domestic_Template	Excel tool
	On_Gas_Domestic_Template	Excel tool
	GIS software	GIS software
Stage 5: Building-level pathway assessment	GIS software & PEAT	GIS software & Online Portal





### Stage 1 – Policy and Strategy Review

#### **Purpose**

- Support review of local policy in national context
- Set out Indicators, Criteria and Weightings for the LHEES Priorities
- Support mapping of key internal and external stakeholders, in addition to potential funding resources
- Policy and Strategy Review Excel template supports population of relevant information to complete of Stage 1
- Preliminary guidance provided to complete this Stage, and to engage stakeholders
  - See additional capacity support on strategy review and stakeholder engagement

# How Stage 1 shapes later analysis Stages:

- 1. Sets out roles and responsibilities for preparation and delivery of LHEES
- 2. Ongoing stakeholder engagement –
  Supports creation of structures, forums,
  working groups to support completion of
  LHEES
- 3. Understand the relevance of local and regional policy/strategy to LHEES

# How Stage 1 shapes Strategy & Delivery Plan:

- 1. Ongoing stakeholder engagement to support Strategy consultation
- 2. Set out local priorities, drivers and framing to inform focus of Delivery Level Areas and associated actions





# Stage 2 – Data and Tools Library

#### **Purpose**

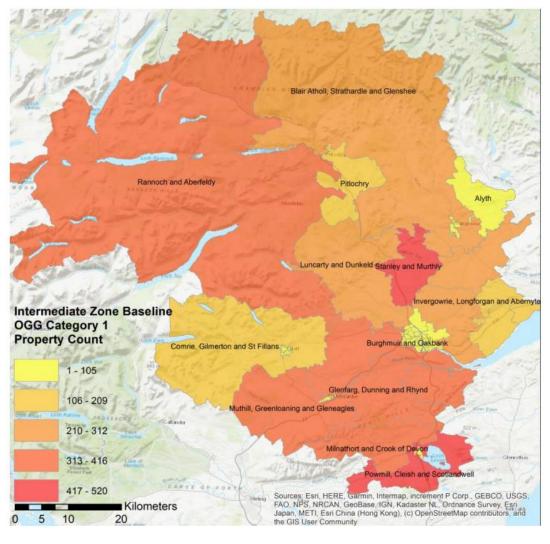
- Identify and maintain a record of the data and tools needed and used to support of the LHEES process
- Analysis for this Stage is guided by and completed within the Data and Tools Library
- Support preparatory work for the analysis stages that follow and will be a valuable resource if data sharing is required to support delivery
- Library can be referred to and should be updated as required to maintain a comprehensive record of data and tools used during subsequent work on LHEES

LHEES Data and Tools Library											
Row	Data Resource or Tool	Description	Data Item or Tool Use Categorisation	Summary of Use Categorisation	Data Quality / Confidence	Data Owner / Sharing					
	Name of data item or tool	High-level description of data item or tool	Use category	Comment on categorisation	Data quality and confidence level; highlight of concerns specific to intended use	Detail on ownership of datasets and how these are shared with local authorities and between local authorities and third parties					
	Scotland Heat Map (SHM) (summer 2020)	Valuable spatial dataset with point-level heat demand data for all properties in Scotland / various other useful data fields and additional information layers. Updated approximately annually. Source data (including from public sector) requested at each update.	Core	Heat demand estimates for all properties in Scotland are used primarily in the Heat Networks analysis  NOTE: cleansing was carried out to remove some heat demand records prior to completion of the national assessment activity for Heat Networks - see Stage 4 guidance for further detail  Geographic boundaries used in analysis for all Priorities	a "Confidence" level assigned to detail: 1 being	9					
	2 Ordnance Survey (OS) product data	Various mapping data, central to the development and use of Scotland's Heat Map and other GIS information sources	Core	OS product data and licenses are required to use SHM & other OS-derived datasets  Key to GIS analysis elements of LHEES		Arrangements for 3rd party use of OS / OS- derived products is made through Public Secto Geospatial Agreement (PGSA)					
	3 Home Analytics v3.7 (Feb 2021)	Database covering all domestic properties in Scotland, built using information from the domestic EPC register and other sources; statistical models are used to provide estimates giving 100% property coverage	Core	Used extensively in the analysis stages across the LHEES Priorities  NOTE: ~6 month update cycle - changes to field names and additional of fields in future releases could impact on functionality of tools and templates used within the methodology		EST manage the Home Analytics database, and can arrange access  Housing Officers will likely have access within a local authority					



# Stage 3 Example Outputs

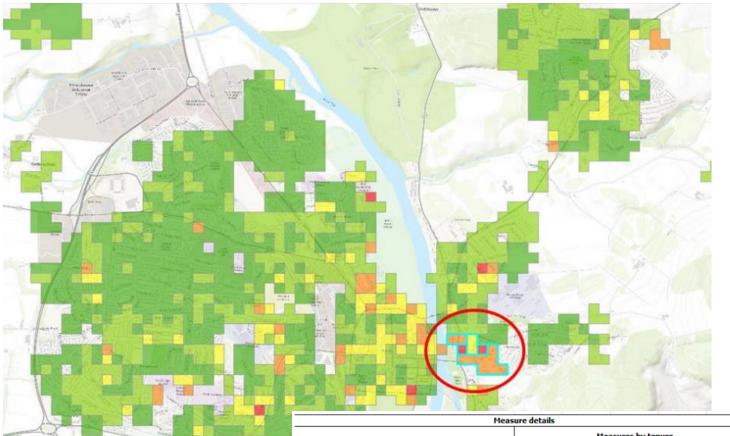




Example outputs from Baseline Tool (LA summary level) and Strategic Zoning output (Off-gas grid heat pump potential)



# Stage 4 & 5 Example Outputs



Example outputs – Delivery Area analysis and PEAT tool output

			- 0										
Measure details							Financial details						
		Me	asures by te	nure		Co	Costs ECO contri		ntribution Funding gap?		Householder contribution applied?		HEEPS contribution
Identified measures	Local Authority	Owner	Private rented	RSL	Measure totals		Total funding required (£)		Available ECO	Unit measure additional contribution required (£)	Part h/holder	contribution	HEEPS total funding required
A-rated glazing (uPVC)	(	13	2	5	20	£3,827	£76,531	£187	£3,741	£3,640	No	£0	£72,790
Hard to treat cavity wall insulation	(	1	(	0	1	£349	£349	£487	£349	£0	No	£0	£0
Loft insulation top-up		3	2	2	7	£264	£1,849	£205	£1,434	£59	No	£0	£415
New insulated uPVC external doors		12	2	5	19	£814	£15,472	£144	£2,739	£670	No	£0	£12,734
Room in roof walls and sloping parts, 100mm insulation		8	(	2	10	£1,562	£15,624	£4,520	£15,624	£0	No	£0	£0
Suspended wooden floor insulation	(	12	2	5	19	£1,612	£30,628	£1,082	£20,549	£530	No	£0	£10,079
	(	49	8	19	76	5	£140,453		£44,435				£96,018

### **ARUP**

# Available Support

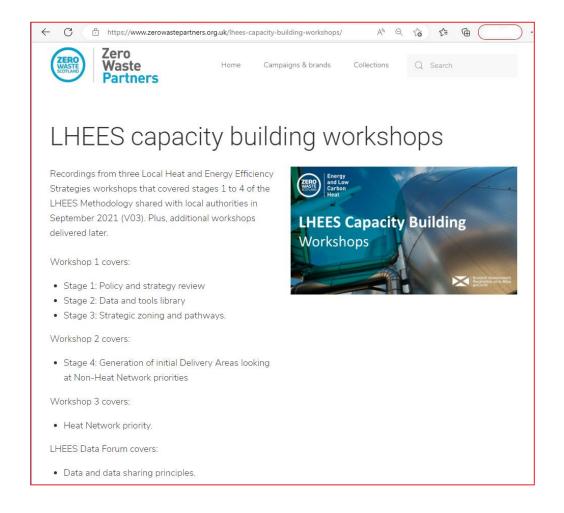


**ZERO** WASTE



### **Existing Capacity Building Support**

- Capacity building support has been provided already to local authorities over the last couple of years
- Sessions were recorded and are being hosted by Zero Waste Scotland on their Zero Waste Partners website
- If you have difficulty accessing this contact Chris Morrison (Chris.Morrison@zerowastescotland.org.uk)
- <u>www.zerowastepartners.org.uk/lhees-capacity-building-workshops/</u>





### **Existing Capacity Building Support**

#### Workshop 1 - Stages 1 - 3 including tools and templates

- Overview of Stages 1 and 2
- Overview of Stage 3 domestic baseline tool / map creation / GIS

#### **Workshop 2 – Stage 4 for Non-Heat Network aspects**

- Off Gas Grid detailed walk through of approach
- Walk through of other non-heat network considerations

#### **Workshop 3 – Stage 4 Heat Networks Approach**

- Heat Networks introduction and LHEES analysis approach
- Walk through of Stage 4 Heat Networks Approach

#### LHEES Data Forum - Scottish Government, Ordnance Survey and EST

• Core data sets, data sharing agreements, Public Sector Geospatial Agreement (PSGA), Portfolio Energy Analysis Tool (PEAT)

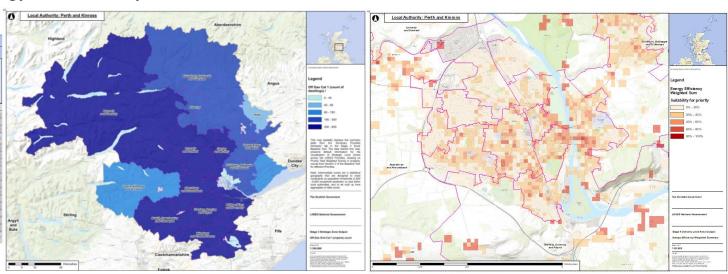


### LHEES National Assessment

#### **Overview**

- Provides initial outputs to local authorities from the LHEES Methodology
  - Alleviating some of the analytical burden; acting as a 'first pass' to support production of local authority LHEES
- Assessment make use of the issued methodology for LHEES (Version 3.0 NOT current Version 4.0), together with the core datasets and default national Indicators, Criteria and Weightings
- If used, it is strongly recommended local authorities critically review the input assumptions, content and output generated using their local knowledge, considering local policies, strategies and areas of focus, as well as any additional or supplementary data
- Provides an indication of the outputs required for an LHEES, and the types of map outputs and data tables an authority may wish to produce for their final LHEES Strategy and Delivery Plan

					Gene	ral		Uninsulated walls - construction types							
Intermediate Zone	Local Authority	Total number of domestic properties	Loft insulation: 0-99mm (number)	Loft insulation: 0-99mm (% of IZ)	Single Glazed Windows (number)	Single Glazed Windows (% of IZ)	Uninsulated walls (number)	Uninsulated walls (% of IZ)	Solid Brick or Stone (number)	Solid Brick or Stone (% of IZ)	Timber Frame (number)	Timber Frame (% of IZ)	Cavity Constructi on (number)	Cavity Constructi on (% of IZ)	System Built (number
Perth and Kinross	Aberuthven and Almondbank	2.00	120	25	200	9%	802	17%	401	22%	116	1%	199	676	
Perth and Kinross	Alyth	1,336	130	10	161	12%	792	51%	196	39%	11	- 65	136	95	
Perth and Kinross	Auchterarder	2.509	106	19	101	1%	916	40%	461	23%	234	12%	325	11%	
Perth and Kinross	Blair Atholl, Strathardle and Glenshee	2,596	471	18%	419	16%	1,386	565	1,040	415	152	6%	101	7%	-
Perth and Kinross	Blairgowrie East (Rattray)	1.401	- 16	7%	76	1%	451	33%	321	12%	46	75	116	8%	
Perth and Kinross	Blairgowrie West	2,8%	166		173	4%	1,461	31%	690	34%	796	14%	175	13%	
Perth and Kinross	Bridge of Earn and Abernethy	2,479	160		122	3%	1,156	47%	542	12%	252	10%	351	16%	
Perth and Kinross	Burghmuir and Oakbank	1,967	99	3%	- 40	.7%	1,101	36%	205	10%	321	16%	372	79%	
Perth and Kinross	Central and South Inch	3,300	196	65	613	19%	2,126	64%	1,779	34%	140	45	104	1%	-
Perth and Kinross	Comrie, Gilmerton and St Fillans	1,951	126	65	442	27%	1,210	62%	621	42%	183	75	162	95	
Perth and Kinross	Coupar Angus and Meigle	2,560	191	7%	297	95	1,369	33%	996	39%	119	1%	250	10%	
Perth and Kinross	Crieff North	1,306	- 40		174	12%	967	56%	341	36%	- 66	- 6	376	27%	
Perth and Kinross	Crieff South	2.138	215	11%	139	7%	1,059		634	30%	190	7%	239	11%	
erth and Kinross	Errol and Inchture	1,895	12	- 65	126	7%	961		401	26%	736	12%	329	12%	-
erth and Kinross	Gannochy and Walnut Grove	1,762	- 66	- 6	211	12%	967	36%	367	32%	102	7%	397	17%	
erth and Kinross	Glenfarg, Dunning and Rhynd	2,115	132	- 65	267	14%	341	465	623	79%	. 39	75	267	12%	- 1
Perth and Kinross	Guildtown, Balbeggie and St Madoes	1,884	80	4%	160	2%	914	475	524	28%	543	2%	291	12%	- 1







#### **Local Authority Guidance Report**

#### Contents:

- Purpose of the LHEES National Assessment
- Overview of the datasets used and default assumptions
- LHEES Methodology stages covered (including any adjudgments)
- Local Authority packaged outputs
- Adding GIS data into GIS software including the use of a layer file and interrogating point level data
- What to do next with the LHEES National Assessment outputs

For access to the National Assessment Outputs for your local authority, contact the SG LHEES Team (LHEES@gov.scot)

## LHEES National Assessment Local Authority Output Report

Summary of local authority level packaged outputs









### First National Assessment of potential Heat Network Zones

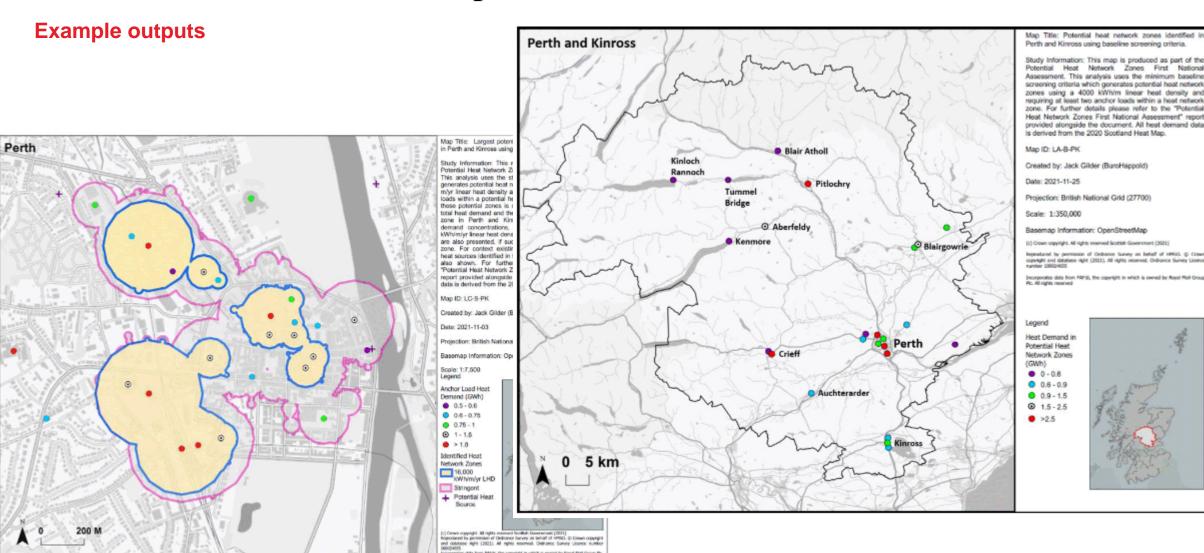
#### **Overview**

- Analysis to identify and characterise potential zones for heat networks in Scotland
- Focused on potential zone identification through assessment of heat demand density
- Provided an initial, automated assessment using national datasets of the areas that are most suited to heat networks from a demand density perspective
- Did not take into account local development plan sites, existing heat networks and sources of waste or surplus or low carbon heat. This information required local information that is not available in a uniform manner nationally
- Did not consider the economic viability or the detailed technical or stakeholder related aspects of project opportunities within potential zones
- Outputs (Maps, Shapefiles) provided to all local authorities as part of the LHEES National Assessment
- Link <u>here</u> includes methodology, assumptions etc; Also a guide produced by Zero Waste Scotland





### First National Assessment of potential Heat Network Zones



ites data from PMTD, the requested in which is asserted by Rigod Mail Group Pa





# Other Capacity Support in this Series

#	Day / Date	Time (duration)	Workshop title	Teams link
1	Wed 26/04	1530-1630 (60mins)	Orientation session – getting started	Join the meeting
2	Thurs 27/04	1000-1200 (120mins)	Non-Domestic Approach – overview and demonstration	Join the meeting
3	Fri 28/04	1000-1200 (120mins)	QGIS demonstrations	Join the meeting
4	Thurs 04/05	1430-1630 (120mins)	Stakeholder Engagement toolkit	Join the meeting
5	Fri 05/05	1000-1100 (60mins)	National and Local Strategies, Priorities and Targets	Join the meeting
6	Thurs 11/05	0930-1130 (120mins)	Heat Network Approach – overview and demonstration	Join the meeting

# ARUP

