Zero Waste Scotland – LHEES Capacity Building Services

Guidance for Local Priority Setting

Contents

Introduction

Setting the local priorities and success criteria for LHEES, in addition to the nationally prescribed priorities, is a significant and important task for local authorities. Whilst some of these may be set out in existing policy and strategy documents, the specifics will need to be clearly defined from the outset of the LHEES, to inform analysis and in particular the focus of any defined Delivery Areas and associated actions in the LHEES Delivery Plan.
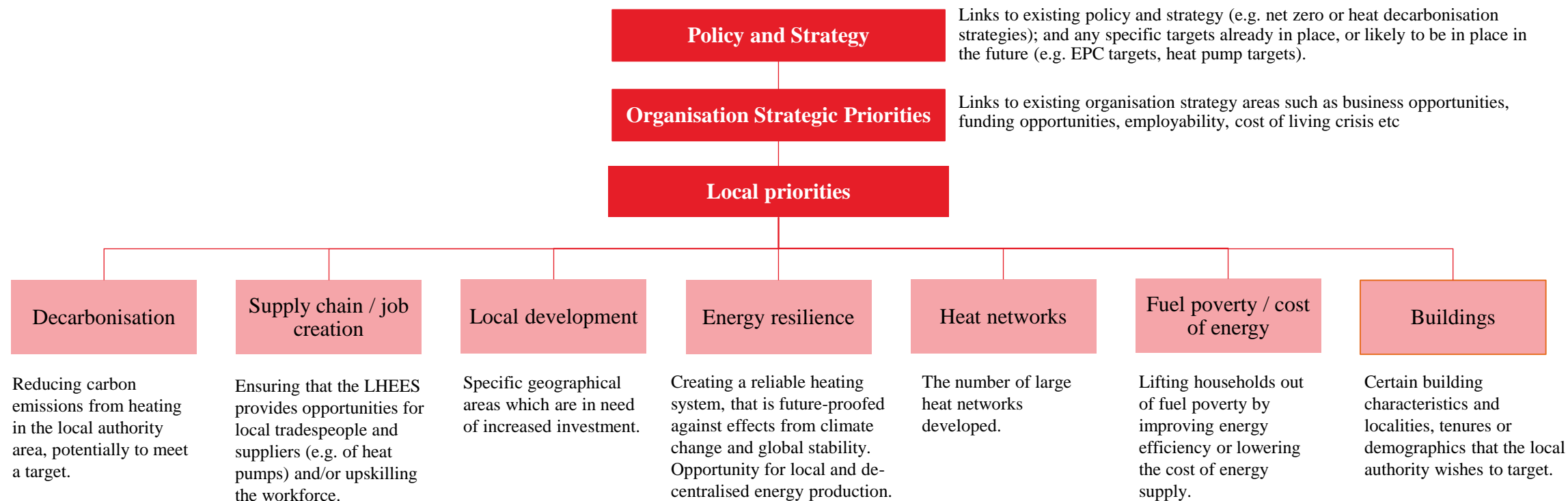
This guidance has been developed to further support local authorities to define and clearly convey the local priorities and their success criteria for LHEES, and will cover:

- Examples of what a local priority may look like for LHEES.
- Examples of what success criteria or LHEES outcomes and outputs may look like in practice.
- Guidance for a workshop that could be arranged by the local authority for the purposes of agreeing and defining the local priorities, success criteria and outcomes.
- An example structure for how to present the local priorities for the purposes of engagement with external stakeholders and for inclusion in the LHEES Strategy.

Setting the local priorities

Examples of what a local priority may look like

The local priorities should influence the overall aims that the LHEES is setting out to achieve, in relation to both the needs of the local area and future aspirations. Local priorities can shape the analysis in Stage 3 and 4. Wider policy and strategic priorities should be considered first to set the direction of the local priorities and ensure they are aligned. The **Policy and Strategy Review Template** serves as a useful starting point for defining priorities.

Policy and Strategy — Links to existing policy and strategy (e.g. net zero or heat decarbonisation strategies); and any specific targets already in place, or likely to be in place in the future (e.g. EPC targets, heat pump targets).

Organisation Strategic Priorities — Links to existing organisation strategy areas such as business opportunities, funding opportunities, employability, cost of living crisis etc

Local priorities

Decarbonisation	Supply chain / job creation	Local development	Energy resilience	Heat networks	Fuel poverty / cost of energy	Buildings
Reducing carbon emissions from heating in the local authority area, potentially to meet a target.	Ensuring that the LHEES provides opportunities for local tradespeople and suppliers (e.g. of heat pumps) and/or upskilling the workforce.	Specific geographical areas which are in need of increased investment.	Creating a reliable heating system, that is future-proofed against effects from climate change and global stability. Opportunity for local and de-centralised energy production.	The number of large heat networks developed.	Lifting households out of fuel poverty by improving energy efficiency or lowering the cost of energy supply.	Certain building characteristics and localities, tenures or demographics that the local authority wishes to target.

Setting the local priorities

Success criteria and outcomes

It is important to define the success criteria and outcomes for meeting the local priorities at an early stage, as this will guide the LHEES to ensure that it provides a heat decarbonisation strategy and delivery plan that meets the needs of the local authority and stakeholders. Success criteria and outcomes will be specific to each local authority but the following examples provide an idea of what they may look like in practice.

Fuel poverty / cost of energy
Reducing household spend on energy using factors such as:
- % of social housing meeting an energy efficiency level
- % household income on energy costs

Decarbonisation
- Number of households using low carbon heating systems
- % reduction in carbon emissions from heat in the area

Buildings
- Preferred building characteristics, tenures or demographics targeted by LHEES for upgraded heating systems
- Progressing engagement with non-domestic sector

Supply chain / Job creation
- Increase in the number of jobs related to low carbon heating
- % local content used in delivery

Local development
- Preferred geographical areas targeted by LHEES for upgraded heating systems

Heat networks
- Target number of heat networks met

Energy resilience
- Increase in local energy generation
- Resilient energy infrastructure

Setting the local priorities

LHEES Considerations

As stated in the LHEES Guidance, the LHEES Considerations cover the potential solutions that will form the basis of the LHEES, and should be set out against the local priorities defined by the local authority. The six LHEES Considerations are provided below.

	No.	LHEES Consideration	Description
Heat decarbonisation	1	Off gas grid buildings	Transitioning from heating oil and LPG in off gas grid areas
	2	On gas grid buildings	On gas grid heat decarbonisation
	3	Heat networks	Decarbonisation with heat networks
Energy efficiency & other outcomes	4	Poor building energy efficiency	Poor building energy efficiency
	5	Poor building energy efficiency as a driver for fuel poverty	Poor building energy efficiency as a driver for fuel poverty
	6	Mixed tenure, mixed use and historic buildings	Mixed tenure, mixed use buildings, listed buildings and buildings in conservation areas

Engaging with Stakeholders

Presentation of local priorities for engagement

An example structure for how to present the local priorities for the purposes of engagement with stakeholders and for inclusion in the LHEES Strategy is set out below. This could support wider buy-in across the local authority and potentially expand the scope to consider, and potentially include the priorities of these stakeholders.

Key Theme	Local Priority	LHEES Considerations	Success Criteria/Outcomes
e.g. Decarbonisation	Reduce carbon emissions from household heating within local area.	1 - Off gas grid heat decarbonisation 2 - On gas grid heat decarbonisation 3 - Decarbonisation with heat networks 4 - Poor building energy efficiency	• 30% reduction in carbon emissions from heating by 2030 • 200 heat pumps installed • All new builds have low carbon heat supply

Engaging with Stakeholders

Local priority workshop - Attendees

This workshop provides an opportunity to receive input from key internal and external stakeholders to shape the local priorities. Based on the stakeholder mapping exercise (LHEES Stage 1), most tier 1 stakeholders and some tier 2 stakeholders are likely to be involved in priority setting - see suggested attendees below. The aim of the workshop is to enable attendees to consider their priorities against the LHEES Considerations, understanding that there is no right or wrong answers but enabling a wide range of views to input into the process.

<u>Use of Existing Forums</u>

It is worth considering if there are existing forums that are already used for engaging with key stakeholders. If so, these can be used to carry out the local priorities workshop in a more targeted way, rather than through a large group workshop which may make it more difficult to collect a full range of viewpoints.

Suggested Internal Attendees	Suggested External Attendees
Council officers representing: • Planning and housing • Transport planning • Development management/conservation • Fuel poverty/welfare rights • Climate change & sustainability • Housing – energy • Heat networks/low carbon heating • Communities • Equalities • Economic development	• Utilities e.g. SSEN, SPEN, SGN, Scottish Water • Delivery partners, e.g. Energy Saving Trust, Home Energy Scotland, Zero Waste Scotland • Large public sector estates e.g. NHS • Registered Social Landlords • Heat network developers • Climate change/net zero committees • Neighbouring local authorities • Business representatives

Engaging with Stakeholders

Local priority workshop – Structure

The workshop structure should begin by ensuring attendees are aware of the purpose and understand what an LHEES is. The main interactive activities will then aim to gather input on stakeholder priorities and success criteria which can then be used to shape the local priorities.

#	Topic	Description and Prompts	Time (approx.)
1	Welcome and purpose of session	Introduction to aim of session/ what we are looking to get out of it and the role of the attendees.	5 mins
2	What is LHEES and what does it mean for us?	Brief background on what an LHEES is including: policy background, LHEES definition, aims and outputs (strategy and delivery plan), local authorities progress to date.	5 mins
3	LHEES process overview	Overview of LHEES stages, where we are in the process and example outputs. May be helpful to explain the importance of stakeholder engagement to the process here. Also useful to determine existing knowledge/understanding of attendees here. • How aware is your organisation/service area of what is required for LHEES? • Are you already working towards defined targets or plans for heat decarbonisation, energy efficiency and/or fuel poverty?	10 mins
4	Interactive activity #1: Understanding our priorities	Interactive session to collect input on priorities. • What are your organisation/service area's strategic priorities? • What are your organisation/service area's LHEES priorities?	30 mins
5	Interactive activity #2: What does success look like?	Interactive session to collect input on success criteria. • What does a successful LHEES look like for your organisation/service area? • What do you think the barriers to success are?	30 mins
6	Reflections and next steps	Cover how the engagement will be used and any next steps / follow up engagement. • Do you feel better informed about LHEES following this workshop? • Do you better understand the role you and your organisation/service area may play in delivering LHEES?	5 mins

Engaging with Stakeholders

Local priority workshop – Outputs

Various methods can be used to record the stakeholder input from the workshop. This could include digital tools such as Miro (digital whiteboard), Menti (polling website) or can simply be recorded using forms/post-it notes. An example of formats that can be used to collect responses from attendees during the interactive activities is shown to the right.

Reporting
 After the workshop, any notes/ recordings should be combined into a short summary in which feedback is themed under the different discussion points. This summary should be distributed to the wider project team to ensure key themes are captured in the development of the LHEES local priorities.

What are your priorities?

Consider: Are there any opportunities in development? Do you have target geographies?

Key Theme	LHEES + LAEP Consideration	SSEN	SGN	Scottish Water	Heat Project	NHS
Heat Decarbonisation	Off gas grid buildings					
	On gas grid buildings					
	Heat networks					
Energy efficiency & other outcomes	Poor building energy efficiency					
	Poor building energy efficiency as a driver for fuel poverty					
	Mixed tenure, mixed use and historic buildings					

Miro

How aware is your organisation of what is required for LHEES and LAEP?

Menti

Engaging with Stakeholders

Top tips

- Consider whether you want to hold your workshop in person or online - hybrid can be challenging to make sure all attendees are equally engaged and requires strong facilitation.

- Consider recording your workshop (if online) to ensure that nothing is missed from the conversation – but always ask attendees permission first.

- Attendance is critical - send invites out at least two weeks in advance and follow up for confirmation.

- Consider using a facilitator to enable project team members to be more involved in the discussions and thinking rather than running the session.

- Consider accessibility - some people may not be comfortable with the technology being used. State in your invite what technology will be used and offer a user guide in advance. During the workshop, specify that people can verbally contribute and the facilitator can capture their thoughts if they cannot/do not want to use the technology provided.

- Timing - keeping to time is important to make sure all points are covered in the session. Be aware of sticking to topic, making sure any wider discussions are recorded but do not take up significant amounts of time.