



Energy
and Low
Carbon
Heat

LHEES Capacity Building Workshop

Delivery Plan Support – part 01

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Zero Waste Scotland Capacity Building Services

LHEES Delivery Plan Support

Outline and purpose of support pack

Introduction

This support pack aims to provide practical guidance to enable local authorities to produce a Delivery Plan as part of their LHEES.

It is suitable for all local authorities who are required to produce a Delivery Plan and strategic actions in line with requirements set out in the LHEES Guidance.

This support pack will cover the following:



LHEES Delivery Plan

Available support material

- **LHEES Guidance (Chapter 4)** – Gives an overview of the content that should be included within each section of the LHEES Delivery Plan.
- **LHEES Delivery Plan Example Template** – Provided as part of the LHEES Methodology, this provides an approach to develop the Delivery Plan across five phases. Includes prompts and content/action suggestions.
- **This Delivery Plan Support Pack** – Provides further direction and examples on how to develop LHEES Delivery Plan in practise, aligning with LHEES consideration and local priorities.

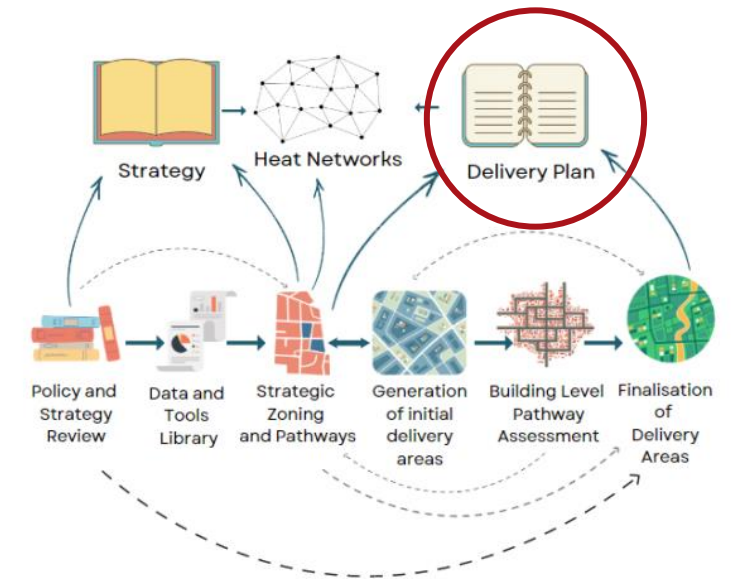


Figure 1: LHEES Process Diagram

LHEES Guidance

LHEES Guidance

Statutory Requirements

- The Local Heat and Energy Efficiency Strategies (Scotland) Order 2022 requires Local Authorities to publish their first LHEES Delivery Plan on or before **31 December 2023**, alongside the LHEES Strategy (*see other support sessions for more information on LHEES Strategy development*).
- The Delivery Plan must be updated at intervals of no more than **5 years** after the date of publication of the previous plan.
- The Order defines an LHEES Delivery Plan as a document setting out how a local authority proposes to support **implementation** of its Local Heat and Energy Efficiency Strategy.
- Public consultation should be undertaken on draft Delivery Plans before they are adopted and published.

LHEES Guidance

Delivery plan requirements

- The LHEES Delivery Plan is to be **reviewed and updated on an ongoing basis**.
- The Delivery Plan should set out **near term actions** (within 5-years) that will enable **delivery and implementation** of the LHEES Strategy.
- The actions should draw upon **Delivery Areas**, which set out strategically important areas for heat decarbonisation and energy efficiency interventions, based on **priorities, engagement and analysis** carried out in previous LHEES Stages 4-6 (*Delivery Area identification will be covered in more detail in a separate capacity support workshop*).
- The Delivery Plan should consider the existing policy landscape in relation to what actions can be practically delivered.
- A monitoring and evaluation plan (MEP) should also be produced as part of the Delivery Plan, which enables the local authority to **review progress against delivery actions**. This should cover progress against key performance indicators, work towards reaching national and local targets, and progress of ongoing projects related to LHEES delivery.

LHEES Guidance

Delivery plan actions

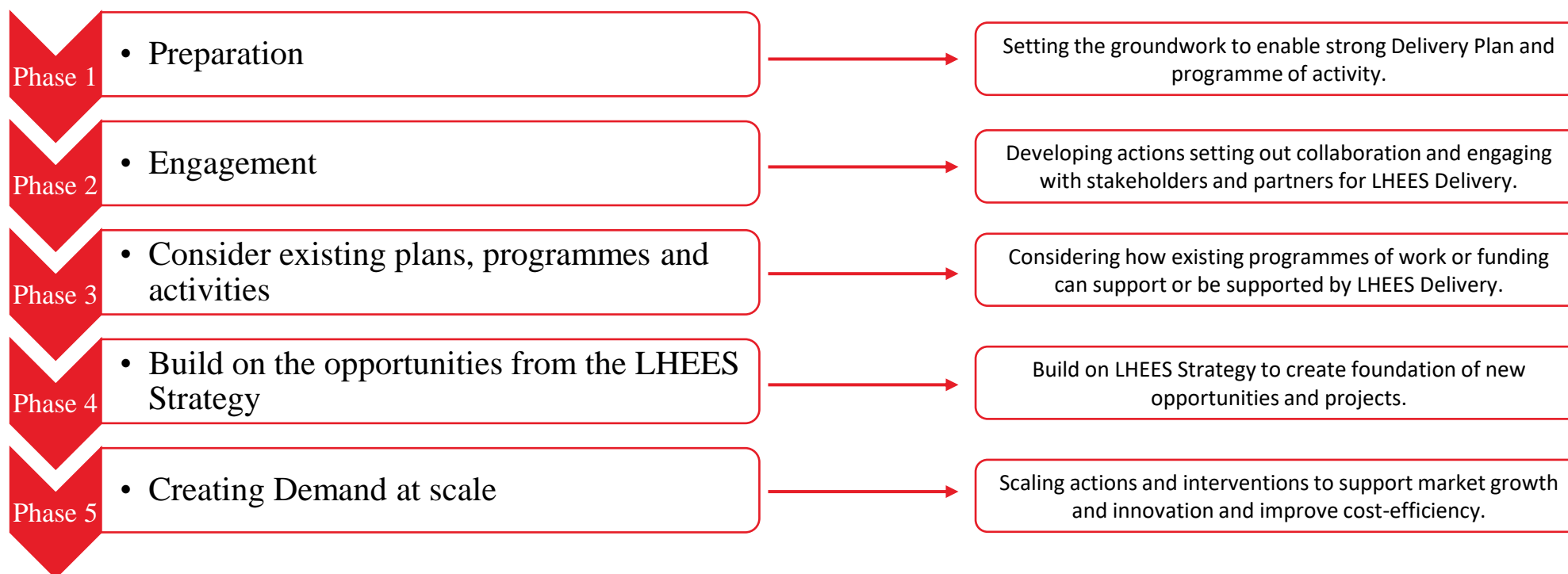
The Delivery Plan should consider near-term actions and opportunities to:

- Align the LHEES with existing plans, programmes and activity.
- Integrate and target existing funding schemes for fuel poverty, energy efficiency and heat decarbonisation.
- Start to develop a portfolio of projects and pipeline of activity for heat networks (aligned with designation of Heat Network Zones under the Heat Networks (Scotland) Act).
- Enable engagement with stakeholders around implementing Delivery Areas.
- Develop targeted awareness and engagement campaigns around LHEES delivery for both public and key stakeholders.
- Identify gaps where actions in delivery plan are insufficient to meet requirements in LHEES Strategy.
- Focus on documenting and preparing and ongoing, longer term pathway for buildings across local authority, based on LHEES Strategy.

LHEES Guidance

Delivery plan structure

Local authorities should follow a structured approach to prepare Delivery Plans that consider the five phases set out below. The phases are described in detail in the LHEES Guidance and the LHEES Delivery Plan Example Template.



LHEES Methodology

LHEES Methodology

LHEES Delivery Plan Example Template

- The LHEES Methodology provides a Delivery Plan Example Template, this provides an approach to develop a Delivery Plan based on the five phases set out in the LHEES Guidance (rather than a template which can be filled out directly).
- It is suggested that local authorities follow this approach and document the LHEES Delivery Plan in a style and manner that suits their preferences.
- The Template breaks down the five phases into sub-phases and also includes prompts and suggested content/actions for each phase (see examples below).

2	Introduction
2.1	Aim of this document
3	Creating an LHEES Delivery Plan
3.1	Overview
3.2	Initial LHEES Delivery Plan structure
3.3	Preparation
3.4	Engagement
3.5	Consider existing plans, programmes and activity
3.6	Building on opportunities identified in the LHEES Strategy
3.7	Creating demand at scale
4	Monitoring and Evaluation

Local authority prompt:

Using the **Policy and Strategy Review Template** from the LHEES Stage 1, will help reflect on national and local policy 'user needs' incl. priorities, policies and targets and any programmes of work that may have been identified. This template also reflects on funding streams and the indicators which may be used to generate the Strategic Zones and Delivery Areas to meet the national and local priorities.

Actions to maintain and create demand at scale in the near-term LHEES Delivery Plan could:

- Begin with existing programmes of work, funding and support mechanisms and use the Strategy and Delivery Areas to ensure that these are strategically targeted and prioritised based on the improved evidence base, for example HEEPS: ABS, EESSH, pilot projects and capital spend.
- Seek to develop larger publicly funded schemes to help ensure a steady and visible pipeline of work for several years.
- Align policy and spend with business development cycles for the long-term policy consistency needed to create an investment climate. This should involve working across wider stakeholder partners and local authority boundaries where required and include consideration of supply chain and delivery structures.
- Seek to incorporate a commitment within publicly funded contracts to support training, retraining and upskilling in the future/ existing workforce to support supply chain development.

Creating a Delivery Plan

Creating a Delivery Plan

Overview

- It is suggested to follow the five phases set out in the LHEES Guidance, alongside the sub-phases set out in the Delivery Plan Example Template, to guide development of the LHEES Delivery Plan.
- The format of the Delivery Plan is not specified and therefore can be adapted to suit each local authority. However, it is suggested to produce:
 - **External facing Delivery Plan (report format).** This could cover the five phases and include the prioritised near-term delivery actions for each phase, based on local priorities, LHEES considerations and stakeholder engagement.
 - **Wider delivery actions, monitoring and evaluation (table format).** This could be used for recording longer term actions, internal actions and also be used for tracking progress against actions. An example layout is provided in Appendix A of the Delivery Plan Example Template.

5 Appendices

Appendix A. Monitoring and evaluation template

Priorities, Targets and Indicators reporting (taken from LHEES Domestic Baseline Tool and Strategy – national reporting)

Priority	Target	Relevant Indicators	Baseline (data)	Previous performance	Performance 2020-21	Data Type & Source	Timescale
Improve energy efficiency in domestic buildings	XXX	EPC energy rating A-C Domestic wall insulation	65% domestic buildings EPC A-C (split by tenure)	67% (2019-20)	72%	Home Analytics	2030
<p>Fuel Poverty (Targets, Definition and Strategy) (Scotland) Bill</p>							

Theme 1 actions: Improve targeting for current and future funding programmes

Strategic Actions	2020-21 Actions	Progress	Timescale	Status	Lead	Partners
T1: Use evidence base from LHEES Strategy to target better key priority areas and zones e.g. HEEPS: ABS.	Use LHEES Strategy to prioritise zones or areas where poor energy efficiency is a driver of fuel poverty. Assess level of owner occupier/private rented in these zones or areas.	Zones or areas prioritised for 2020-21 focus...	-March 2021	(traffic light grading)	Energy officer, Local authority	Home Energy Scotland and Delivery Partner

Portfolio of projects: List of ongoing/completed projects identified through LHEES

Project title	Project description	Lead/Partners	Technology types, scale	Estimated cost	Location	Status / Completion date
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Creating a Delivery Plan

Types of actions

Two types of actions can be highlighted in the delivery plan.

- **‘Strategic actions’** - These are the high-level actions that will drive forward LHEES delivery. These actions should, together, present an LHEES Delivery Plan that is aligned with LHEES considerations, Delivery Areas, the LHEES Strategy and local/national priorities and targets.
- **‘Enabling actions’** - These are more detailed actions covering smaller specific tasks that will lead to realisation of the strategic actions.

Creating a Delivery Plan

Considerations

The LHEES Delivery Plan should set out near-term actions that not only deliver technical solutions to heat decarbonisation and energy efficiency, but also aligns with wider local and national priorities, regulation, funding and wider support. These should all be considered when developing the LHEES Delivery Plan.

LHEES Considerations

Heat Decarbonisation:

- Off-gas
- On-gas
- Heat networks

Energy Efficiency:

- Poor building energy eff.
- Fuel Poverty
- Mixed tenure, mixed use, historic buildings



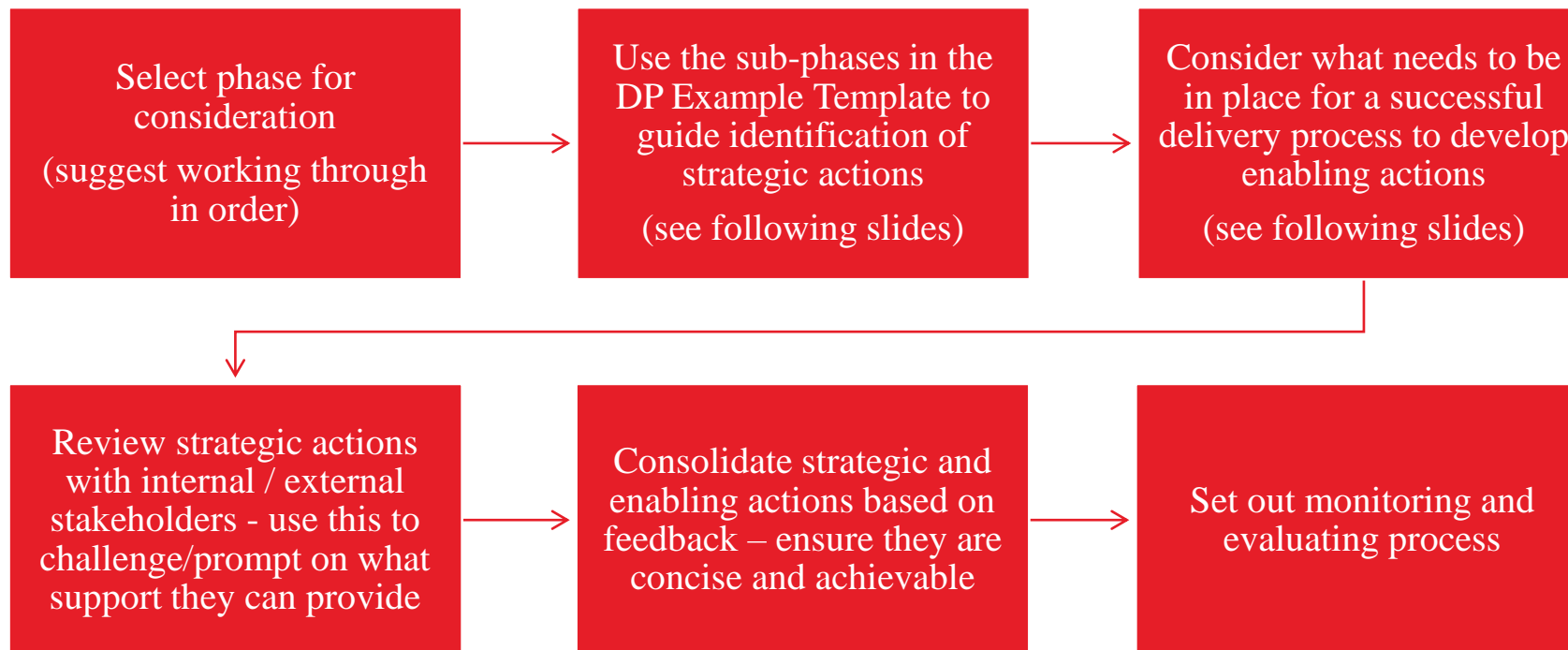
Local/National Priorities, Funding, Support and Regulation e.g.

- Job creation
- Mobilising investment
- Carbon reduction targets
- Heat network funding
- Energy efficiency funding
- Heat Networks Act requirements
- Current and future regulation
- Existing and new funding and support mechanisms

Creating a Delivery Plan

Suggested process

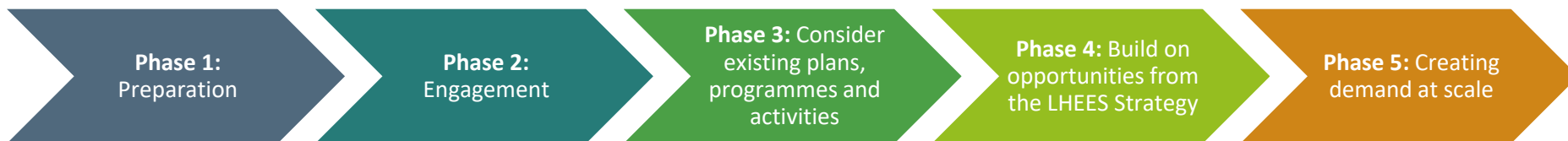
The process below demonstrates a method for breaking down the five phases (as set out in the Delivery Plan Example Template) and developing strategic and enabling actions.



Creating a Delivery Plan

Five phase approach

- The five phase approach set out in the LHEES Guidance and Delivery Plan Example Template is a good starting point to develop the LHEES Delivery Plan.
- The phases provide an approximate chronological order to develop the delivery plan, and actions identified at each stage are likely to follow on from each other (although there will also be some overlapping actions across phases).
- An example will be worked through for Phase 1: Preparation.



Creating a Delivery Plan

Phase 1 – Preparation Example

Phase 1: Preparation involves planning the necessary groundwork and frameworks to enable the development of a strong Delivery Plan and programme of wider activity. After the LHEES Strategy is complete, appropriate governance structures need to be established for the purposes of delivery, monitoring and evaluation and; appropriate capacity and skills identified.

Sub-phase (from the DP Example Template)	Purpose	What needs to be in place for a successful delivery process?
Maintaining and communicating evidence base	To ensure the LHEES evidence base used to produce the LHEES Strategy, Heat Network Zoning, and Delivery Areas is up to date and is in a format that can be shared with internal and external stakeholders for discussions around delivery.	<ul style="list-style-type: none"> • Communications strategy • Communication materials for stakeholders around LHEES delivery • Process to review and maintain evidence base, including identification of data gaps or further stakeholder engagement
Agreeing LHEES Priorities	To identify the local and national priorities that will guide outcomes, programmes and plans for LHEES Delivery.	<ul style="list-style-type: none"> • Defined strategic priorities, with input from key local authority stakeholders, for purpose of LHEES delivery.
Establishing resources and capacity	To ensure that resources and capacity are in place to deliver LHEES.	<ul style="list-style-type: none"> • Core LHEES delivery team • Buy-in and support across local authority • Forums/groups for discussing LHEES delivery with relevant people/organisations
Developing and maintaining a stakeholder engagement plan	To have a plan in place to build on engagement to date, along with new stakeholder engagement related to LHEES delivery.	<ul style="list-style-type: none"> • Process for identifying, categorising and prioritising stakeholders for LHEES delivery (consider Policy and Strategy Review Template from Stage 1) • Engagement plans for key stakeholders • Method to record and monitor engagement
Enabling governance	To ensure that governing processes are in place to enable LHEES delivery.	<ul style="list-style-type: none"> • Governance structure for LHEES delivery (e.g. steering group) • Internal processes for progressing LHEES through development, business case, due diligence and investment sign off.

Creating a Delivery Plan

Phase 1 – Preparation Example

Sub-phase (from the DP Template)	Example Strategic Action	Example Enabling Action
Maintaining and communicating evidence base	<ul style="list-style-type: none"> • Create communication materials to raise awareness of LHEES delivery to both stakeholders and the public 	<ul style="list-style-type: none"> • Create an internal engagement pack to support communication of LHEES across the Council • Create a public facing prospectus that sets out the long-term vision and outcomes for the LHEES Strategy • Engage communications team to support development of material
Establishing resources and capacity	<ul style="list-style-type: none"> • Establish internal resource for LHEES Delivery 	<ul style="list-style-type: none"> • Assign LHEES Coordinator • Work with coordinator to create LHEES Delivery team/working group • Identify roles required within team/working group • Identify existing internal resource that would have suitable skills/experience to support LHEES delivery • Identify if new hires/external support required to fill gaps • Engage HR team to support team development

Monitoring and Evaluation

Monitoring and Evaluation

Overview

- Monitoring and evaluation should also be considered as part of the Delivery Plan process. This will cover progress related to Delivery Plan actions, but also any ongoing projects related to LHEES.
- A Monitoring and Evaluation Plan should be set out by the local authority. This can include aspects necessary for a consistent approach to Monitoring and Evaluation, for example:
 - Identifying who is the lead for delivering actions/projects.
 - Process and procedures for monitoring and evaluating progress.
 - Identifying who is responsible for updating progress on actions/projects and how often.
 - Identifying how often meetings are held to review progress against targets/indicators.
 - Agreement on frequency of updating plan (as outward facing document).
 - Identifying process for adding new strategic actions and updating enabling actions as council goes through process of delivery.
 - Agreement on a process of how plan will function with enabling partners who may be named as a leads against actions.

Monitoring and Evaluation

Setting Targets and Indicators

- When developing strategic actions, it can also be useful to consider what the Local Authority is aiming to achieve in terms of targets and indicators, to support monitoring and evaluation.
- Outcomes and targets should be linked to the LHEES Strategy and the Policy and Strategy Review carried out in Stage 1.
 - Consider if there are specific targets identified in the LHEES Strategy e.g. number of homes retrofitted.
 - Consider if there are specific targets within the national, regional and local plans/policies identified in Stage 1 e.g. climate/energy goals for 2030, 2050 etc.
- Identify if there is any existing actions/projects/programmes and targets within local authority that can be aligned with LHEES.
- Consider how these targets and outcomes can align with the LHEES Delivery Plan and identified actions. Revisit with stakeholders if required.

Targets should be:

- Specific
- Measurable (use indicators/milestones to measure progress)
- Achievable
- Realistic
- Time-bound (use deadlines to set a defined time period)

Ensure targets are broken down in enough detail to be an achievable task.

Review the target regularly to ensure it is still relevant and achievable.

Monitoring and Evaluation

Project Log

- In addition to action tracking, it can be helpful to keep a log of projects and activities initiated through LHEES.
- This will demonstrate the impact that LHEES is having to government, elected members, officers and wider partners.
- It can include a project type, description, location, key dates etc.
- See 'Portfolio of projects' table within Appendix A of the Delivery Plan Example Template

Example Template Structures

Example Template Structures

For Monitoring and Evaluation

Delivery Plan Actions

Strategic Actions	2020-21 Actions	Progress	Timescale	Status	Lead	Partners
T1: Use evidence base from LHEES Strategy to target better key priority areas and zones e.g. HEEPS: ABS.	<p><i>Use LHEES Strategy to prioritise zones or areas where poor energy efficiency is a driver of fuel poverty.</i></p> <p><i>Assess level of owner occupier/private rented in these zones or areas.</i></p> <p><i>Develop HEEPS: ABS projects for specific wall insulation types e.g. EWI, IWI, cavity.</i></p> <p><i>Incorporate LHEES Strategy output into funding application.</i></p> <p><i>Use Strategy to develop engagement campaign areas for IWI and cavity wall insulation to improve sign up and marketing.</i></p>	<i>Zones or areas prioritised for 2020-21 focus...</i>	<i>-March 2021</i>	<i>(traffic light grading)</i>	<i>Energy officer, Local authority</i>	<i>Home Energy Scotland and Delivery Partner</i>
T2: XX						

Example Template Structures

For Monitoring and Evaluation

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Example Template Structures

For Monitoring and Evaluation

Portfolio of projects: List of ongoing/completed projects identified through LHEES

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Hints and Tips

Hints and Tips

- Ensure there is a clear story to delivery, that is formed by a golden thread that runs from your initial LHEES analysis, priority and stakeholder identification, to the Strategy and now onto Delivery.
 - Follow the five phase approach in order initially, or a structure that works for the local authority and its partners.
- Use a clear table to record all actions against each phase. Start off setting out the strategic action, or overall thing that you would like to see achieved, and then set out what steps – or ‘enabling actions’ are required to meet this.
- Similarly, set out these alongside strategic targets for the purposes of monitoring and evaluation. This makes it easier for updating and tracking progress as required.
- Ensure enabling actions and targets are broken down in enough detail to be an achievable task.
- Consider what is required to be outward facing as a Delivery Plan, and what you may want to leave for internal purposes only e.g. some internal restructuring is probably not worthwhile communicating to the public about!
- Be bold in the actions, and ambitious and ensure your partners are also.
- Do not end up being the only action lead in the Delivery Plan – ensure that partners are also named as leads too, so there is a collective responsibility and ownership.
- Ensure it is a dynamic document that is updated regularly.
- Your LHEES should be a journey, with the Delivery Plan being a pivotal moment to build from. Do not worry that all analysis and detail may not be covered off straight away. And do not worry that some actions might be to do some more analysis, or to speak to a few more people – these are all actions to enable a broader transition to net-zero. Parts of this will be more developed than others – so be comfortable with this.

ARUP