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# 1. Introduction

## 1.1 What is a LHEES?

Local Heat and Energy Efficiency Strategies (LHEES) are at the heart of a place based, locally led and tailored approaches to the heat transition. These local Strategies will underpin an area-based approach to heat and energy efficiency planning and delivery.

LHEES Strategies sets out the long-term plan for decarbonising heat in buildings and improving their energy efficiency across Angus.

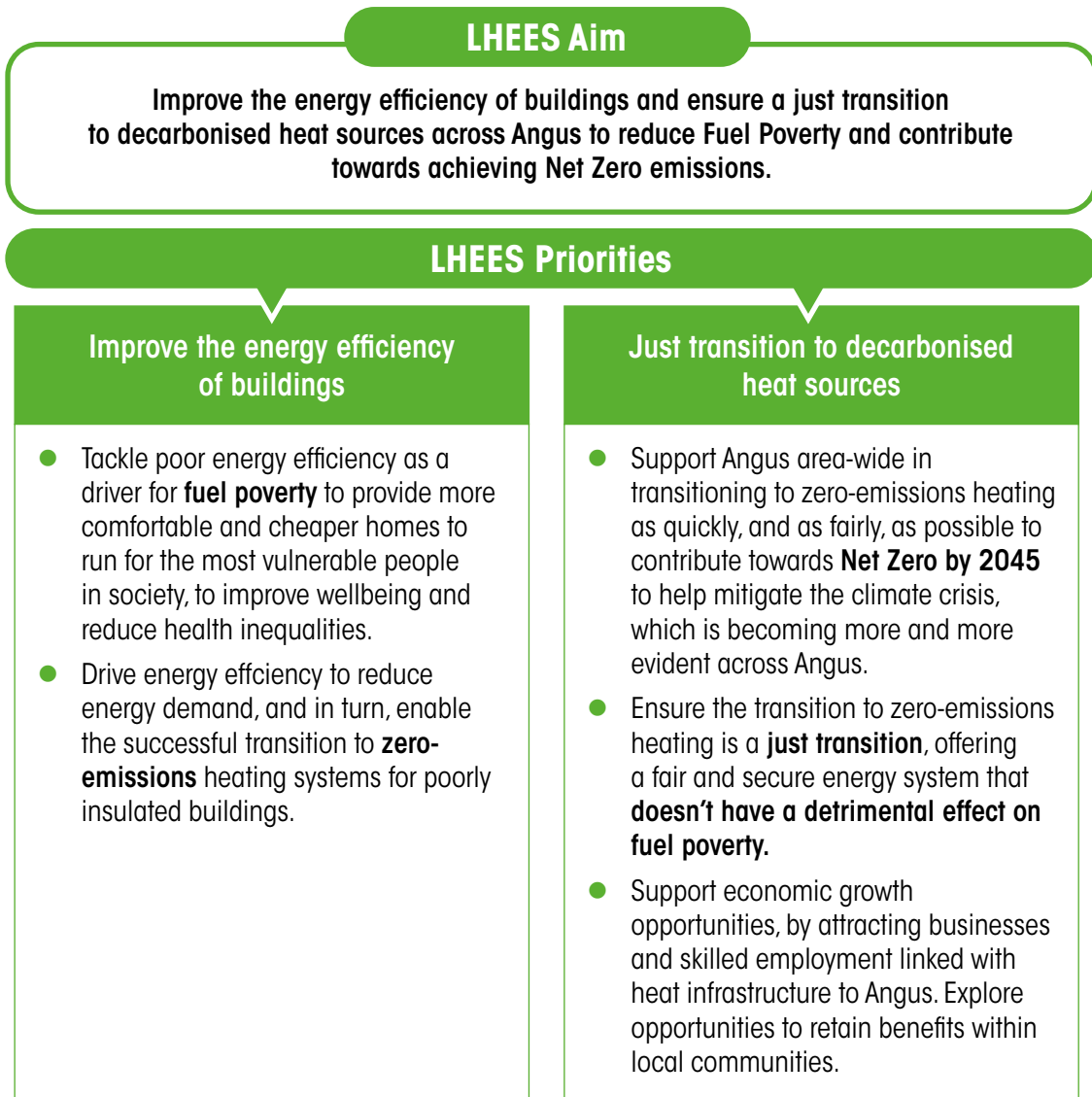
This document, the LHEES Delivery Plan, sets out how the Council proposes to support the implementation of its LHEES.

Both documents are available via the **Council's website**.

## 1.2 LHEES Aim & Priorities

The creation of the LHEES sets out a long-term plan for decarbonising heat and improving the energy efficiency of buildings across the local authority area; this ties in with the Council's policies and local priorities. Going forward, the LHEES will enable the Council to further progress towards meeting the Local and National targets and help mitigate climate change area-wide within Angus.

The LHEES aim and priorities are:



### 1.3 Delivery Plan

This LHEES Delivery Plan accompanies the LHEES Strategy, and it sets out how the Council proposes to support implementation of the Strategy. The LHEES Delivery Plan will transform buildings and heating systems to those that are efficient, affordable, and zero-emissions. It will also provide long-term co-benefits and opportunities within Angus, such as, contributing towards a healthier population due to warmer homes and unlock additional economic growth opportunities linked with energy efficiency and heat infrastructure.

For Council owned domestic and non-domestic buildings, the Council can directly influence the delivery of energy efficiency improvements to its building stock and transition to zero-emissions heat systems. For all other building tenures and types the Council has more of a facilitation role in the delivery of LHEES for Householders, Landlords, Communities, Business & Industry and the wider Public Sector. As part of the process for the preparation of the LHEES Strategy and Delivery Plan, stakeholder mapping was completed using an 'area-wide stakeholder interest / influence matrix'; this can be found in appendix 8.1 of the Strategy document.

In order to make informed decisions regarding which initiatives and projects to progress that are contained within the LHEES Delivery Plan, the Council must firstly engage with their key partners and stakeholders. Stakeholder priorities need to be determined, along with the support they require, the barriers they face, their existing plans, and opportunities they can foresee. There are also many groups and organisations across Angus that need to be determined as partners who can assist in awareness raising, meaningful engagement, and further development of the LHEES Strategy and Delivery Plan. They will also provide future advice and assistance to stakeholders as part of this ongoing process.

Therefore, this initial Delivery Plan mainly focuses on raising awareness of LHEES, stakeholder and partner engagement, and laying the foundations of governance to enable the successful delivery of LHEES. There are specific Delivery Plan actions for Council led initiatives and projects which will deliver progress on energy efficiency and heat decarbonisation. The Delivery Plan actions have been split into the following categories:

- Governance.
- Area Wide.
- Domestic Buildings.
- Non-Domestic Buildings: Council owned.
- Non-Domestic Buildings: Public Sector.
- Non-Domestic Buildings: Business & Industry.
- Heat Network Zones.

The Council proposes to update and create a detailed Delivery Plan in approximately two years once extensive engagement has taken place. Within this timescale the Scottish Government's Heat in Buildings Bill and Social Housing Net Zero Standard should be finalised, allowing projects and initiatives to be developed against the latest standards and targets.

## 2. Priorities, Targets and Indicators

The priorities of this LHEES have been matched with National Targets and Baselines have been set. This will allow progress within Angus to be monitored against the National Targets. It is worth noting that these targets are subject to change when the Scottish Government’s Heat in Buildings Bill and the new Social Housing Net Zero Standard are finalised.

### 2.1 Improve energy efficiency in domestic buildings

Target	Indicator	Baseline	Source	Timescale
All homes within Angus have an EPC rating of C	EPC energy rating A-C	40% domestic buildings EPC rating of A-C	Home Analytics	2033
All private-rented homes within Angus have an EPC rating of C	EPC energy rating A-C private rented homes	26% of private rented homes EPC rating of A-C	Home Analytics	2028
All owner-occupied homes within Angus have an EPC rating of C	EPC energy rating A-C owner-occupied homes	36% owner occupied homes EPC rating of A-C	Home Analytics	2033
All social rented homes within Angus have an EPC rating of B	EPC energy rating A-B Social Rented homes	9% social rented home EPC rating of A-B	Home Analytics	2032
Baseline figures to show the progress of energy efficiency measures being installed within Angus	Domestic buildings with Uninsulated Walls	45% of domestic buildings	Home Analytics	2033
	Domestic buildings with Loft Insulation <100mm	9% of domestic buildings	Home Analytics	2033
	Domestic buildings with Single Glazed Windows	7% of domestic buildings	Home Analytics	2033

\* All Targets are taken from the Heat Buildings Strategy: Achieving Net Zero Emissions in Scotland’s Buildings - October 2021

\* Home Analytics domestic dataset - Domestic Baseline Tool version 4.0 - August 2022

## 2.2 Reduce Fuel Poverty

Target	Indicator	Baseline	Source	Timescale
No more than 5% of households within Angus are in fuel poverty	% households in fuel poverty	20% of households in fuel poverty	Home Analytics	2040
No more than 1% of households within Angus are in extreme fuel poverty	% households in extreme fuel poverty	11% of households in extreme fuel poverty	Home Analytics	2040

\* Fuel Poverty reduction targets are in line with the Fuel Poverty (Scotland) Act 2019

\* Home Analytics domestic dataset - Domestic Baseline Tool version 4.0 - August 2022

## 2.3 Heat is decarbonised in Domestic Buildings

Target	Indicator	Baseline	Source	Timescale
All buildings within Angus will have zero-emissions heating systems	% domestic buildings off-gas grid Category 0	0% of domestic buildings are off-gas grid and use zero emissions heat	Home Analytics	2045
	% domestic buildings on-gas grid Category 0	0% of domestic buildings are on-gas grid and use zero emissions heat	Home Analytics	2045

\* All Targets are taken from the Heat Buildings Strategy: Achieving Net Zero Emissions in Scotland's Buildings - October 2021

\* Home Analytics domestic dataset - Domestic Baseline Tool version 4.0 - August 2022

## 2.4 Heat is decarbonised in Non-Domestic Buildings

Target	Indicator	Baseline	Source	Timescale
All buildings within Angus will have zero-emissions heating systems	% non-domestic buildings using zero-emissions heat	56% of non-domestic buildings heated using low or zero-emissions sources	Non-Domestic Analytics	2045
All publicly owned buildings within Angus will have zero-emissions heating	% public sector buildings using electricity sourced heating and biomass	12% of public sector buildings heated using low or zero-emissions sources	Scottish Public Sector Energy Benchmarking Tool	2038

\* All Targets are taken from the Heat Buildings Strategy: Achieving Net Zero Emissions in Scotland's Buildings - October 2021

\* Home Analytics non-domestic dataset - Non-Domestic Baseline Tool version 4.0 - September 2022

\* Scottish Public Sector Benchmarking Tool

## 2.5 Heat is decarbonised via Heat Networks

Target	Indicator	Baseline	Source	Timescale
3% of the heat demand within Angus to be supplied via heat networks	% of heat demand for all buildings within Angus supplied via heat networks	0% of heat demand within Angus supplied via Heat Networks	Home Analytics Non-Domestic Analytics	2027
8% of the heat demand within Angus to be supplied via heat networks	% of heat demand for all buildings within Angus supplied via heat networks	0% of heat demand within Angus supplied via Heat Networks	Home Analytics Non-Domestic Analytics	2030

\* Targets taken from the Heat Networks Delivery Plan – March 2022  
 \* Heat Networks also include district heating and communal heating systems.



### 3. Strategic Actions

The following tables contain a mixture of strategic high-level actions and a series of specific actions that are required to enable the creation of a detailed Delivery Plan. There are also specific actions for Council led initiatives and projects which will deliver progress on energy efficiency and heat decarbonisation.

#### 3.1 Governance

Action	Lead Service	Timescale
Work with the Scottish Government and their partners to collect improved datasets for domestic and non-domestic buildings in lieu of the five yearly LHEES update.	Alison Smith - Vibrant Communities and Sustainable Growth	2024-2029
Update the LHEES Strategy every five years.		2029
Update the LHEES Delivery Plan in two years and cross link the Local Development Plan Delivery Programme.		2026
Report annually to Committee on the progress of Delivery Plan actions.		2024-2029
Explore the most efficient and effective way of creating a wider LHEES Working Group - there is currently the Angus Council LHEES Working Group, the Angus Council Transition to Net Zero Working Group and the area-wide SECAP Steering Group. Hold regular meetings with the LHEES Working Group and collate yearly updates on Delivery Plan actions.		2024-2029
Integrate the LHEES Strategy and Delivery Plan with existing and future Council policies, plans, programmes, and activities.		2024-2029
Use the LHEES Strategy to inform the preparation and production of the next Local Development Plan for Angus, drawing on evidence-base, local priorities, targets, and strategic delivery areas as appropriate.		2024-2029

### 3.2 Area Wide

Action	Lead Service	Timescale
<p><b>LHEES awareness raising and engagement</b>                      Determine ways to communicate 'What is LHEES?' to key stakeholders (Householders, Communities, Business &amp; Industry, and the Public Sector).</p> <p>Explore means of engagement with key stakeholders to determine their priorities, support required, existing plans, barriers they face and opportunities they can foresee. This will further inform and develop the Delivery Plan.</p> <p>Develop targeted awareness and engagement campaigns for stakeholders in prioritised Strategic Zones.</p>	Alison Smith - Vibrant Communities and Sustainable Growth	2024-2026
<p><b>Support and Advice</b>                      Identify groups and organisations the Council can partner with to deliver LHEES awareness, carry out stakeholder engagement, provide building specific advice and funding assistance to stakeholders with regards to energy efficiency improvements and heat decarbonisation opportunities.</p>		2024-2026
<p><b>Electricity Grid Constraints</b>                      Engage with SSEN to determine the network capacity in areas identified as Strategic Zones.</p> <p>Gain access to the SSEN Local Energy Net Zero Accelerator (LENZA) tool to assess future energy scenarios.</p>		2024-2025
<p><b>Renewable Energy Masterplan &amp; Infrastructure Delivery Plan</b>                      Use the LHEES Strategy to inform the proposed Renewable Energy Masterplan and Infrastructure Delivery Plan for Angus, and in-turn, use any outputs to inform the LHEES Delivery Plan.</p>		2024-2025
<p><b>Community Energy Projects</b>                      Investigate opportunities within Angus and support communities to develop community energy projects.</p>		2024-2029
<p><b>Strategic Zones</b>                      Promote effective and collaborative working with stakeholders around the implementation of energy efficiency measures and zero-emissions heat within the Strategic Zones to ensure the maximum benefits are achieved.</p>		2024-2029
<p><b>Neighbouring Local Authorities</b>                      Explore opportunities and collaboration with neighbouring Local Authorities.</p>		2024-2025

### 3.3 Domestic Buildings

Action	Lead Service	Timescale
<p><b>LHEES awareness raising and engagement</b>                      Raise awareness of LHEES and engage with owner occupiers, landlords and tenants.</p> <p>Develop targeted awareness and engagement campaigns in the prioritised Strategic Zones to make householders and landlords aware they are in a 'Strategic Zone'.</p> <p>Use the Strategy to develop targeted engagement campaigns for specific energy efficiency measures and zero-emissions heating to improve uptake and marketing.</p>	Alison Smith - Vibrant Communities and Sustainable Growth	2024-2029
<p><b>Fuel Poverty</b>                      Work to assess and gain a better understanding of housing related poverty, and its role within the corporate approach to eradicating poverty.</p> <p>Use LHEES Strategy to prioritise zones where poor energy efficiency is a driver of fuel poverty, to ensure a just transition to zero-emissions heating through a fabric first</p>		2024-2028
<p><b>Funding</b>                      Maximise funding opportunities to assist homeowners and landlords with repairs, energy efficiency improvements and zero-emissions heating.</p> <p>Identify groups and organisations that the Council can partner with to provide building specific advice and funding assistance to householders and landlords with regards to energy efficiency improvements and heat decarbonisation opportunities.</p>	Alison Smith - Vibrant Communities and Sustainable Growth  Graeme Dailly - Director of Infrastructure and Environment	2024-2026
<p><b>Council new build programme</b>                      The Council new build programme seeks to achieve the 'greener' energy efficiency standard where practicable, and commits that all in-house new build projects will feature a combination green technologies for heating and hot water, which may include of Air Source Heat Pumps, Ground Source Heat Pumps, Mechanical Ventilation with Heat Recovery, and Photovoltaic panels and Battery Storage.</p>		2024-2028
<p><b>Council housing stock</b>                      Ensure Council stock meets the new Social Housing Net Zero Standard, implementing a fabric first approach where financially feasible.</p> <p>Undertake a full assessment and decarbonisation of Council stock heating systems.</p> <p>Use the Strategy to help identify and prioritise improvement works in Strategic Zones.</p>	Graeme Dailly - Director of Infrastructure and Environment	2024-2029

Action	Lead Service	Timescale
<p><b>Eco Flex 4 Scheme</b>                      Deliver the Angus Eco Flex 4 Scheme with the aim of maximising the volume of private households who access Flex4 funding, with a year-on-year increase.</p>	Alison Smith - Vibrant Communities and Sustainable Growth	2024-2026
<p><b>Tay Cities Deal - Low Carbon Demonstrator Housing</b>                      Deliver an innovative Tay Cities Deal funded Low Carbon Housing Project in Angus that will create low carbon housing that can be used as a demonstrator to inform the future installation of renewable methodologies in Council housing stock.                       Explore energy efficient options that reduce greenhouse gas emissions for all buildings that form part of Tay Cities Deal funded projects.</p>	Alison Smith - Vibrant Communities and Sustainable Growth  Graeme Dailly - Director of Infrastructure and Environment	2024-2029
<p><b>Monitoring of Energy Efficiency</b>                      Monitor domestic energy efficiency levels across Angus to help identify a targeted response to properties that do not / will not meet the minimum EPC ratings set out in the national Heat in Buildings Strategy.</p>		2024-2028
<p><b>Registered Social Landlords</b>                      A Social Housing Forum for registered social landlords in Angus will be set up to share lessons learnt and align future retrofit plans where feasible.                       Use the Strategy to help identify and prioritise improvement works in Strategic Zones where social housing is present.</p>	Alison Smith - Vibrant Communities and Sustainable Growth	2024-2025

### 3.4 Non-Domestic Buildings: Council owned

Action	Lead Service	Timescale
<p><b>'Road to Net Zero' Study for the Council's non-housing building estate</b></p> <p>Complete the 'Road to Net Zero' Study for the Council's non-housing building estate to allow the Council to make best value decisions on how buildings can contribute to Net Zero emissions targets, together with the level of investment required in future years. A pipeline of projects to 2045 will be identified and delivered subject to funding.</p> <p>The LHEES analysis will be used to help identify and prioritise buildings for heat decarbonisation.</p> <p>£150,000 has been approved via the climate change/net zero and biodiversity one off investment fund to procure consultants to complete the study during 2024/25.</p>	<p>Graeme Dailly - Director of Infrastructure and Environment</p>	<p>2024-2029</p>
<p><b>The installation of Air Source Heat Pumps (ASHP) to an existing building</b></p> <p>Complete the study and installation of an ASHP to Rosemount Primary School in Hillside, Montrose. The knowledge gained from this project will enable more ASHP projects to be identified to progress the decarbonisation of the council's property estate</p> <p>£45,000 has been approved via the climate change/net zero and biodiversity one off investment fund to procure consultants to complete the study during 2024/25.</p>	<p>Graeme Dailly - Director of Infrastructure and Environment</p>	<p>2024-2025</p>
<p><b>LED Lighting Installations</b></p> <p>Continue the roll out of LED lighting in Council non-domestic buildings to significantly reduce their carbon footprint, helping towards the Council's Net Zero carbon emission targets.</p> <p>£109,000 has been approved for LED lighting upgrades to three schools via the climate change/net zero and biodiversity one off investment fund, 2024/25.</p>		<p>2024-2029</p>
<p><b>Heat Network - Building Assessment Reports (BARs)</b></p> <p>Complete BARs to assess the suitability of the Council's non-domestic buildings for connecting to a heat network. This will enable more informed decision making regarding the review of heat network opportunities and the designation of Heat Network Zones.</p>		<p>2024-2025</p>

### 3.5 Non-Domestic Buildings: Public Sector

Action	Lead Service	Timescale
Raise awareness of LHEES within the Public Sector and engage with stakeholders of Public Sector Buildings.	Alison Smith - Vibrant Communities and Sustainable Growth	2024-2026
Assess Building Assessment Reports for Public Sector buildings as they are completed to help prioritise Public Sector buildings for heat decarbonisation via heat networks.	Alison Smith - Vibrant Communities and Sustainable Growth Graeme Dailly - Director of Infrastructure and Environment	2024-2026
Encourage and support partners to incorporate the LHEES strategy into their policies, plans, programmes, and activities.	Alison Smith - Vibrant Communities and Sustainable Growth	2024-2029
Support the Public Sector to develop projects for energy efficiency improvements, heat decarbonisation and to encourage collaborative working with wider stakeholders.		2024-2029

### 3.6 Non-Domestic Buildings: Business and Industry

Action	Lead Service	Timescale
<p><b>LHEES awareness and engagement</b> Raise awareness of LHEES and engage with building owners, landlords and tenants.</p> <p>Develop targeted awareness and engagement campaigns in the prioritised Strategic Zones to make building owners and landlords aware they are in a 'Strategic Zone'.</p> <p>Use the Strategy to develop targeted engagement campaigns for specific energy efficiency measures and zero-emissions heating to improve uptake and marketing.</p>	Alison Smith - Vibrant Communities and Sustainable Growth	2024-26
<p><b>Buildings and Tenants</b> Work with the Council's tenants to signpost to information and funding opportunities for green/heat saving funding or initiatives through 'InvestInAngus' and the Economic Development monthly newsletter.</p> <p>Assess energy efficiency improvement measures and heat decarbonisation opportunities to Council owned buildings as part of the Council's Capital Investment Programme.</p> <p>Use the Strategy to help identify and prioritise improvement works in Strategic Zones.</p>		2024-2029

Action	Lead Service	Timescale
<p><b>Skills &amp; Employability</b> Collaborate with Skills Development Scotland and local Colleges to plan apprenticeships that develop local installer skills.</p> <p>Work with regional and national partners to identify and tackle the skills gap through existing employability and skills pipelines.</p> <p>Work with regional partners to deliver the Tay Cities Deal Clean Growth Skills Project.</p>	Alison Smith - Vibrant Communities and Sustainable Growth	2024-2029
<p><b>Supply Chain Development</b> Engage with supply chains to engage and educate local suppliers on upcoming opportunities and to demonstrate a secure pipeline of work.</p>		2024-2029

### 3.7 Heat Network Zones

Action	Lead Service	Timescale
Complete feasibility studies on the five identified Heat Network Zones - subject to funding.	Alison Smith - Vibrant Communities and Sustainable Growth Graeme Dailly - Director of Infrastructure and Environment	2024-2029
Assess the Building Assessment Reports for the buildings located within the five identified Heat Network Zones to confirm their suitability as anchor loads.		2024-2025
Explore Heat Network opportunities with the wider Public Sector, in particularly, the NHS due to the large heat demand of their buildings.	Alison Smith - Vibrant Communities and Sustainable Growth	2024-2029
Explore Heat Network opportunities with Dundee City Council around the Broughty Ferry / Monifieth border.		2024-2029
Explore Heat Network opportunities with Scottish Water using a heat recovery from waste-water system within the larger Angus towns and some coastal areas where a high flow waste-water pipe runs from North of East Haven to Dundee.		2024-2029

\* Currently the scope of the BAR duty is non-domestic public-sector owned buildings, but the intention of the Scottish Government is to expand the BAR duty to commercial/privately owned non-domestic buildings in due course.