



# Local Heat and Energy Efficiency Strategy (LHEES) Delivery Plan 2023 - 2028

Draft for public  
consultation



**moray**  
council

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# 1. Introduction

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The unique mix of rural communities and historic towns in Moray presents several challenges in achieving a just transition to a sustainable and climate resilient community. Moray's Local Heat and Energy Efficiency Strategy (LHEES) sets out to assist this by providing a framework for improving building energy efficiency and decarbonising heat sources.

This LHEES Delivery Plan details how Moray Council, in collaboration with key stakeholders, will translate the LHEES priorities into actions. By implementing these actions, we can create a cleaner, healthier, and more economically vibrant Moray for all.

The delivery plan is framed around what can be delivered now, given the existing policy and funding landscape, and is likely to be updated over time as the Scottish Government introduces new standards, regulation and delivery programmes, as well as potentially updated requirements, approaches and tools associated with the LHEES process.

The actions captured in this delivery plan are in draft, with the requirement for further stages of consultation and agreement over governance, timescales and specific details around completion. This will be carried out in the months following approval by the Council.

The finalised delivery plan will then be reviewed and updated by the Council's Climate Change officers on an annual basis as the policy and funding landscape changes. This first LHEES Delivery Plan incorporates actions with a near-term (5-year) focus, to put crucial steps in place to build to the longer-term goal of net zero, with clearer and more granular long-term steps to be set out in later LHEES iterations once government has a better understanding of local needs.

## 2. Delivery Plan

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This delivery plan was developed to provide a platform for delivery of priorities identified within the Moray LHEES Strategy as detailed in Table 1.

Table 1. LHEES priorities for Moray.

	<b>1. Building sustainable and climate resilient communities</b>
	<b>2. Maximising knowledge and awareness and ensuring certainty of success</b>
	<b>3. A just transition for the energy system</b>
	<b>4. Supporting a wellbeing economy, jobs and skills</b>
	<b>5. Tackling fuel poverty and improving health</b>
	<b>6. Improving the energy efficiency of buildings</b>
	<b>7. Decarbonising building heat sources</b>

It has been developed in collaboration with key stakeholders to ensure a cohesive and considered approach to action across Moray. Actions have been defined across three timescales: immediate (within 6 months), short term (6 months to 2 years) and long term (2-5 years).

Funding and capacity to delivery upon actions is an issue for all stakeholders of this delivery plan. Actions which are necessary, but which are presently undeliverable within existing resources, have been highlighted throughout the document.

## 3. Actions

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Actions were identified through engagement internally within Moray Council and externally with key stakeholders. These represent the actions which key stakeholders believed were most integral to Moray's net zero journey. They provide enabling actions for other key programmes of work, such as by providing key resource or funding. They also intend to solve current challenges which have been identified through this LHEES process, such as joining up the many parallel streams of work across the Council, better understanding attitudes towards low carbon or beginning to structure an approach to treat harder to access properties with private owners.

Actions within the delivery plan will be updated and amended as projects are identified and feasibility studies are concluded.

Many of these actions do not have confirmed funding however it is suggested that this is not a reason to avoid stating actions, but the lack of funding and further support needed from the UK and Scottish governments for their delivery needs must be emphasised and raised if proving a risk to wider decarbonisation.

These actions alone will not solve all of the issues we face. Local communities across Moray will need to engage in action, technological advances and adopt positive behavioural change. Public engagement, targeting increased awareness and policy support, will create a more informed and supportive community. It will also drive the changes in individual and collective behaviours needed to reduce carbon emissions and reach net zero.

Following this initial publication of a proposed list of actions, a more comprehensive and robust process should be carried out with each of the proposed action owners to:

- 1. Agree and confirm the action owner:** This needs to be with respect to available resource to deliver the action but importantly will need to reflect the owner's expertise or power to enable delivery.
- 2. Refine and add further detail to each action:** Action owners will need to add specifics to each action such as interim steps required, scope of the action and timeframes or resource needed.
- 3. Determine risk factor:** Introduce a risk factor associated with each action.
- 4. Confirm timescales and deadlines:** Suggested timeframes have been given in this Delivery Plan however it will be essential for the action owner to review this and ensure it is realistic. It may be desirable to make the timeframe more detailed than the three delivery categories given in this plan.

In addition to the long list of proposed actions, several major actions have been highlighted below as essential to the viability of Moray's LHEES:

### 1. Establish governance arrangements through alignment of actions within upcoming Moray Council Climate Change Strategy and the upcoming Moray-wide Climate Strategy

Align relevant internal actions within the Council's upcoming Climate Change Strategy for quarterly progress reporting to the Climate Change Board, and annual reporting to the Economic Development and Infrastructure Services Committee. External actions should be aligned within the upcoming Moray-wide Climate Strategy, with development led by Moray CAN.

**Proposed action owner:** Strategic Planning and Development / Moray CAN

**Timescale:** Immediate

### 2. Highlight funding gap, cost and data limitations

Engage with the Scottish Government to report the funding gap of £955m for domestic properties, as identified within the Moray LHEES. This will be based on the anticipated action required which is reported in the Moray LHEES plus taking a wider view of actions which are not captured in relation to buildings with non-traditional construction, non-domestic support needed and cost of renewables e.g. solar PV and battery systems.

The Scottish Government and the Energy Saving Trust will also need to support the Council to account for the limitations in the estimated costs output by the Energy Saving Trust's modelling tool, particularly owing to the rural nature of Moray.

The funding gap for the wider electricity and gas network constraints will require support from network operators. The Council is willing to work with network operators to progress electrification of heat projects where the grid is less constrained in the short term, and plan in the other areas as part of a longer-term strategy.

**Proposed action owner:** Strategic Planning and Development

**Other stakeholders to be included:** Scottish Government, Ofgem, utility network operators

**Timescale:** Immediate

In line with other local authorities, a more detailed delivery plan will be produced in 2025 once the action setting process has been undertaken fully and in recognition of any government announcements following publication of the initial LHEES Strategy and Delivery Plan documents.

## 4. Requirements of the Scottish Government

Ongoing collaborative efforts, including funding, communications, and strategic support from the Scottish Government, are essential for the successful operation of Moray's LHEES. These requirements are detailed in Tables 1 to 4.

As discussed in Section 1, this delivery plan will be reviewed annually to take account of changes in the policy and funding landscape resulting from consideration of LHEES across Scotland. Early engagement by the Scottish Government with local authorities is encouraged with respect to changes in standards, regulation, delivery programmes and funding. The use of ring-fencing in this area should be considered to ensure that strategic priorities are delivered upon.

Table 1. Funding requirements.

Requirement	Outcome
Provide a significant increase in funding to support energy efficiency and heat decarbonisation projects and supporting activities (fuel poverty; engagement; data collection, modelling and analysis; funding for community organisations). Moray has over 49,000 buildings, the majority of which will need to be retrofitted. Domestic measures equate to an estimated £22k per dwelling.	Greater funding availability and ability to deliver projects.
Provide significant funding for research institutions, local authorities, social landlords, and others to develop studies and Building Information Modelling (BIM) for archetypes.	Guidance for each building archetype.

Table 2. Knowledge and awareness requirements.

Requirement	Outcome
Produce a national communications toolkit to raise awareness of Local Heat and Energy Efficiency Strategies; energy efficiency and heat decarbonisation measures; support and advisory services.	Improved awareness and behavioural change.
Deliver a public communications programme to raise awareness of the support and advisory services available and to encourage home upgrades, to maximise uptake of these schemes.	



Table 3. Research and data requirements.

Requirement	Outcome
Encourage use of Building Energy Management Systems and sub-metering by building owners and sharing of data.	Greater awareness of building performance.
Develop a sustainable data sharing model and platform.	Improved data accessibility and transparency.
Research the density of new housing/building developments required to support a new heat network.	Improved modelling.
<p>Research how indoor air quality is impacted/improved by energy efficiency and heat decarbonisation measures by:</p> <ul style="list-style-type: none"> <li>● Ensuring indoor air quality and retrofitting building are fully considered in the Clean Air Strategy 2.</li> <li>● Agreeing standard methodology for monitoring indoor air quality pre- and post-retrofit, including pilot projects.</li> <li>● Developing a framework model to identify how factors impact indoor air quality (e.g. insulation type, air tightness).</li> <li>● Convening a task group to identify actions to be undertaken to address issues associated with indoor air pollution.</li> </ul>	An understanding of how risks related to poor indoor air quality can be mitigated to make improved decisions on which building level actions to implement.
Model heat efficiency in the context of changing workstyles now and in the future.	Greater insight of heat demand.

Table 4. Policy/incentive gap requirements.

Requirement	Outcome
Map policies/targets to evidence and tools to provide a timeline of anticipated improvements.	Improved awareness and accessibility to key policies.
Clarify the phrase “as far as reasonably possible” within the context of the Heat in Buildings Strategy.	Improved understanding of targets.
Incentivise and/or further regulate developers to ensure new builds are suitable for decarbonised heating.	New builds which are suitable for net zero.
Work with the Building Research Establishment on energy performance certificate reform to develop an improved metric.	An improved energy performance metric.
Agree a new Energy Efficiency Standard for Social Housing 2 target, aligned to net zero and supporting fuel poverty eradication. Develop policy levers to support short-term mitigation to alleviate current grid capacity pressures. For example, revise the battery storage definition; private wire for heat networks; surplus from private grids/renewables to power local buildings.	A revised target.
Continue to support National Planning Framework 4 Policy 19: <i>Development proposals within or adjacent to a Heat Network Zone identified in a Local Development Plan will only be supported where they are designed and constructed to connect to the existing heat network.</i>	Alleviation of grid pressures and improvement in capacity.
Provide further clarification on requirements around operation, maintenance, KPIs, obligation to connect, consumer protection and community wealth building aspects (e.g. mandating community shares).	Heat networks become standard consideration for developments and existing implementation considerations are addressed.

## 5. List of Actions

Ongoing collaborative efforts, including funding, communication, and strategic support from the Scottish Government, are essential for the successful operation of Moray's LHEES. These requirements are detailed in Tables 1 to 4.



### Priority 1: Building sustainable and climate resilient communities.

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities	
						Achieving net zero	Adaptation
Support community-led energy efficiency and adaptation projects	Moray CAN	Continue to connect to grant providers, technical assistance, and training opportunities for community groups looking to lead on energy efficiency and adaptation projects in their local areas.	Immediate	Increased number of community-led projects supported, and carbon emissions saved through these projects.  Increased community skills and capacity for climate action, measured by workshops attendance or volunteer hours.	Yes	✓	✓

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities	
						Achieving net zero	Adaptation
Encourage formation of community energy cooperatives	Moray CAN	Encourage the formation of community energy cooperatives, where residents collectively invest in renewable energy projects. Doing so will enhance community resilience, generate clean energy and empower communities economically and socially.	Short term	Number of new community energy cooperatives established, and MWh of renewable energy generated.  Investment attracted by cooperatives from local residents and organisations.	No	✓	✓
Enhance community resilience within local strategic planning	Strategic Planning & Development	Integrate climate resilience considerations into Moray's new Local Development Plan. Incorporate green infrastructure, flood resilience measures, and passive cooling strategies to future-proof buildings and communities against the impacts of climate change.	Short term	Integration of climate resilience measures in new developments.  Increased awareness and understanding of climate risks and adaptation measures amongst local planners and developers.	Yes.	✓	✓



## Priority 2. Maximising knowledge and awareness and ensuring certainty of success

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities	
						Maximise knowledge and awareness	Ensure certainty of success
Improve knowledge amongst staff and stakeholders	Moray Council Heads of Service	Continue to participate in and facilitate access to relevant training sessions, conferences, workshops and other knowledge sharing events between industry, experts, and council officers to improve knowledge on energy efficiency and heat decarbonisation.	Immediate	Increased participation of staff in training sessions and other knowledge sharing events.  Improved knowledge and understanding of energy efficiency and heat decarbonisation measures amongst all staff which is kept up to date.  Development of internal capacity to support LHEES implementation effectively.	Yes	✓	✓

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities	
						Maximise knowledge and awareness	Ensure certainty of success
Undertake education and awareness campaigns	Moray CAN	Launch public education campaigns to raise awareness about the importance of energy efficiency and sustainable heating practices. Engage schools, community groups, and local media to promote behaviour change and empower individuals to take action in their homes and workplaces. Raise awareness of climate change and build capacity for adaptation and mitigation actions.	Immediate	Increased public awareness of climate change, energy efficiency, sustainable heating practices and the need for behavioral change and action.  Demonstrable changes in attitudes and behaviours towards energy conservation and sustainable heating solutions, identified through case studies and surveys.  Increased engagement in LHEES initiatives and community-led projects.  Members of the public indicate that they feel empowered to take action in their homes and workplaces.	Yes	✓	✓

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities	
						Maximise knowledge and awareness	Ensure certainty of success
Ensure retrofitting plans are aligned between Council and Registered Social Landlords	Housing and Property	Host and participate in joint meeting with RSLs to align social housing retrofit plans in the future.	Immediate	Consistency and coherence in retrofitting approaches across Council and RSL building stock.  Alignment of decarbonisation engagement approaches to simply communication and encourage tenant buy-in to sustainable solutions.	Yes		✓
Support research on public attitudes towards renewable technologies in Moray	Strategic Planning & Development	Support ongoing research at UHI on local public attitudes towards renewable technologies through facilitating interviews, data sharing and provision of expertise.	Short term	Publication of research findings on public attitudes towards renewable technologies.  Development of recommendations based on research findings to inform ongoing Moray LHEES strategy.	Yes	✓	✓

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities	
						Maximise knowledge and awareness	Ensure certainty of success
				Increased understanding of public concerns and preferences to guide effective communication and engagement strategies.			
Raise awareness of LHEES in Moray	Strategic Planning & Development	Undertake engagement sessions with the public and businesses as part of the Local Development Plan development process.	Short term	Number of engagement sessions conducted with different groups.	Yes	✓	✓
	Moray CAN	Conduct deeper engagement with community representatives, environmental groups, and industry experts can provide valuable insights and foster ownership of the strategy among diverse stakeholders. Hosting public forums and workshops to facilitate meaningful dialogue and increase community buy-in.		Increased understanding of LHEES priorities and actions, and enhanced sense of strategy ownership amongst stakeholders, measured by annual pulse survey.  Identification of stakeholder concerns and suggestions to inform LHEES development.	Yes		





### Priority 3. A just transition for the energy system

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities
						A just transition
Identify communities and workers most impacted by the energy transition	UHI Moray	Conduct mapping and assessments to understand the specific needs and challenges of communities and workers reliant on industries affected by the transition.	Immediate	Identify communities and workers most impacted by the transition, with detailed profiles and needs assessments.	Yes	✓
Establish a Just Transition Fund to support affected communities and businesses.	Scottish Government	Provide a dedicated funding programme in Moray to support infrastructure upgrades, economic diversification initiatives, and community-led projects.	Short term	Increased investment in impacted communities, job creation, reduced reliance on fossil fuels for energy needs, and diversification of local economies	?	✓
Promote fair work practices and working standards in the renewable energy sector	Scottish Government	Facilitate the development of industry-wide agreements on fair wages, worker safety, and training opportunities in the renewable energy sector.	Long term	Improved labour standards and working conditions in the renewable energy sector. Workers are incentivised to make the transition.	?	✓



#### Priority 4. Supporting a wellbeing economy, jobs and skills

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities		
						Skills and jobs	Community and wealth building	Finance
Encourage green startups and diversification of existing businesses	Business Gateway Moray	Provide business support to new start-ups and existing businesses in Moray.	Short term	Increased number of green startups launched and established businesses expanding.  Creation of new green jobs in Moray.	Yes	✓	✓	✓
Provide dedicated support to encourage green business development in Moray	Business Gateway Moray	Provide a programme of support to green start-ups and existing businesses, delivering opportunities for collaboration and upskilling. Administer green start-up and equipment grants for areas specified as required in Moray.	Long term	Attraction of investment in green businesses and innovations.	No	✓	✓	✓

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities		
						Skills and jobs	Community and wealth building	Finance
Improve awareness of job and learning opportunities associated with LHEES	Moray Local Employability Partnership/ DYW	Work with employers and industry associations to connect individuals with green job and learning opportunities.	Long term	Growth in participation in LHEES-related job and learning opportunities. Monitored using enrolment figures in relevant courses, apprenticeships, jobs and training initiatives.  Improved employer engagement. Employers are actively involved in promoting and offering LHEES-related jobs and learning opportunities.  Increased awareness of opportunities as surveys demonstrate improved understanding and interest in LHEES career paths.	Yes	✓		



### Priority 5. Tackling fuel poverty and improving health

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities		
						Domestic properties	Non-domestic properties	Heritage buildings
Identify non-domestic buildings with largest potential energy savings.	Strategic Planning & Development	Analyse building data to identify those with the largest heat demands, engage with the building's owner and propose/support a high-level energy efficiency analysis. These buildings may offer the largest impact from energy efficiency improvements.	Immediate	Top 10% of non-domestic buildings by heat demand identified and initial engagement completed.	No	✓		
Improve building management systems.	Housing & Property	Accelerate ongoing works to improve building management systems in all public buildings where appropriate, to more accurately monitor and improve building performance	Immediate	Improvement in building energy performance in public buildings.	No	✓		

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities		
						Domestic properties	Non-domestic properties	Heritage buildings
Conduct ongoing stakeholder engagement with gas and energy networks.	Strategic Planning & Development	Continually engage with SGN and SSEN to ensure effective strategic planning.	Immediate	Energy network infrastructure plans are aligned with LHEES plans and priorities.	Yes.	✓	✓	
Align existing investment and asset management plans with LHEES.	Housing & Property	Review existing investment and asset management plans to target energy efficiency improvements of buildings within the Council's portfolio.	Short term	All existing investment and asset management plans aligned with LHEES objectives.	Yes.	✓	✓	✓
Create energy efficiency improvement plans for council owned buildings.	Housing & Property	Conduct energy efficiency audits of all relevant council owned buildings and produce improvement plans which demonstrate potential carbon and financial savings.	Long term	100% of council owned buildings with energy efficiency improvement plans	No.	✓	✓	✓

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities		
						Domestic properties	Non-domestic properties	Heritage buildings
Conduct ongoing internal engagement within the Council.	Strategic Planning & Development	Continue to engage with council sections to streamline the approach to delivery of LHEES information and energy reduction strategies.	Short term	Increased awareness and understanding of LHEES objectives across all relevant council services, measured by pulse surveys.	Yes.	✓	✓	✓
Understand the decarbonisation plans of large organisations.	Moray CAN	Build upon engagement work by identifying and engaging with large organisations which are known to have several properties or a high energy demand, to understand their decarbonisation plans and any support they may require.	Long term	Engagement evidence report produced which will inform future LHEES iterations.	Yes	✓	✓	✓

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities		
						Domestic properties	Non-domestic properties	Heritage buildings
Develop a fund for initial homeowner/private landlord retrofit surveys.	Scottish Government	Develop a fund for initial retrofit surveys which is accessible to all homeowners and private landlords to remove this initial barrier to action.	Short term	Funding secured and initial homeowner/private landlord retrofit survey programme launched.	?	✓		
Create retrofit and new build living exemplars and showcase to the public and developers.	Strategic Planning & Development	Develop retrofit and new build exemplar buildings as part of the Moray Growth Deal to demonstrate the potential for fabric retrofit, battery storage, solar PV, insulation, heat pumps, and other innovative measures to work effectively. Host showcase events at the buildings as a learning opportunity for the public and developers.	Long term	Two exemplar buildings completed and showcased to the public and developers. Lessons learned shared to inform future LHEES iterations and national building and planning policy.	Yes.	✓	✓	✓

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities		
						Domestic properties	Non-domestic properties	Heritage buildings
Review and develop heritage buildings and unconventional construction guidance.	Strategic Planning & Development	Develop user friendly guidance for heritage and unconventional building owners. Consolidate existing resources, explain acceptable improvements, and outline available financial support to empower them to navigate energy efficiency and heat decarbonisation while respecting unique building and site characteristics.	Long term	Guidance made available for owners of heritage and unconventional building owners. Increase in funding applications (and planning applications where applicable), demonstrating progress in decarbonisation efforts.	Yes.	✓	✓	✓





## Priority 6. Improving the energy efficiency of buildings

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities	
						Reducing energy costs	Improved health outcomes
Promote energy literacy and behavioural change	Moray CAN	Continue to provide education and resources to empower people to use energy more efficiently and make informed choices about their energy consumption.	Short term	Increased awareness of energy-saving methods.	Yes	✓	
Strengthen healthcare interventions	NHS Grampian	Ensure healthcare professionals routinely identify and address fuel poverty as a social determinant of health. Integrate fuel poverty support into medical care and social prescribing programmes.	Short term	Reduced incidence of health problems associated with cold homes.	?		✓
Increase support for low-income households	Scottish Government	Implement targeted grants, benefits, and top-ups to energy bills for those most in need.	Short term	Reduce the number of households in fuel poverty in line with national targets.	?	✓	✓

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities	
						Reducing energy costs	Improved health outcomes
Advocate for policy and regulatory changes	Moray Council Leader	Lobby for stronger UK and Scottish government policies to regulate energy prices, reform the energy market, protect vulnerable consumers, and invest in renewable energy solutions.	Long term	Secure specific policy changes and government funding commitments.	Yes.	✓	✓
Invest in research and innovation	Strategic Planning & Development	Develop and test new technologies and solutions as part of the Moray Growth Deal to make energy more affordable and accessible, particularly for vulnerable groups. Compile case studies and present findings to Scottish Government.	Long term	Case studies produced highlighting lessons learned from Moray Growth Deal projects.	Yes.	✓	✓



## Priority 7. Decarbonising building heat sources

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities		
						Domestic properties	Non-domestic properties	Heritage buildings
Designate Moray heat network zones	Strategic Planning and Development	Designate within local planning policy the heat network zones identified by the Moray LHEES Strategy. Publish statement in accordance with Heat Networks (Scotland) Act 2021 and review in no more than 5 years from date of publication.	Immediate	Heat network zones are designated for Moray, encouraging increased use of this method of heat decarbonisation. Statutory obligations within the Heat Networks (Scotland) Act 2021 are met.	Yes.			✓
Identify existing electricity grid capacity to meet heat decarbonisation requirements	SSEN	Conduct comprehensive assessments of grid capacity and potential upgrades needed to support widespread electrification of heating.	Short term	Identified areas with sufficient capacity for heat decarbonisation requirements. Need assessment and projected costs of infrastructure upgrades.	Yes	✓	✓	✓

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities		
						Domestic properties	Non-domestic properties	Heritage buildings
Develop and implement financial incentives for on-grid heat pump installations	Scottish Government	Introduce grants, rebates, or tax breaks to encourage homeowners and businesses to switch to electric heat pumps.	Short term	Increased number of non-domestic properties with heat pumps installed.	?	✓	✓	
Targeted support for low-income households and vulnerable communities	Scottish Government	Provide additional financial assistance and access to information and resources for low-income households and vulnerable communities transitioning to low-carbon heating solutions.	Short term	Reduction in fuel poverty.	?	✓		✓
Facilitate the development and expansion of heat networks	Scottish Government	Provide regulatory support, funding, and technical assistance for communities to establish or expand district heating networks fuelled by renewable sources.	Long term	Increased number and capacity of heat networks in Moray.	?	✓	✓	✓

Action	Action owner	Description	Timescale	Targets/ Outcomes	Deliverable within existing resources?	Priorities		
						Domestic properties	Non-domestic properties	Heritage buildings
Facilitate opportunities to advance heat network opportunities in Moray	Strategic Planning and Development	Collaborate on project development and implementation of heat networks in Moray identified within the LHEES, and as designated as heat network zones.	Long term	Opportunities to develop heat networks in Moray are realised.	Yes.	✓	✓	✓

## 6. Stakeholder Engagement

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Stakeholder engagement is crucial to the success of Moray's LHEES strategy. Throughout the strategy development process, the Council has engaged with internal and external stakeholders at key stages in line with the LHEES methodology.

Stakeholders provided comments and feedback on a draft of the LHEES strategy and delivery plan, and this was used in the creation of the existing versions.

If approved by the Council, a 3-week public consultation will be held from 25 April to 16 May 2024. Following this consultation, amendments will be made where necessary and a final version presented to the Council for approval on 26 June 2024.

The Moray LHEES steering group will be expanded to include all agreed action owners within the delivery plan. This group will meet quarterly to update action progress which will then be reported to the Council's Climate Change Board.

Going forward, stakeholder engagement will continue to be necessary as the strategy enters delivery. Changeworks have provided the following stakeholder engagement materials to ensure that compliance with the LHEES methodology is achieved.

### 6.1 Stakeholder influence mapping

An Influence/Interest Matrix has been used to map stakeholders within the Moray area. This provides a clear picture of the level of engagement required for each stakeholder and quickly highlights who the high priority stakeholders are.

The following engagement level is a recommended starting point for each tier, based on Zero Waste Scotland/Arup LHEES guidance:

**TIER 1** – Part of Project Steering Group (PSG). Ongoing engagement throughout the project at defined workshops e.g. identifying priorities and for delivery. Specific engagement plans developed as required.

**TIER 2** – Participate in workshops and engage with the project at key milestones (if required). Potentially one-to-one contact during data collection stage and one-to-one interviews to be held with these stakeholders to gain further insight and understanding of priorities and delivery contributions.

**TIER 3 and 4** – Potentially participate in workshops and engage with the project at key milestones (ad hoc basis e.g. delivery planning). Receive a direct invite to public consultation.

Figure 1 indicates there are 20 tier 1 stakeholders highlighted.

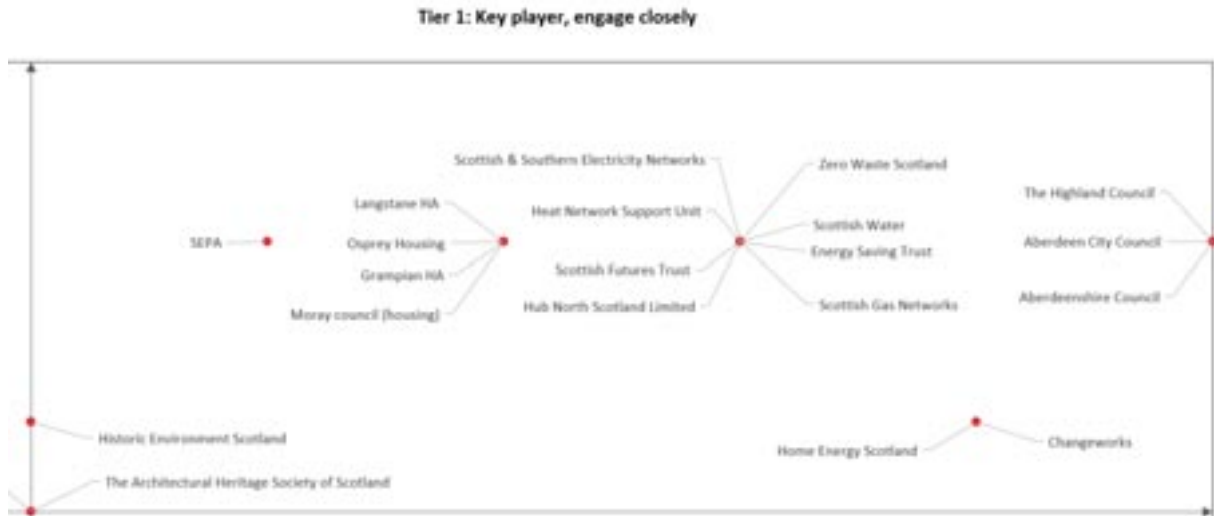


Figure 1. Tier 1 influence mapping to date.

An engagement plan is required to detail activities for specific stakeholders to track engagement, where this is key to the LHEES strategy/development (e.g. for some Tier 1 stakeholders or a specific heat network project).

The LHEES methodology (section 3.1.2) specifies that the Engagement Plan should cover the following aspects:

- Purpose of engagement
- Frequency of engagement
- Type of information required
- Stakeholder’s priorities, interest and expectations for LHEES
- Level of involvement with LHEES delivery

## 6.2 Key groupings and associated engagement actions

Each engagement group has been categorised based on similarities in their interest relating to LHEES. For each grouping, key questions and outcomes are discussed, alongside the planned engagement strategy.

### 1. Local authorities

Key stakeholders include:

- Aberdeenshire Council
- Aberdeen City Council
- The Highland Council

The joint procurement strategy agreed between Moray, Aberdeenshire, Highland, and Aberdeen City councils is intended to clearly outline the procurement and commercial priorities from 2023 to 2026 for the partners to the Commercial and Procurement Shared Service, taking account of the local ambitions and priorities for each partner.

This provides a strong opportunity for collaboration and alignment of approach across the four partner local authorities and has potential to contribute to meeting each local authority's LHEES targets.

Actions:

- Develop a list of existing programme of works developed under this framework.
- Explore potential avenues for expansion of these works.
- Review written LHEES of each LA and earmark areas for collaboration / investigation, many are still at draft stage and have potential for updates.
- Set up working group for partners in the strategy, building on existing LHEES governance and oversight group meetings currently taking place. Changeworks can provide LHEES contact details for Aberdeenshire, Aberdeen city council and Highland Council and facilitate kick off meeting.
- Set up regular working group linked to LHEES; define aims / outcomes and schedule meeting times.

## **2. RSLs and housing development groups**

Key stakeholders include:

- Moray Council
- Langstane Housing Association
- Grampian Housing Association
- Osprey Housing Association
- Tulloch Homes (Osprey Housing Association)
- Springfield Properties

Engagement with RSLs has started with a series of meetings held with individual housing associations, see notes below. This has primarily focussed on:

- Stock condition data
- Funding streams
- Planned pipeline of work



## Osprey Housing Association – project pipeline

### New build projects:

- 30 units in Buckie, 1-4 bed (houses / bungalows mix), ASHP – Mitsubishi is their preferred supplier of heat pumps.
- Kinnedder street, Lossiemouth – 8 units, 1-4 bedrooms, ASHP.
- Hopeman - 4 cottage style flats, ASHP.
- Potential project in Elgin town centre for NHS key worker flats, 20 units, design TBC Construction developed under section 75 requirements; Osprey is content with this niche as it works for the population density in the area. However there is less control over certain design aspects.

### Retrofit projects:

- 559 properties, 443 gas fed, 109 heat pump, 7 oil based.
- Electric storage heaters have been replaced with ASHPs .
- Shaw Place and Pinefield Crescent, Elgin, ex MOD housing - CWI extract and refill - approx. 100 properties. This stock type may also need under floor insulation too if the minimum standard of the SHNZHS is introduced.
- Additional 70-80 properties which are 50 years old and requiring loft top up

### Current development strategy:

- Existing relationship with Tulloch Homes to develop properties based on a minimum performance specification set out by Osprey.
- Oil boilers will be replaced with ASHP as they come to end of life, have been doing this for at least 2 years across Aberdeenshire and Moray. No decision on gas transition due to SHNZS/HiBS guidance not being confirmed.

### Barriers / constraints / opportunities:

- Challenges with contractor competency and general poor project management/communication. Expressed concern with larger contracts, there is less organisation and transparency about what is going on on-site, through work with Everwarm it was not clear when works were scheduled for certain properties.
- As a trial, Osprey are going to pilot smaller contracts with local contracts to test for improvements on communication and installations.
- SHNZS / EESSH 2 transition.

## Grampian Housing Association – project pipeline

- 300 properties require new heat pumps. As Grampian Housing Association were early adopters, these properties do not meet the criteria for match funding with replacement costs around £8k. These properties are in a coastal area with high corrosion, contributing to some faster degradation.
- Recently installed and commissioned a small communal heat pump system replaced 20 individual boilers in Turriff. There is potential scope to replicate this in properties on Turner Street Court in Keith.

### New build projects:

- Developed in collaboration with volume house builders Barratt Homes and Springfield. Currently ASHPs installed as standard design led by developers. These developers are contracted to offer a percentage of properties as social housing which are purchased by Grampian HA.

### Current development strategy:

- Investigating potential to change heating to storage heaters + DHW cylinders. Points raised regarding connection incentives potentially impeding heat for new build stock.
- Grampian Housing Association carried out some pilot project work investigating infrared ceiling film in conjunction with PV and batteries where property type allowed. Findings overall were inconclusive to develop strategy further.

### Barriers / constraints / opportunities:

- Highlighted significant opportunities of using waste heat resources around Moray, distilleries of particular interest. It was noted that any network developed with distilleries are subject to business success of the distilleries and are at risk should the company go out of business. Unclear who would provide heat to properties in this scenario and what consumer protection safeguarding will be in place.
- Raising awareness of the significant challenge that should be highlighted within the LHEES and to ScotGov around replacement of old heat pumps and a lack of funding to do this.

### Actions:

- Investigate working group development with regular meetings for RSLs operating in the area
- Develop briefing for what Moray's role will be in this group moving forward. Is there scope to develop a shared contractor / consultant framework to accelerate retrofit in the local area?
- During meetings, the aim is to understand key priorities, strategies and targets for the organisation. Where do these align with LHEES? Are there further opportunities for alignment in the future?

### 3. Partnership organisations

Key stakeholders include:

- Hub North
- Moray CAN
- University of the Highlands and Islands

Partnership organisations should be used by local authorities as they can provide support on collaborative projects between the public sector, local government, industry and academia. Using their contacts and bringing relevant stakeholders together to discuss LHEES proposals will be key in the transition from strategy documents to delivering projects around the Highlands.

Actions:

- Obtain consultation response from Hub North on finalised LHEES.
- Discuss Hub North's continued role in the shift from LHEES writing to delivery.
- Support ongoing research of relevance at the University of the Highlands and Islands, facilitating access to data and resources where appropriate.
- Provide regular progress updates to Moray CAN and seek feedback from expert advisory group where appropriate.

### 4. Utility companies

Key stakeholders include:

- SSEN
- SGN

To understand the opportunities and constraints across Strategic Zones and Delivery Areas, engagement and collaboration with DNOs and local utility companies (including existing district heating networks) is essential. Input and data from utility companies should build a picture of opportunities, constraints, challenges and any need for further discussion and input from the utility companies.

Actions:

- Investigate how Moray can use SSEN's new LENZA tool to highlight known areas of constraints and/or capacity (to support LHEES demand led approach). Overlay these areas with LHEES data work to build a picture of critical areas for infrastructure upgrade.
- Set out process for grid upgrade works and highlight the practical impacts of this on LHEES planning
- Develop understanding of planned electricity network upgrades. Explore how this may impact LHEES Delivery Plans or shape future iterations. DNOs strategic priority areas / focus in the short-, medium- and long-term.
- Develop process for information sharing between the council and DNO. Is there an opportunity for the council to influence upgrade plans to suit LHEES or vice versa.
- Gain an understanding of whether there are any DNO (SSEN) low carbon energy projects, pilots or feasibility studies.

## 5. Heat network development

Key stakeholders (for category 1 heat network) include:

- Moray Council HQ
- Moray Leisure Centre
- Elgin Academy
- Elgin High School
- Elgin Town Hall
- Elgin Library
- Elgin Sheriff Court
- UHI Moray
- Dr Gray's Hospital

Moray Council will focus on developing plans in the Elgin area initially.

Actions:

- Develop finalised list of relevant stakeholders including community groups.
- Commission feasibility study including technological and economic appraisal of the available options taking local development plans into account.
- Set out actions and planned timeline based on the feasibility study.
- Engage the Scottish Government regarding heat network funding options.
- Run community engagement session to disseminate plans.