



**Perth and Kinross
Local Heat & Energy Efficiency
Strategy Delivery Plan**

2024-2029

DRAFT

Perth & Kinross Council

November 2023





INTRODUCTION

This document presents the first 5-year Delivery Plan (2024-2029) accompanying the first Perth and Kinross Local Heat and Energy Efficiency Strategy (LHEES) (2024-2045).

This has been developed in partnership with key stakeholders and provides a strong basis for action for local communities, government, investors, developers and wider stakeholders, pinpointing areas for targeted intervention and early, low-regrets measures in the near to medium term.

Due to the dynamic nature of this plan, and rapidly evolving regulatory, funding and policy landscapes, it is intended to be kept as a live document and published as a live plan in a digital planning platform being developed through Project RESOP (Regional Energy System Optimisation Planning) by Scottish and Southern Electricity Networks (SSEN) under Ofgem's Network Innovation Allowance.

The Delivery Plan will be reviewed regularly to ensure partners are able to respond flexibly to changes in need across Perth and Kinross particularly how actions would be funded.

Full details of the LHEES Delivery Plan actions are detailed in the following tables.



STRATEGIC PRIORITY 1: Delivering decarbonised heat within a transitioning energy system

DELIVERY PRIORITY 1A: Heat Networks

ID	ACTION	HOW WILL WE GET THERE	OUTCOME	OWNER	STAKEHOLDERS	TIMESCALE	PROGRESS	FUNDING
1.1	Evaluate delivery models for deploying heat networks in Perth and Kinross, including establishing a Strategic Energy Partnership, and agree development route.	Engage with Danish Mentoring Programme, SFT, ZWS, suppliers and other Councils to explore potential delivery models for Perth City centre heat networks and wider heat networks	Identify opportunities for stakeholder support and engagement with heat network development	PKC	Zero Waste Scotland (ZWS), Scottish Futures Trust (SFT), Communities	By Dec 24	Started	Required, but source not identified
1.2	Explore feasibility of connecting non-domestic and domestic buildings to heat network by progressing the requirements of The Heat Networks (Heat Network Zones and Building Assessment Reports) (Scotland) Regulations 2023 following the LHEES	Explore the suitability of non-domestic buildings within a heat network zone to connect to a heat network - linked to Council's Estate decarbonization programme Power BI dashboard.	Stakeholders with buildings suitable for connection to heat network identified for engagement	PKC	Building owners and estate managers, SSEN, SFT, ZWS	By Dec 24	Not started	Required, but source not identified



	modelling (ie finalising Review (Section 47) and preparing for Designation (Section 48).							
1.3	Explore feasibility of connecting residential housing to heat networks	Feasibility of connecting residential areas in proximity or between Potential Zones and potential impact of this with fuel poverty and energy savings. Investigate suitability of Council owned properties within the Inveralmond and North Muriton Industrial Estates to connect to a heat network	Stakeholders with buildings suitable for connection to heat network identified for engagement .	PKC	RSLs, HAs	By Dec 24	Not started	Required, but source not identified
1.4	Assess financial viability of heat network zones in relation to buildings connected	Review viability of Selected Potential Zones and assess impact of heat demand errors and secondary school review on viability of zones	Improved confidence in viability of Selected Potential Zones	PKC	SFT, ZWS, SG	By Dec 24	Not started	Required, but source not identified



1.5	Assess financial viability of Perth City Centre Network	Initiate development of an Outline Business Case for heat network in the Perth City Centre		PKC	HNSU, SFT	By Dec 24	Not started	HNSU/Internal funding. Funding not Secured
1.6	Complete Building Assessment Reports (BARs) for required Council owned building	Complete Building Assessment Reports (BARs) for required Council owned building prioritising those with a higher suitability for connection and located within potential Heat Network Zones. Facilitate and support other public sector organisations across Perth and Kinross to discharge this duty.	Number of BARs completed	PKC	public sector organisations	By Dec 24	Not started	Required, but source not identified



1.7	<p>Explore and quantify viability of low carbon or renewable heat sources for potential heat networks including though not limited to:</p> <ul style="list-style-type: none"> • Deep geothermal • Heat from wastewater treatment plants/wastewater network • Ground Source heat pumps • Other sources of waste heat 	<p>Work with stakeholders, including Scottish Water Horizons, Waste Heat Steering Group etc., to quantify the renewable or low carbon heat opportunities to support the designation of heat networks zones and inform development of feasibility studies and business cases for Potential Heat Network Zones</p>	<p>Quantified assessment of the potential for low carbon heat supply to inform designation of Heat Network zones</p>	PKC	<p>Scottish Government, Scottish Water Horizons, SEPA</p>	By Dec 24	Not started	Required, but source not identified
1.8	<p>Work with Business Energy Scotland to engage the non-domestic sector to develop awareness and engagement campaigns, and identification and engagement with non-domestic building owners on suitability for heat networks, within Potential Zones.</p>	<p>Support a local business programme that provides practical support to business owners. Use information generated as part of dedicated engagement plan for the non-domestic sector to inform this</p>	<p>Increased awareness and buy in from non-domestic sector</p>	PKC	<p>Business Energy Scotland, Perth Chamber of Commerce, FSB, Business Gateway</p>	By Dec 2025	Not started	Required, but source not identified



1.9	Engage with Historic Environment Scotland and SSEN to assess considerations impacting viability of heat networks	Engage with Historic Environment Scotland to understand implications that conservation area status might have on heat network development. Engage with SSEN on the impact of the proposed heat network on electricity infrastructure, and potential capacity for expansion of the proposed heat network	Limitations for potential heat networks understood	PKC	Historic Environment Scotland (HES), SSEN	By Dec 24	Not started	Not required
1.10	Explore expansion and boundaries of potential heat network zones in the Perth City Centre	Explore long-term potential for interconnection with Perth HMP, Perth Royal Infirmary, Perth College UHI, Perth Grammar School, nearby residential estates and through connecting the heat network to planned			HMP, PRI, Perth College UHI, Perth Grammar, Perth Leisure Active	By June 25	Not started	Required, but source not identified



		<p>redevelopment of the bus and railway station, Perth Leisure Centre and Dewars Centre. Further analysis of viability and potential socio-economic impacts of connecting Letham to a heat network (Zone 7)</p>						
1.11	<p>Explore expansion and viability of potential heat network boundaries in Auchterarder, Kinross and Blairgowrie.</p>	<p>Assess the suitability for nearby housing stock for connection to a heat network. Consider potential for connecting to heat networks at early stages of site development for future housing and employment sites.</p>	<p>Appetite and viability of heat network in Selected Potential Zone understood</p>	PKC	<p>Housing Association, RSLs, Strategic Housing Forum</p>	By June 25	Not started	Required, but source not identified



1.12	Explore expansion and viability of potential heat network boundaries in Kinross.	Engage with local community in Kinross and CATCH around appetite for connection of domestic properties to heat network. Conduct a deeper dive of suitability for housing stock in proximity to Loch Leven Leisure Centre for connection to a heat network (Zone 5). Consider potential for connecting to heat network at early stages of site development for future housing proposals near Loch Leven Leisure Centre	Appetite and viability of heat network in Selected Potential Zone understood	PKC	CATCH	By June 25	Started	Required, but source not identified
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1.13	Explore expansion and viability of potential heat network boundaries in Blairgowrie.	Explore opportunity for a heat network connecting Blairgowrie Campus, including connecting to residential area between the anchor loads, noting that low heat demand and low number of social housing (Zone 4). Engage with HEAT project and Proctor Production Facilities to understand existing project, appetite for connection to a heat network and potential for waste heat opportunity from the site.	Appetite and viability of heat network in Selected Potential Zone understood	PKC	HEAT project, Proctor Production Facilities	By June 25	Not Started	Required, but source not identified
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1.14	Explore expansion and viability of potential heat network boundaries in Auchterarder.	Explore feasibility of connecting residential areas in proximity to Auchterarder Community School (Zone 6)	Feasibility and impact of connecting residential areas to a heat network understood	PKC	Communities, Housing developers	By June 25	Not started	Required, but source not identified
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STRATEGIC PRIORITY 1: Delivering decarbonised heat within a transitioning energy system

DELIVERY PRIORITY 1B: Heat Pumps

ID	ACTION	HOW WILL WE GET THERE	OUTCOME	OWNER	STAKEHOLDERS	TIMESCALE	PROGRESS	FUNDING
1.15	Target social housing with immediate potential for heat pump retrofit	Develop and implement a heat pump retrofit plan within the Council's social housing stock, targeting properties first with inefficient, carbon intensive systems (e.g., LPG and Oil). Direct funding and advice for retrofit through EES:ABS and wider funding sources into Delivery Areas identified within the LHEES. Collaborate with housing associations to encourage heat pump installations. This could	Strategic and delivery priorities used to target	PKC	Housing Association, RSLs, Strategic Housing Forum	By Dec 24	started	Social Housing Net Zero Heat Fund EES:ABS PKC, Housing Associations



		involve providing support in securing funding and grants, such as the Social Housing Net Zero Heat Fund. The Council could also work to streamline the installation process for registered social landlords through partnerships with heat pump suppliers and installers.						
1.16	Work with key delivery partners to target privately owned, off gas grid properties suitable for heat pump retrofit	Continue to collaborate with local energy groups (e.g. HEAT Project) to engage with residents by providing informative materials to promote the benefits of heat pumps and promote existing funding options. Prioritise working with	Strategic and delivery priorities used to target	PKC	Housing Associations , RSLs, Strategic Housing Forum, Communities, HEAT projects	By Dec 27	Started	Private EES:ABS



		private landlords that own large portfolios to decarbonise to their housing stock. Develop awareness campaigns to educate property owners about heat pumps, installation, and funding.						
1.17	Work with key delivery partners to target off-gas private homes suitable that requires energy efficiency improvements to enable suitability for heat pumps	Continue to collaborate with local energy groups (e.g. HEAT Project) to engage with residents by providing informative materials to promote the benefits of heat pumps and promote existing funding options. Prioritise working with private landlords that own large portfolios to decarbonise to their housing stock. Develop awareness campaigns	Strategic and delivery priorities used to target	PKC	Housing Associations , RSLs, Strategic Housing Forum, Communities, HEAT projects	By Dec 27	started	Private EES:ABS



		to educate property owners about heat pumps, installation, and funding.						
1.18	Work with key delivery partners to target privately owned non-domestic properties suitable for heat pump and retrofit	Continued engagement with the private sector, to identify barriers associated with building retrofit to provide tailored solutions aimed at addressing the specific challenges. Work with Business Energy Scotland to engage the non-domestic sector to develop awareness and engagement campaigns, and identification and engagement with non-domestic building owners. Promote awareness of funding incentives available for	Strategic and delivery priorities used to target	PKC	Communities, HEAT projects, Businesses	By Dec 27	started	Private EES:ABS



		small and medium-sized enterprises (SMEs)						
1.19	Work with SSEN to align investment planning and grid reinforcement to support heat pump roll out.	Use RESOP and LAEP+ platform to collate and share data and feed into SSEN investment plan	Strategic and delivery priorities used to target	PKC	SSEN	By Dec 27	started	NA



STRATEGIC PRIORITY 2: Improving buildings' energy efficiency aiming for affordable warmth and regulatory compliance
DELIVERY PRIORITY 2A: Improving buildings' energy efficiency to meet regulatory standards

ID	ACTION	HOW WILL WE GET THERE	OUTCOME	OWNER	STAKEHOLDERS	TIMESCALE	PROGRESS	FUNDING
2.1	Target social housing and privately owned homes with energy efficiency requirements to meet regulatory standards	<p>Prioritise social housing with poor energy efficiency but relatively low intervention costs for "quick wins."</p> <p>Prioritise areas with substantial energy savings and CO2 emissions reductions potential at a lowest cost.</p> <p>Collaborate with partners and Scottish Government to incentivise improving energy efficiency in privately owned homes.</p> <p>Direct funding and advice for retrofit through EES:ABS and</p>	Strategic and delivery priorities used to target	PKC	Housing Association RSLs, Strategic Housing Forum, Scottish Government	By Dec 24	started	EES:ABS Private PKC



		wider funding sources into Delivery Areas identified within the LHEES.						
2.2	Work with delivery partners to target non-domestic buildings that require retrofit to meet regulatory targets	Facilitate collaboration between the public and private sectors and align strategic energy planning potentially through Strategic Energy Partnership. Promote awareness of funding incentives available for small and medium-sized enterprises (SMEs) Continued engagement with the private sector, to identify barriers associated with building retrofit to provide tailored solutions aimed at addressing the specific challenges. Work with Business	Strategic and delivery priorities used to target	PKC	Business Energy Scotland, Public sector non domestic	By Dec 25	Not started	Private



		Energy Scotland to engage the non-domestic sector to develop awareness and engagement campaigns, and identification and engagement with non-domestic building owners						
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STRATEGIC PRIORITY 2: Improving buildings' energy efficiency aiming for affordable warmth and regulatory compliance

DELIVERY PRIORITY 2B: Improve buildings' energy efficiency aiming for affordable warmth

ID	ACTION	HOW WILL WE GET THERE	OUTCOME	OWNER	STAKEHOLDERS	TIMESCALE	PROGRESS	FUNDING
2.3	Target delivery areas for social housing that does not meet regulations (e.g., below EPC B) identified for energy efficiency retrofit	Prioritise social housing likely to experience a greater reduction in fuel poor households due to the implementation of low-cost retrofit measures.	Strategic and delivery priorities used to target	PKC	Housing Association RSLs	By Dec 25	started	Required, but source not identified
2.4	Target deliver areas for privately owned homes that do not meet targets (e.g., below EPC C) and potential suitability for EEPS:ABS funding	Promote retrofitting in targeted areas through awareness campaigns about available funding to support fuel-poor households. Direct funding and advice for retrofit through EES:ABS and wider funding sources into Delivery Areas identified within the LHEES	Strategic and delivery priorities used to target	PKC	Communities, HEAT projects,	By Dec 25	Not started	EES:ABS



2.5	Target privately owned domestic properties below EPC band E	Promote retrofitting in targeted areas through awareness campaigns about available funding to support fuel-poor households. Direct funding and advice for retrofit through EES:ABS and wider funding sources into Delivery Areas identified within the LHEES	Strategic and delivery priorities used to target	PKC	Communities, HEAT projects, Businesses	By Dec 25	Not started	EES:ABS
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SUPPORTING MECHANISMS								
ID	ACTION	HOW WILL WE GET THERE	OUTCOME	OWNER	STAKEHOLDERS	TIMESCALE	PROGRESS	FUNDING
Taking a Whole Energy Systems Approach								
3.1	Develop a sustainable data sharing model and platform. Develop the data and mapping capability and tools to support the LHEES and LAEP process	Work with RESOP Project (Regional Energy System Optimisation Planning) and partners to migrate LHEES/LAEP outcomes to LAEP+ platform	Live data platform for LHEES/LAEP	PKC	SSEN/AITL/ARUP	By Dec 24	Started	SSEN Innovate UK
3.2	Develop decarbonisation pathways through to project business case development.	Engage as part of RESOP pilot and potential IUK funding to develop product roadmap to support standardisation of decarbonisation pathways through to business case	Strategic investment framework and delivery plan for key partners	SSEN	SSEN/AITL	By Dec 24	Started	SSEN Innovate UK



		development to provide a prospectus for investment with key partners						
3.3	Biennial review of actions that could be added to the Delivery Plan and/or are enabling actions once initial ones are completed.	<p>Determine whether the outcomes of EESSH2 review necessitate a re-run of the LHEES models</p> <ul style="list-style-type: none"> - Review Council Decarbonisation Plan and LAEP outcome to integrate area and building level actions for specific geographic areas and building types (archetypes) - maintaining a "live" delivery plan incorporating the actions of key stakeholders 	Improved knowledge, awareness and accessibility to key policies, targets and data to inform the ongoing development and live delivery of LHEES	PKC	SSEN/AITL/ARUP	Ongoing	Not started	Not required



3.4	Develop a sustainable data sharing model and platform to address gaps and improve future LHEES iterations	Ensure appropriate feedback mechanisms between SCARF/HES and EST at regular intervals to enable planning to reflect progress towards building decarbonisation. Enable a join up approach across organisations by removing barriers to data sharing (e.g. Warmworks, HES, EST, PKC and SSEN)	Improved data for future LHEES.	PKC	SCARF/HES /EST/WARM WORKS	Ongoing	Started	Not required
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	Improve fuel poverty reporting	Work with Energy Savings Trust and CDT to improve fuel poverty reporting in Home Analytics.	Improved data for future LHEES. LHEES more accurate helping to identify further low risk and high certainty actions	PKC	EST	By Dec 25	Started	Not required
3.5	Ensure data for installations and Council housing stock is updated.	Work with EST and PKC CDT to ensure updated data for installations and Council housing stock included in Home Analytics as part of a wider sustainable data model	Improved data for future LHEES.	PKC	EST	By Dec 25	Started	Not required



3.6	Liaise and inform development of a Climate Intelligence Service	Work with Improvement Service and partners to inform development of a Climate Intelligence Service to meet LHEES requirements and build capacity within other Local Authorities to improve decision making for area-wide emissions reduction by providing the data and tools, and building skills	Improved data model for future LHEES	Improve ment Service, Edinburgh Climate Change Institute, the Sustainable Scotland Network, COSLA and Scottish Governm ent	PKC	By Dec 24	Started	COSLA funding
3.7	Produce a Council Estate Decarbonisation Plan	The Council is currently undertaking work to design and deliver a major programme of retrofitting both for its domestic and non-domestic building stock,	Improved data and planning	PKC		By Dec 24	Started	PKC



		<p>focusing on how decarbonising projects should be prioritised. The work will consider detailed programming, risk analysis, supply chain capacity and the Council's operating model, to identify how the Council could progress and where critical gaps exist (such as in the local retrofit supply chain) that the Council can start to influence in preparation for major retrofit projects.</p>						
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3.8	Develop a decision-making toolkit to filter projects and develop business cases	The Council has developed a toolkit that will allow us to filter projects and develop business cases to triage delivery actions and areas into a pipeline of investable energy projects based on a range of priorities. This will lead to the development of an investment programme enabling Smart Local Energy Systems.	Improved business case development	PKC		By Dec 24	started	PKC
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Developing green skills and the capacity of the supply chain								
3.9	Quantify risk for installers	Work with HES/SCARF to quantify risk for installers, especially in rural areas by exploring the number of referrals vs. the number of installs to identify the skills gap	Identification of existing skills development programmes and partnerships that could support LHEES delivery in PKC.	PKC	HES/SCARF	By Dec 24	Not started	Not required
3.10	Identify existing skills and partnerships	Work with Skills Board Tay Cities Region Deal and Clean Growth Platform to identify existing skills and partnerships that could support LHEES delivery	Identification of existing skills development programmes and partnerships that could support LHEES	PKC	Tay Cities Region Skills Board and Clean Growth Platform	By Dec 24	Not started	Not required



			delivery in PKC.					
3.11	Explore opportunities to further develop local skills and supply chains.	Take action to increase the number of skilled workers in the region, to help towards closing the skills gap. Skills required include retrofit design and coordination, installation of retrofit measures and understanding of whole house systems, ventilation and heating design and installation,	Strong and resilient local supply chain for retrofit and low carbon heat technologies .	PKC	CITB, Perth UHI, College, Tayside Region Deal Skills Board (others?)	By Dec 24	Not started	Required, but source not identified



		<p>renewables design and installation.</p> <p>Build an understanding of the current and future skills and training requirements to “green” the construction sector to ensure we can deliver quality homes with affordable warmth, zero emissions and SMART technology.</p> <p>Work in partnership with the CITB, local construction companies and training providers including Perth UHI to ensure Perth and Kinross is well placed to provide appropriate reskilling and training opportunities.</p>						
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		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.						
3.12	Explore opportunities to further develop local skills and supply chains.	'Engage with Scottish Enterprise to explore how LHEES can shape planning of upcoming events to articulate opportunities and raise awareness of potential solutions and innovation across the industry	Understand opportunities for innovation and technologies across the industry	PKC	Scottish Enterprise, Supplier Development Programme	By Dec 25	Not started	Required, but source not identified
Working in partnership with communities to build community wealth and wellbeing								



3.13	Help develop existing and create new community renewable energy projects to support community energy projects across Perth and Kinross.	Share LHEES priorities to inform and be informed by community groups and identify opportunities for projects	Understand opportunities to support community energy projects	PKC	Community groups e.g. CATCH, HEAT project	By Dec 25	Not started	Not required
3.14	Develop and support Community-led actions to address non-technical barriers to net zero.	Use experience from 'Dialogue to accelerate Net Zero' project funded by Innovate UK to scale up	Understand opportunities to support community energy projects	PKC	Community groups e.g. HEAT project	By June 25	started	Innovate UK



Mobilising partners and public and private investments for projects								
3.15	Explore the development of a Strategic Energy Partnership and possible procurement route to unlock delivery of, though potentially not limited to, heat networks.	Work with Scottish Futures Trust to identify commercial model and procurement route. Test the market via Prior Information Notice (PIN) and make recommendations to the Council	Improved business case development and delivery	PKC	SFT	By Dec 24	Started	Not required
3.16	Develop a programme of investable projects and an investment plan for taking new projects forward that are linked to priorities	Develop from the LHEES and LAEP a programme of investable projects and an investment plan that can be taken to the market for funding	Investment plan comprising a series of projects	PKC	SG, UKIB, SNIB	By Dec 27	Not started	Required, but source not identified



3.17	Align LHEES/LAEP investment planning with utilities investment plans	Progress the staged approach set out in the decision-making toolkit guidance to support potential projects develop towards strategic and outline business case and beyond.	Progress potential projects through a systematic approach towards development and execution.	PKC	SSEN, SGN	By Dec 24	Not started	Not required
	Aggregate projects across Scotland to create a programme of projects with Scottish Government and other local authorities to promote larger publicly funded schemes to help support opportunities and projects arising from LHEES	Seek to work with Scottish Government and other local authorities to develop a new mechanism to support residents to affordably retrofit their homes.	Long-term pipeline of funded projects.	PKC	Scottish Government, SNIB	By Dec 28	Not started	Required, but source not identified



3.18	Work with key stakeholders to develop/align Priorities, success factors, targets and ability to support onward delivery of LHEES strategy and projects.	Identify opportunities for stakeholder support with LHEES delivery	Identify opportunities for stakeholder support with LHEES delivery	PKC	Key stakeholders	By Dec 24	Not started	Not required
3.19	Identify existing or planned energy retrofit and net zero energy projects by universities, NHS Boards and other organisations with large estates to consider how the LHEES Delivery Plan can build on any new or emerging projects.	Progress the staged approach set out in the decision-making toolkit guidance to support potential projects develop towards strategic and outline business case and beyond.	Progress potential projects through a systematic approach towards development and execution.	PKC	NHS, large estates	By Dec 27	Not started	Required, but source not identified



GOVERNANCE								
ID	ACTION	HOW WILL WE GET THERE	OUTCOME	OWNER	STAKEHOLDERS	TIMESCALE	PROGRESS	FUNDING
4.1	Create a Council's LHEES co-ordination team	Identify existing staff and recruit additional staff	Improved co-ordination	PKC		By May 24		PKC SG
4.2	Update data and support access to data to all stakeholders	Co-ordination team to track and update data	Improved data	PKC	LHEES Steering Group	ongoing	started	Not required
4.3	Develop and co-ordinate a communication and engagement plan	Create an internal engagement pack to support communication Create a public facing prospectus that sets out the long-term vision and outcomes for the LHEES Strategy, the near-term actions it is planning, and an invitation to engage.	Communications strategy in place and material developed	PKC/AR UP	SG	By May 24	Started	Not required
4.4	Develop and update a risk register for all actions	Co-ordination team to set-up with LHEES Steering Group	Improved risk management	PKC	LHEES Steering Group	By May 24	Not started	Not required



4.5	Produce monitoring reports	Co-ordination team to produce monitoring reports will be produced every quarter for the Steering Group and the Board and annually for the Climate Change & Sustainability Committee with a full review of the Strategy and Delivery Plan every 5 years. The next full review will be in 2029.	Improved monitoring	PKC	LHEES Steering Group	Ongoing	Not started	NA
4.6	Prepare and co-ordinate LHEES Strategy and Delivery Plan reviews	Co-ordination team to prepare a project plan for reviews	Improved monitoring and evaluation	PKC	LHEES Steering Group	By May 24	Not started	Not required
4.7	Develop and provide support to project managers	Co-ordination team to prepare templates, best practices and a training plan.	Improved monitoring and evaluation	PKC	LHEES Steering Group	By May 24	Not started	Not required
4.8	Coordinate and support LHEES Steering Group	Co-ordination team to organize meetings, agendas and communication	Improved co-ordination	PKC	LHEES Steering Group	Ongoing	Not started	Not required



4.9	Develop a communications strategy for LHEES delivery comprising long term vision and outcomes for LHEES and short- medium terms actions including awareness raising measures for support and advisory services and home upgrades.	Scottish Government to "deliver a public communications programme to raise awareness of the support and advisory services available and to encourage home upgrades, in order to maximise uptake of these schemes"	Improved public awareness of LHEES	Scottish Government	EST and HES	TBD	Started	Required, but source not identified
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