



# INNOVATE

## WP2 - T2.5: Securing political support and strategic partnerships D2.6: Council Decisions & Partnership Agreements

### AGENEX – Extremadura Energy Agency



#### 1. Framework

To be able to compare the often complex and nuanced relationships of One Stop Shops with other stakeholders, we have created a simple framework that captures the character of the relationship. We consider the following categories:

0. No relationship
1. Intention statement  
*OSS and partner have stated their intention to work together, this intention is formally shared by means of signed statement, email, letter or meeting minutes.*
2. Formal contract  
*OSS and partner have agreed on a formal relationship that is specified in a contract signed by both parties.*
3. Ownership  
*OSS and partner have agreed on a formal ownership relation, meaning either the partner will (partly) own the OSS or the OSS will (partly) own the partner company. This is specified in formal documents and signed by both parties.*

The regional government is a specific case in this context, requiring a separate characteristic. We consider the following categories:

0. No relationship
1. Information, no exclusiveness  
*OSS and regional authority agree that the regional government will inform homeowners about the existence of OSS and its services, without giving any exclusivity to the OSS. This intention is formally shared by means of signed statement, email, letter or meeting minutes.*
2. Brand sharing (“powered by”)  
*OSS and regional authority agree that the OSS can use the regional government signing in communication towards homeowners about the OSS and its services, creating trust for the OSS. This permission is formally shared by means of signed statement, email, letter or meeting minutes.*
3. Formal service connection (forwarding)  
*OSS and regional authority agree that the regional government will forward questions and requests from homeowners about energy retrofitting to the OSS,*



*thereby creating leads for the OSS. This intention is formally shared by means of signed statement, email, letter or meeting minutes.*

4. Collaboration contract (Dutch Social Housing Model)  
*OSS and regional authority agree on a deal, where the OSS provides a service that helps to achieve regional authority goals and the regional authority provides services or a fee in return. This agreement is specified in a contract signed by both parties.*
5. Contracting  
*OSS and regional authority agree on a deal, where the OSS is contracted to provide a service that helps to achieve regional authority goals. This agreement is specified in a contract signed by both parties.*
6. Participation (Public-Private-Partnership)  
*OSS and partner agree on a formal ownership relation, where the municipality is co-owner of the OSS. This is specified in formal documents and signed by all owners.*
7. Operated by regional authorities  
*Regional authority fully owns the One Stop Shop, or provides OSS services directly from the region organisation. This is specified in formal documents and signed by both parties, or is documented in regional policy documents.*

## 2. Political support and strategic partnerships

For partnerships desired by the OSS and specified in earlier deliverables, three columns represent the state of relationship:

- A. *Present situation:* what is the relationship now?
- B. *Expected by end of project period:* what do you expect the relationship to be at the end of the INNOVATE period?
- C. *Ambition level:* what is the final relationship you aspire to achieve?

Partner	Role in the OSS	Present situation	Expected by INNOVATE end	Ambition Level (up to 5 years after project end)	Evidence
<i>Property Managers and their association</i>	<i>Engagement with the owners</i>	2	2	3	<i>See meeting notes and photos below</i>
<i>Architects and Building Engineers and their associations</i>	<i>Reciprocal advice on new technologies, systems, etc... Encourage Architects and Engineers to participate in the OSS-Ex (tenders)</i>	1	2	2	<i>See meeting notes and photos below</i>
<i>ESCO association</i>	<i>Disseminate the OSS-Ex in order to replicate in other regions and cities</i>	1	2	2	<i>See meeting notes and photos below</i>



Regional authority	Present situation	Expected by INNOVATE end	Ambition level	Evidence
<i>Regional government (D.G for Industry, Energy and Mines and D.G. for Architecture)</i>	1	3	7	<i>See meetings notes and photos below</i>

### 3. Evidence

#### 3.1. Property Managers and their association

##### Meeting Notes:

Several meetings have been made with the Property Managers and their association because they are the most important stakeholder (together with the Regional Government), due to they can active the demand and push to request the OSS-Ex's services.

Property Managers are really interested by new ideas/concepts such as OSS-Ex. The association will work as link with Property Managers by sending the information on INNOVATE project and OSS-Ex provided by AGENEX.

Property Managers presented several identified barriers keeping owners from renovating. These barriers have been identified by AGENEX in the Market Gap Analysis. Thus, OSS-Ex will have mechanisms in order to fill in these gaps.

##### Photos:





### 3.2. Architects and Building Engineers and their associations

#### Meeting Notes:

Two different meetings were made with the participation of architects, building engineers and their associations. Both Associations were impressed by INNOVATE project and OSS-Ex and have the intention to disseminate the Shop (office is term that we use in Spanish) beyond their associates. Both Associations consider that OSS-Ex will revitalize the sector. They will be ready for collaborating.

In addition, two different roles were identified during the meeting. Role of the Associations: they will help on the dissemination of the INNOVATE project results, the OSS-Ex and its activities. Architects and engineers: how they could participate, the requirements and formalities, the number and budget of the works, etc.

#### Photos:



### 3.3. ESCO association

#### Meeting Notes:

The ESCO National Association (ANESE) was invited to attend to one of the meetings with the Property Managers Association.

They were very interested in the concept of OSS and even in replicating the OSS in other regions or cities. The Association asked several questions at the meeting that confirm their interest and is also being informed by AGENEX about all the activities in the INNOVATE project.



Later on, an informal meeting was held during the networking on SEI Forum Madrid in March 2019. AGENEX and the Associations updated the news and activities on this field and agreed to meet again in Extremadura

**Photo:**



**3.4. Regional Government (D.G for Industry, Energy and Mines and D.G. for Architecture)**

**Meeting Notes:**

Both formal and informal meetings have been held with the Regional Government. On the one hand, the formal meetings have been focused on showing the INNOVATE project, objectives and activities and in the concept of OSS. In these meetings, some advice on how to reach the home owners was given. Most of this advice was based on the experience on D.G. Energy and D.G. Architecture. In summary, they advised to speak to home owners on monetary terms instead of energy terms and to emphasize other additional benefices different from the energetic ones.

On the other hand, the informal meetings were focused on the activities, services and staff of the OSS-Ex. The Regional Government is very interested in to support the OSS-Ex, even, they could support the main costs of the office (these are the Staff costs) by providing staff directly or by financing part of the staff salaries. However, these meetings and agreements have been paused during the national and regional elections and will be resumed in late July or early September 2019.

**Photos:**



#### 4. Future collaboration and next steps

For the next weeks, AGENEX will be focusing on exploring the collaboration with the Regional Government. A few days ago, an informal meeting (AGENEX & Regional Government) was held with the aim to discuss on staff to involve in the OSS-Ex. The conclusion of the meeting is that the Regional Government will explore the possibility to bring their own staff to the OSS-Ex. Then, the OSS-Ex would have a mixed staff composed by staff from AGENEX and Regional Government.

New meetings have been set in September, once the new Regional Government, generated after the recent elections, will be operative. These meetings will address the following topics:

- To get official letter (or, maybe, agreements) of support to the OSS-Ex from the Regional Government.
- To detail the task, activities and duties of the OSS-Ex.
- To set the number and origin of the OSS-Ex's staff.
- Locations of the OSS-Ex