



INNOVATE

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

Frederikshavn Municipality



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 local 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 local authority agree that the municipality 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 local authority agree that the OSS can use the local authority 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 local authority agree that the municipality 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 local authority agree on a deal, where the OSS provides a service that helps to achieve local authority goals and the local authority provides services or a fee in return. This agreement is specified in a contract signed by both parties.
5. Contracting
OSS and local authority agree on a deal, where the OSS is contracted to provide a service that helps to achieve local 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 local authorities
Local authority fully owns the One Stop Shop, or provides OSS services directly from the municipal organisation. This is specified in formal documents and signed by both parties, or is documented in local 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>Energihuset</i>	<i>Lead project partner of OSS-cluster 1</i>	4	4	5	<i>See appendix 1</i>
<i>Ikon</i>	<i>Lead project partner, multi subcontractor of OSS-cluster 2</i>	4	4	5	<i>See appendix 2</i>
<i>Elektric Nord</i>	<i>Subcontractor, member of OSS cluster 1</i>	4	4	5	<i>See appendix 3</i>
<i>Elgiganten</i>	<i>Subcontractor, member of OSS cluster 1</i>	4	4	4	<i>See Appendix 4</i>
<i>Skovsen</i>	<i>Subcontractor, member of OSS cluster 2</i>	1	4	4	<i>Contract will be signed at the end of June</i>
<i>Svane køkkenet</i>	<i>Subcontractor, member of OSS cluster 1</i>	1	4	4	<i>Contract will be signed at the end of June</i>
<i>Tvis Køkkener</i>	<i>Subcontractor, member of OSS cluster 2</i>	1	4	4	<i>Contract will be signed at the end of June</i>
<i>Saeby EI</i>	<i>Subcontractor, member of OSS cluster 1</i>	1	4	4	<i>Contract will be signed at the end of June</i>
<i>Private banks</i>	<i>Existing former cooperation agreements are still valid products.</i>	4	4	4	<i>See Appendix 5, meeting minutes. Existing contract is valid, See appendix 6-10</i>



Funded by the Horizon 2020
Framework Programme of the
European Union



Local authority	Present situation	Expected by INNOVATE end	Ambition level	Evidence
<i>Local Authority represented by the mayor of municipality government</i>	3	3	3	<i>Letter of support will be signed by the Mayor</i>