

# **D6.5**

# **REPORT ON SERVICE PROVISION MONITORING ACTIVITIES**

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# INTRODUCTION

The monitoring of the OSS activities is a crucial step for evaluating the effectiveness of the services provided and the impacts generated. The monitoring takes inspiration from the work done in WP4 (technical services) and WP5 (financial services). In both cases the monitoring covers two different levels:

- the monitoring at market level
- the monitoring at OSS level

Part of the services provided to the clients depends on what the market is proposing and how it is evolving (e.g. for what concern the list of professionals and qualified companies made available through the OSS website or the financial incentives provided by the national governments).

For what concern the monitoring at OSS level, it takes into consideration the number and quality of services provided to final users and the related costs and revenues.

The monitoring is performed with indicators, mostly quantitative, to be able to evaluate the trend in the short, medium and long term, since the OSS will remain active at least up to 2030.

Each indicator is defined by:

- the responsible person/unit for data collection
- the unit of measurement
- the yearly target
- the frequency of data collection

The monitoring is integrated by a customer satisfaction, which has been already performed by FFS in WP7 and whose approach will be replicated in the upcoming months/years.

The customer satisfaction will be integrated directly in the websites of the OSS (Padova, TIMIS) but will be even performed with targeted questionnaires.

The following questions will be asked to the final users:

- general data (age, location, type of service requested to the OSS, type of building)
- citizens satisfaction (would you advise others to contact the OSS?)
- level of satisfaction (how useful do you think the support given was?)



# 1. THE OSS OF THE MUNICIPALITY OF PADOVA

In Padova the home renovation rate is around 1% per year. However, the success of the Superbonus initiative in Veneto region and the activation of the OSS is now raising this percentage. The success of the initiative in Veneto region and Padova municipality shows a high interest in home energy renovation and a strong customer base for the OSS. Considering the home renovation interventions completed in the last years, the construction sector seems ready and robust to satisfy the increasing market.

In 2021, the Municipality of Padova has launched the Energy Help Desk, mainly focused on the Superbonus 110% fiscal mechanism. The service is aimed at citizens, condominium administrators, operators in the building sector and can be used for free. The OSS of Padova has been structured thanks to the feedbacks and the inputs provided by the customers, according to a bottom-up approach. The following services are being provided. An estimation of potential customers has been performed per each OSS "services package".

## First "services package"

The first group of services entails:

- a) *Awareness raising and communication services (permanent digital and physical service)*
- b) *Remote information access and advice services on energy efficiency and home renovation (by phone and web platform)*
- c) *List of technical and financial market operators (permanent service available on the web platform)*

It aims to facilitate information access to all customers interested in energy efficiency and home renovation (homeowners, professionals, market operators, etc.). This "services package" is already active in the form of an Energy Help Desk / Sportello Energia. It represents an advanced information service offered through various channels (by phone, website, communication campaigns). Through the Help Desk, customers are



guided in their home renovation process and can access in one place multiple information about technical and financial solutions already delivered in the market. Additionally, customers through the updated help desk can get access to a list of market players (engineers, architects, construction companies, technology providers, banks and financial institutions). Market operators are presented and evaluated according to common criteria fixed by the OSS in order to support homeowners in selecting the best option for their works.

#### Potential customers

- *Web platform users: ~ 10.000/year*
- *Remote consultancy services (by phone): ~ 500/year*
- *OSS events participants: ~ 500/year*

### Second "services package"

The second group of services entails:

- *Home renovation technical and financial feasibility analysis (on request or by direct initiative of the OSS)*
- *Third-party contract review services (on request)*
- *Consultant services for Energy community setup (on request or by direct initiative of the OSS)*

This "services package" aims to offer technical and financial consulting services that are not available on the market. The feasibility analysis aims at supporting and convincing homeowners to start a home renovation. It highlights technical solutions, related costs, energy savings and the evaluation of financial, and fiscal instruments available. The third-party contract review service aims to guarantee the quality of third-party home renovation offers, overcoming technical barriers and assuring transparency (Superbonus 110%, EPCs). Consultant services for Energy community setup aim to support energy communities and collective self-consumption, including technical and financial feasibility analysis, legal support and community management. Those services are delivered on request by asking for a fee (for certain users) or for free (for families in energy poverty conditions).

#### Potential customers

- *Home renovation technical and financial feasibility analysis: ~ 10 single-family detached homes; 5 condominiums (up to 4 individual units); 5 large condominiums (over 4 individual units) per year*
- *Third-party contract review services: ~ 5 large condominiums (over 4 individual units) per year*
- *Consultant services for Energy community setup: ~ 10 condominiums (up to 4 individual units); 15 large condominiums (over 4 individual units) per year*



### Third "services package"

The third group of services refers to large home renovation projects. It aims to increase the quality of work, reduce costs and attract investors by bundling multiple projects. Those services address specific target customers, such as families in energy poverty conditions, and specific projects, such as energy communities, urban regeneration projects, and large social housing compounds. In this case, services are not open to all customers and citizens. Target clients, sets of buildings, communities and urban areas are pre-selected by the Municipality of Padova. The OSS will organize targeted information and communication campaigns. Customers can show their interest during events or through the OSS website. This package entails three interconnected services: technical and financial feasibility analysis (orientation phase); third-party contract review services (quality of work guarantee); and monitoring and follow-up services (energy savings guarantee). Those services are delivered on request by asking for a fee or for free for certain user categories (e.g. families in energy poverty).

#### Potential customers

- *Technical and financial feasibility analysis (orientation phase) + third-party contract review services (quality of work guarantee); + monitoring and follow-up services (energy savings guarantee): 1 project per year consisting of a bundle of 5 condominiums (up to 4 individual units) and 5 large condominiums (over 4 individual units)*

## Technical monitoring at market level

Monitoring the market refers to the activities carried out by the OSS regarding updates on the market. Within the OSS website ([www.sportelloenergiapadova.it](http://www.sportelloenergiapadova.it)) there is a section to support the user in identifying the professionals to be involved in the energy retrofitting projects and the criteria to be evaluated for their selection. Reference is provided to the registers of the professional orders of the Province of Padua for the list of names.

On the OSS website there is also a section to support the user in the choice of the companies / suppliers to carry out the works. In addition to the quality criteria for identification of the company, a list of companies in possession of the requirements will be added. Initially, reference is made to lists of companies already drawn up by trade associations, and then an ad hoc list for the Padua OSS will be developed.

Finally, the website includes a section to support users in choosing the financial products available on the market for the energy requalification. Direct references to financial operators providing a specific service are also included.

The technical monitoring activities at market level will therefore regard the following:

1. Quality of materials / available technologies
2. Professionals involved in energy retrofitting projects / quality criteria





3. Companies providing energy retrofitting solutions/ quality criteria

4. Available incentives

MARKET LEVEL MONITORING	KPI	Measurement Unit	Yearly TARGET
Quality of materials/ available technologies	N of contacts with University/Technical Institutes	Number	2
	N of new technological updates on the website	Number	2
Professionals involved in energy retrofitting projects/quality criteria	N of contacts with professionals or professional orders	Number	15
	N CV collected and included in the list published on the website (compliant with quality criteria)	Number	10
Companies providing energy retrofitting solutions/quality criteria	N of contacts with operators of the supply chain (companies and trade associations)	Number	15
	N of companies included in the list published on the website (compliant with quality criteria)	Number	10
Available incentives	N of new incentives	Number	N.A. <sup>1</sup>
	N of updates	Number	N.A.

Here below the procedure to monitor the technical performance at the market level is proposed.

KPI	WHO	HOW	TOOL	FREQUENCY
N of contacts with University/Technical Institutes	OSS technical staff	Phone/in person contact	Minutes	Every 6 months
N of new tech updates on the website	Technological providers	Data sheet filled in	OSS Website	Every 6 months
N of contacts with professionals or professional orders	OSS technical staff	Phone/in person contact	Minutes	Every 6 months
N CV collected and included in the list published on the website (compliant with quality criteria)	Professionals	Data sheet filled in	OSS Website	Every year

1 This indicator does not depend directly on the Municipality, but on national/regional schemes



<b>KPI</b>	<b>WHO</b>	<b>HOW</b>	<b>TOOL</b>	<b>FREQUENCY</b>
N of contacts with operators of the supply chain (companies and trade associations)	OSS technical staff	Phone/in person contact	Minutes	Every 6 months
N of companies included in the list published on the website (compliant with quality criteria)	Companies	Data sheet filled in	OSS Website	Every year
N of new incentives	National/regional government	Data sheet filled in	National/regional websites	Every 3 months
N of updates	National/regional government	Data sheet filled in	National/regional websites	Every 3 months



## Technical monitoring at OSS level

Monitoring the OSS activities means monitoring the services offered by the OSS to the citizens.

The OSS is already providing technical assistance through the publication of technical material, guidelines and FAQ in the dedicated website and with a free-of-charge phone call service. Starting from 2023 the OSS will even offer new technical services, partially provided by the current version of the Energy Desk but becoming structural in the upcoming months:

- a. technical-economic pre-feasibility assessments;
- b. third-party technical-economic evaluations;
- c. support for the activation of energy communities and collective self-consumption.

Moreover, starting from 2024, complex services will also be activated by the OSS. In addition to information and technical-economic services provided at the request of its users, the OSS in Padua intends to develop a third pillar, focused on the redevelopment of entire parts of the territory (in a logic of urban regeneration), focusing on the social dimension. This third set of services represents the main challenge of the OSS, which will have to become the operational arm of the municipal administration in proposing the transformation of groups of buildings and urban areas. This role will be assumed within the Mission 100 Climate Neutral Cities, of which the city of Padua is Mission City. This third category of services will therefore be provided in a targeted manner to the energy communities established in the territory. This latest group of services include all the activities necessary for the collection of proposals for the energy requalification of buildings by private operators.

OSS LEVEL MONITORING	KPI	Measurement Unit	Yearly TARGET
Technical-economic pre-feasibility assessments	N of Technical-economic pre-feasibility assessments	Number	20
	Expected energy savings	%	20
Technical and economic third-party evaluations	N of third-party evaluation of estimates	Number	5
Support for the activation of energy communities and collective self-consumption	N. of contacts for energy communities and collective self-consumption	Number	25
	N of energy communities activated	Number	1
	N of collective self-consumption activated	Number	2
Participation to condominium assemblies	N of condominium assemblies	Number	5
Completed retrofitting projects	N of completed retrofitting projects	Number	6
	N of completed retrofitting projects/Preliminary Energy Audit	%	20%



OSS LEVEL MONITORING	KPI	Measurement Unit	Yearly TARGET
	N of completed retrofitting projects/No of Estimates (third party evaluation)	%	50%
Technical phone calls assistance	Number of phone calls	Number	500

Here below the procedure to monitor the technical performance at the market level is proposed.

KPI	WHO	HOW	TOOL	FREQUENCY
N of Technical-economic pre-feasibility assessments	OSS technical staff	Direct elaboration	Documents elaborated	Every year
Expected energy savings	Beneficiaries of the services	Collection of Documentation	Energy bills	Every year
N of third-party evaluation of estimates	OSS technical staff	Direct elaboration	Documents elaborated	Every year
N. of contacts for energy communities and collective self-consumption	OSS technical staff	Phone/in person contact	Minutes	Every 6 months
N of energy communities activated	Beneficiaries of the services	Collection of Documentation	Legal statutes	Every year
N of collective self-consumption activated	Beneficiaries of the services	Collection of Documentation	Agreements	Every year
N of condominium assemblies	OSS technical staff	Phone/in person contact	Minutes	Every 6 months
N of completed retrofitting projects	Beneficiaries of the services	Direct elaboration	Documents elaborated	Every year
N of completed retrofitting projects/ Preliminary Energy Audit	Calculation (ratio)	-	-	Every year
N of completed retrofitting projects/ No of Estimates	Calculation (ratio)	-	-	Every year
Number of phone calls	OSS technical staff	Phone/in person contact	Minutes	Every 3 months



## Financial monitoring at market level

Regarding the financial aspects, monitoring actions should be designed on the market side, according to two main perspectives:

- *An internal perspective of the OSS* – This perspective relates to how the OSS will finance its current and future investment activities. It is expected in fact that the OSS will be able to connect to financial providers and ask for external funding for its current activities. This activity is necessary for the surviving of the OSS, and its possibility to grow in the market.
- *An external perspective to the OSS* – This area of monitoring refers to the activity provided by the OSS towards its final clients, and in particular to the advisory services on looking for available funding opportunities with which the final users will be able to undertake their investments. The necessity behind this action is that to maintain a high level of quality of the service provided by the OSS, making sure that its services are always reliable and up to date.

### Internal perspective

Even though the initial capital will be mainly provided by the Municipality of Padova, it is expected that the OSS should be able to apply for receiving external funding resources, to fund additional development activities and reduce the burden on the Municipality and the public resources. These funding options include, but are not limited to:

- *Funding coming from private borrowers, in particular banks and bank foundations*
- *Funding coming from National / European Public programmes, if the OSS can be eligible (maybe on behalf of the Padova Municipality)*

From an internal and organizational standpoint, the organisation of the OSS should employ a number of human resources in charge of monitoring the available financial opportunities. Every year a target should be set in terms of update of new funding opportunities: a first target could be set in two new funding opportunities per year, even though this should be fine-tuned as the OSS starts operating and interfacing with the market dynamics.

### External perspective

The second part of the market monitoring is related to the consulting activity of the OSS, in particular on the financial field. One of key services and value-added activity that the OSS can provide consists in fact with providing the final customer with assistance on how to fund their energy efficiency project. The Padova OSS is meant to be a unique structure able to convey a complete informational service to the final client, and would act as a unique information provider for the final customer. The availability of the financial products is a key information that has relevant impact in shaping the investment choices of the final client: it is therefore important that the OSS is always updated on the state of the art of the financial providers' supply, in order to always address the needs of the clients. From the first mapping of the financial products (carried out in *D5.3 - Financial Players involvement*) to the update provided later in the project (*D5.5 - Evaluation of potential financial solutions*), it has been possible to see an evolution in the financial supply, and a shift from incentivising the purchase of already efficient homes to incentivising the undertake of renovation works. From

here the importance of constantly monitoring the state of the financial supply and always be updated towards the final client.

This monitoring action consists in keeping a constant update on the supply of the local banks, in a similar way to what has been conducted in D5.3. All the available financial products should be classified and made available for the final customer who should be able to visualize the main information (minimum and maximum size of the loan, interest rate, reimbursement scheme and timeline, other terms and conditions...), confront the product and choose the most suitable one. The OSS in this sense would act as a bridge between the needs of the client and the necessity of the banks to find new clients, obtaining a revenue from the latter in the form of a fee.

This activity should be executed internally by the same resources operating in the OSS, and that are also responsible for providing advisory services to the client. The information should then be transmitted to the final clients through:

- *Informative documents, with a similar structure to the one assumed in D5.3, to be distributed in the OSS office;*
- *The online website of the OSS, to ensure a broader and easier market reach*

The indicators shall thus include:

- *N. of new funding options for citizens*
- *N. of new funding options for the OSS*
- *N. updates of information / documents provided by the OSS*
- *N. of periodic contacts with local financial institutions*

The definition of the performance targets should also have an impact on the frequency of the update: it could be assumed that these updates could be provided monthly, and that two updates per month could be set as a first monitoring target.

The resources necessary for conducting this activity could be the same used for the previous internal monitoring purposes, responsible also for updating the information material both on the “physical” shop as well as for the audience of the web site.

## Financial monitoring at OSS level

To assess the financial performance of the OSS, it is important to evaluate the overall sustainability of the initiative. Often evaluations are based only on invoices, but this is not enough to pursue the growth of a company. The turnover generated must result in margins, some of which have to generate liquidity. That is why measuring the amount of cash generated is one of the most useful performance indicators of whether a company is financially healthy.

To assess the financial performance, key indicators include:

- **Annual turnover** | Having an indication of turnover trends can help monitoring the 'vitals' of the business more efficiently
- **EBITDA** | the index "Earnings Before Interest Taxes Depreciation and Amortisation" can measure the gross income generated by sales, i.e. the economic residue after subtracting the costs of running a business from revenue
- **Working capital** | The net current assets, defined as current assets (inventories, trade receivables) net of current liabilities (trade payables, bank overdraft), that are readily available for regular business operations are known as working capital. It represents the business ability to meet its short-term obligations
- **Cash flows** | everything is evaluated according to the cash it produces annually. It is not enough to focus on profitability by investigating margins, which are in any case important: if there is no margin (EBITDA), there can be no cash. If the company has positive margins, one still has to ask oneself whether these margins are sufficient to produce cash. Thanks to cashflow, it is also possible to measure what the financial capacity of the company is and whether it is able to cover its financial requirements<sup>1</sup>.

These indicators would clearly vary depending on the number of projects/services active. The monitoring shall be at least annual, in order to ensure an adequate profitability of the OSS over its lifetime. As anticipated, the evaluation shall carefully consider the presence of free services whose costs shall be compensated by the revenues generated by other service lines.

In addition to the overall sustainability of the OSS, the financial sustainability of the singles services shall be assessed as well. In other words, each different service shall be monitored to assess if its performance is in line with the expected results. Resulting evaluations could lead to the revision of the business model. In a negative scenario, it could result that a service is not economically sustainable. This could be related alternatively or jointly to: *i)* high costs / low prices; *ii)* low demand. In option *i)* similar evidences could depend on wrong estimates in the construction phase, underestimating the costs needed to develop a specific service and/or the definition of low prices, which result unable to recover on the costs incurred. In any case, a revision is needed to increase the price of that service and thus the profitability. In option *ii)* the negative financial performance on a service line could also depend on a poor demand for the services offered, if compared with the expectations. This means that the market is not actually needing this service which could be abandoned. Option *i)* and option *ii)* may also coexist, thus shall be considered in the monitoring.

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1 The cash flows are also the basis for calculating the DSCR (Debt Service Coverage Ratio)

Given the public role of the OSS in Padova, it may be allowed to record losses for some services with specific social purposes (e.g. services for families in energy poverty or for energy communities that allow families in energy poverty to benefit from the income generated). In these cases, the costs of the services are covered by public (e.g. municipal) resources. Unlike the logic behind for-profit companies, the OSS is driven by different purposes that also allow for public contributions for specific initiatives. Therefore, the monitoring activity will also have to consider these peculiar aspects in the evaluations.

## OSS business risks

The results achieved by the OSS could be affected by some risks which refer to:

- lack of agreements with professional boards and trade associations,
- lack of customer engagement,
- reduction of national/local incentives and measures to boost energy efficiency and home renovation, and
- customer priorities changing.

The first risk that emerged might strongly impact OSS performance and the ability to deliver the proposed services, i.e., the list of market players. Market players' assessment criteria must be clear and viable to avoid conflicts and assure transparency. Criteria have been selected in agreement with professional boards and trade associations to assure OSS neutrality. This is a crucial and sensitive process that requires the establishment of formal agreements between the OSS, professional boards and trade associations. Only through those agreements, the OSS will be able to fulfil its purpose and offer the list of market players to customers.

The second and third risks are related to a potential reduction of customers. First, it can be led by a lack of customers engagement due to failures in communication and marketing. Communication and marketing activities are crucial for the OSS performance. So, high attention must be put in planning those activities. Another risk is linked to any possible reduction of national and local incentives and measures addressing energy efficiency and home renovation. In Italy, there are many public incentives and economic measures to support and overcome financial barriers that are still the main threats to home retrofitting. The difficulties to access credit, the high up-front costs, the long pay-back period (between 5 to 10 years), and the lack of national procedures to split benefits/costs between owners and tenants are the most affecting factors. Homeowners who approach home retrofitting also have to face complex procedures to obtain incentives and fiscal rebates which can reduce their will to proceed. Since 2020, the Superbonus (110%) has been driving the market with over 60% of the interventions financed by this incentive. This incentive is going to end in 2025, reducing progressively the percentage of expenses covered. Although other incentives will keep supporting homeowners, any possible reduction of public economic measures can affect the OSS performance by shrinking the customers base. The increasing interest of financial institutions in large renovation projects suggests new financing opportunities to overcome the lack of public support measures. Many financial tools and schemes are now emerging in Italy. Those can facilitate the OSS activities and reduce the risk of reduced customers due to a lack of economic support. The OSS will provide a list of financial institutions and financing instruments available on the market. Furthermore, the availability of such financing instruments will strongly support the OSS in carrying on the activities.





The COVID-19 pandemic strongly affected families' income and investment priorities. Likewise, the increasing economic uncertainty can bring changes in homeowners' priorities even if the home renovation is linked to a reduction of energy expenditures. Economic uncertainty represents a long since well-known issue within the construction and real estate sectors that can represent a risk for the OSS initiative. The OSS will act as a tool for achieving public goals in terms of CO<sub>2</sub> and energy consumption reduction and also through targeted services for low-income families which often are left out of home renovation opportunities. Awareness raising and communication campaigns can keep high homeowners' interest in energy efficiency and home renovation and reduce the OSS risks.



## 2. THE OSS OF THE MUNICIPALITY OF TIMISOARA

The OSS of Timisoara provides services through two means:

- 1) In an online platform – self-service (<https://oss.primariatm.ro/>);
- 2) In a dedicated physical office providing personal assistance.

The services offered by the municipal OSS are the following:

- basic information on home retrofitting solutions and financing opportunities;
- legal, technical, and financial aspects regarding the multi-annual local program on building energy performance or other programs currently underway;
- information regarding procedures to obtain building permits, street nomenclature addresses, clarification, parcel plans, historically protected areas, etc;
- need of help from specialists;
- rehabilitation of historical buildings, providing information on standard legislation, and legislative constraints;
- thermal rehabilitation, facade rehabilitation and energy efficiency measures, plus energy certifications process;
- available technologies and related prices (energy efficiency measures and renewable energy production), green energy, how to reduce energy consumption in the building and save money on bills (citizens will be advised on which technologies to choose for energy efficiency measures and renewable energy production);
- existing fiscal incentives (offered by local or central public authorities) and how to finance the interventions;
- list of accredited/pre-approved market players (technical and financial players);
- informational materials, and standardized forms made available by the OSS and that will be updated periodically, once a year or as often as needed, by the One-Stop-Shop staff;



- direct relations with public institutions.

## Technical monitoring at OSS level

### Services provided by the online platform – self-service

The platform contains information, documents to download, the guidelines for citizens for home rehabilitation, energy efficiency and sustainability practices (private buildings and condominiums), news and events information. Customers can acquire all information by themselves by visiting the OSS website (a dedicated section of the Municipality website). Through it, homeowners can visualize information and learn about technical solutions to achieve better energy performances.

The Municipality of Timisoara will constantly monitor:

- the number of visits
- the number of downloads

The Municipality will update periodically the information and the documentation uploaded in the webportal. Data will be monitored on a monthly basis. New functionalities will be added: functions for displaying videos, creating and managing questionnaires, opinion polls, etc. Since the beginning of 2023, the online platform will be enriched with an online questionnaire to evaluate the level of satisfaction of the users.

### Services provided through personal assistance

Customers can ask for personal assistance provided by OSS technicians who support homeowners in getting information about retrofitting processes and verified professionals for energy audit, building inspection, and renovation works. The physical office is a component of the Citizens' Information and Counselling Service - Community Relations Department, one of the already existing departments in Timisoara City Hall.

All the requested services from the citizens will be counted by the number of order tickets taken from the digital device available in room 12 of the institution. There is already a configuration of the order number system; the one stop shop column has been added. Moreover, all the emails will have a registration number given by the institution Registration Service.

After the completion of the project (November 2022), all activities will be taken over and updated periodically (once a year or as many times as needed) by the person in charge of the One-Stop-Shop, which will have duties in this regard. It can be easily monitored by the Internal Audit of the Institution, because the OSS will have specific operational procedures approved by the Internal Management.


## Financial monitoring at OSS level

For monitoring purposes, it would be key to set correct procedure to keep under control the costs occurred. In fact, even if the OSS would allow negative margins and public resources are available for the first 3 years, procedures shall ensure the continuous monitoring of the activities to i.e. quickly detect the need for more staff to provide services. Considering the different architecture with respect to the Padova OSS, indicators and procedures could be lighter.

From the financial perspective, these would imply the monitoring of the costs required to operate the OSS mainly in terms of human resources, i.e. hours of the staff allocated on the project. This would support the administration in evaluating the need for additional human resources.

Also, considering the above-mentioned need to have further funding opportunities mapped, from a market perspective monitoring indicators include the number of funds identified at national and EU level. Procedures are similar to those defined in Padova and shall occur at least monthly.

## Operational procedure for the monitoring of the One Stop Shop of Timisoara

 <b>TIMIȘOARA CITY HALL</b>	<b>OPERATIONAL PROCEDURE ONE STOP SHOP- INFORMATION AND ADVICE FOR CITIZENS CODE: PO</b>	EDITION: 5
		REVISION: 1

	<b>ELABORATED</b>	<b>VERIFIED</b>	<b>Acknowledged</b>	<b>Approved</b>
Name:	Domnica Ioana Georgiu	Matthew Creiveanu		Dominic Fritz
Function:	Advisor S.I.C.C	Public Administrator	Deputy Mayor, Chairman of the Monitoring Committee	Mayor

Verified according to OSGG no.600/2018



## OBJECTIVE

This procedure documents the process of carrying out the information and advice activities for the energy retrofitting of buildings in the municipality as planned, operated, measured and improved within the Municipality of Timisoara.

## APPLIANCE

This procedure applies to the Citizens' Information and Advice Service (S.I.C.C.).

## REFERENCE DOCUMENTS

SR EN ISO 9000:2015- Quality management systems. Fundamental principles and vocabulary.  
SR EN ISO 9004:2010 - Leading an organization to sustainable success. A quality management approach.  
SR EN ISO 9001:2015 - Quality management systems. Requirements  
O.G. no. 119/1999 - on internal control and preventive financial control.  
O.U.G.nr.57/2019- Administrative Code  
Order no. 600/2018- for the approval of the Code of internal management control of public entities.  
Law 544/2001 - on free access to information of public interest  
Decision no.123/2002 approving the methodological rules for the application of Law 544/2001 on free access to information of public interest  
Ordinance no.27/2002 - on the regulation of the petitions settlement activity  
H.G 1723/2004- Programme of measures to combat red tape in public relations activities  
Emergency Ordinance 30/2020 for amending and supplementing certain normative acts and for establishing measures in the field of social protection in the context of the epidemiological situation caused by the spread of the SARS-CoV-2 coronavirus  
Law 50/1991 on the authorisation of construction works  
Order 839/2009 - Methodological rules for the application of Law 50/1991  
Law 193/2019 on the amendment and completion of Law 50/1991 on the authorisation of construction works  
Order 3454/2019 amending and supplementing the methodological rules for the application of Law 50/1991  
Law 7/2020 on the modification and completion of Law 10/1995 on quality in construction and on the modification and completion of Law 50/1991 on the authorisation of construction works  
Law 422/2001-on the protection of historical monuments  
HCL 18/14.01.2020 on the approval of the Rules for the execution of technical - building works in the municipality of Timisoara on the public domain  
Law 287/2009- Civil Code  
Law 185/2013-temporary advertising  
Law 196/2018- on the establishment, organization and functioning of owners' associations and condominium management

## DESCRIPTION OF THE PROCEDURE

### General

The One Stop Shop is a European concept, implemented at the Citizens' Information and Advice Service of the Community Relations Directorate as an information hub and has the following tasks:



- ensuring relations with citizens (by informing and advising them), representatives of institutions and legal entities on energy rehabilitation, cases, complaints, in generation of payment notes, in registration of petitions, documentation, forms, etc., from citizens and representatives of legal entities;
- issuing documents, authorisations, agreements, certificates, opinions, additional acts, etc. and documents requested and resolved by the PMT (Timisoara City Hall) departments;
- issuing incomplete, refused/rejected/ or returned for completion documentation to beneficiaries/ authorised representatives;
- all documents retrieved from applicants/institutions/legal entities are registered in the DOX CONNECT document management information system.

The general principles of the work are: ensuring equal treatment of citizens, impartiality and independence, priority of the public interest, openness and transparency.

**Process owner (person responsible for the management of the activity)**

Head of Service Direct Relations with Citizens

**Objectives and purpose of the process/activity**

The overall objective of the operational procedure is to achieve and deliver the highest quality front office public services to citizens in the most efficient and effective way in terms of energy retrofitting.

The specific objectives of the operational procedure are :

- providing SICC (Citizens Information and Counselling Service) officials with access to the Docs Connect computer application and the P.M.T. (Timisoara City Hall) website in order to inform and advise petitioners on the necessary actions and educate citizens on energy retrofitting activities. Access to the virtual environment, internet, social networks, media, Official Gazette/, online, legislation, is only from the stations expressly authorized for SICC (Citizens Information and Counselling Service) service officials in order to fully inform petitioners;
- compliance with the provisions and legal norms in force, dissemination of the necessary documents according to the notices and lists distributed, for obtaining by citizens the authorizations, agreements, opinions, contracts, permits, etc., requested from our institution;
- increasing the quality of the information and advice activity based on efficiency and competitiveness criteria to meet citizens' needs;
- reducing energy consumption for heating blocks of flats, reducing heating maintenance costs, mitigating the effects of climate change by reducing greenhouse gas emissions, increasing energy independence by reducing fuel consumption used in the preparation of heat, and improving the urban design of buildings;
- advising owners' associations on enrolment in the local energy efficiency programme of the municipality.

The aim of the process described is to inform and advise the petitioners, to register the requests addressed to the institution as soon as possible (using the specialized program for information and registration of citizens' requests) as well as to issue the requested documents.

## Resources

Logistics: furniture, copier, PCs, virtual workstations, database access, internet network, printers, telephone line.

Human resources: the staff of the Direct Relations with Citizens Service with established duties in this respect.

Financial resources: the share of the Municipality of Timisoara's overheads for the purchase of consumables needed for this activity and for the maintenance of logistics.

## PROCESS DIAGRAM

Type of service	Procedure
I. INFORMATION AND ADVICE	The representative and the adviser provide information or advice, provide lists of necessary documents, forms.
II. REGISTRATION OF PETITIONS	The representative and the adviser register petitions under the specific heading and the petitioner receives a registration form. These are handed over by BMD (Document Management Office), on a centralised basis to the PMT (Timisoara City Hall) compartments. The status of requests can be checked. Certificates are issued on request, documents created according to the archiving nomenclature are archived and the record in the computer system can be cancelled under specified conditions.
III. DOCUMENTATION RETRIEVAL	The representative and the adviser ensure the verification activity, generation of payment notes, registration of documents under the specific heading and the claimant receives a registration slip. They are handed over by BMD (Document Management Office), on a centralised basis to the PMT/ORTE/etc. departments. They can check the status of the resolution of requests, archive the documents created according to the archive nomenclature and cancel the registration from the computer system under specified conditions.
IV. ISSUE OF DOCUMENTATION AND DISCHARGE	The representative and the adviser receive from the various PMT (Timisoara City Hall) departments resolved, incomplete or rejected documents for release to claimants, with or without payment notes. Management is discharged by returning the documentation to the claimants or PMT (Timisoara City Hall) compartments. Archive the documents created in accordance with the archiving nomenclature and deduct the documents issued from the computer system.
V. HEARINGS	The referent, adviser or head of service informs and advises on the competences of the PMT (Timisoara City Hall). Entries are made in the computer system under the specific heading, lists are distributed to the departments concerned and, depending on the case and the complexity of the problem, hearing notes are drawn up, distributed and submitted, and the conclusions are entered in the computer system for Executive hearings.

## RESPONSIBILITIES

ACTIONS	SICC (CITIZENS INFORMATION AND COUNSELLING SERVICE)			
	Reviewer	Advisor	Main referent	Chief of Service
I. INFORMATION AND ADVICE	X	X	X	
II. REGISTRATION OF PETITIONS		X	X	
III. DOCUMENTATION RETRIEVAL		X	X	
IV. ISSUE OF DOCUMENTATION AND DISCHARGE OF MANAGEMENT		X	X	
V. HEARINGS		X	X	X

## MEANS OF VERIFICATION

Activity	Means of verification
<b>I. INFORMATION AND ADVICE</b>	
Counselling appointment	Scheduling in the electronic calendar
Information	List with documents required / Form / Information from the PMT website
Information and advice	List of required documents/ Form/ Information from the PMT website/ General information from the virtual environment /Press conferences/ Legislation/ Citizens advice - referral of complainants to other institutions
<b>II. REGISTRATION OF PETITIONS</b>	
Generation of payment invoice (if applicable)	Receipt
Registration of petitions	Registration form
Drafting of centralized incoming correspondence	Centre-dial input
Delivery of petitions by centralised incoming mail	Correspondency input centre-reader + petitions
Checking and communicating the status of applications	-
Addresses of answer /adverts/ following receipt of petitions/requests addressed to the SOA	Reply Addresses / Advertise
Dispatch/release/on file/response letters/certificates/ following receipt of petitions/applications	Reply /address / mailed or e-mail/ handed personally
Archiving documents created and managed according to archival nomenclature	Archiving minutes/ or just archiving in the computer system management / Dox Connect
Cancellation of registrations from the computer system	The heading "Request status" will be noted the





	reason why the registration was cancelled
<b>III. DOCUMENTATION RETRIEVAL</b>	
Check documentation	Documentation
Returning documentation incomplete	Documentation Unrecorded return
Generation of payment notes/ related fees/ emergency tax	Receipt
Registration complete documentation	Registration form
Registration complete documentation -urgencies	General special register number
Reregistration complete documentation - urgencies	Registration form
Centralisation of documentation to be handed over to Directorates/ PMT compartments/ Offices/ Institutions	-
Handing over of documentation on the basis of the centralised incoming mail	Input centre-reader + Documentation
Transmission of registered applications to the operators of technical and public utilities networks (ORTE)	Requests registered in the software / Notices / Single Agreement/Technical Approval / Accompanied by the relevant documentation
Collection of opinions issued by ORTE at the Single Opinion/Single Agreement counter	Completion of Single Notice / Single Agreement / Technical Notice files
Forward complete files for verification and issuance of the Single Opinion/Single Agreement to the CFC/SA Commission	Input centre-reader
Receipt of centralisers with acknowledgement of receipt from the Directorates/ PMT/ Compartment Offices/Institutions	-
Checking and communicating the status of applications	-
Archiving documents created and managed according to the archival nomenclature	Minutes of archiving/ or just archiving in the man-computer system Dox Connect
Cancellation of registrations from the computer system	Under the heading "Application status" the reason for the registration was cancelled
<b>IV. ISSUE OF DOCUMENTATION AND DISCHARGE</b>	
Receipt of documentation for release to the petitioners according to procedure	Documentation based on correspondence card / Adverts / Comments for unresolved documentations / Certificate, Credentials, Provisions, Notices, Agreements, Breaking permits, Road administrator agreement, Waste disposal plans, Archive copies, Additional documents, Communications, Authorisations, Pre-emptions
Issuance of payment notes for visa/release/agreements/permissions roads/single permit/existence certificates/duplicates/etc.	Receipt
Documentation release to beneficiaries/ authorised representatives in accordance with the provisions of the	Input center-indicator matching-denominator compartments with confirmation of receipt/ signature/

Civil Code/ and/or only release from management information system of the documents Dox Connect	Refund notices / minutes issued by PMT compartments with Confirmation of receipt/ signature beneficiaries/ representatives
Discharge of management/ Return of documentation by directorate (where applicable)	Central-entry-dial-entry-corresponding-compartments +/- Documents
Removal from the computer system of complete/incomplete/issued/issued reply documents/etc. (as appropriate)	Number of records closed from the electronic system
<b>V.HEARINGS</b>	
Information and advice regarding /activities and competences of the PMT /general and specific information-lists of required documents/model of problem solving the procedure for applying for hearings according to the internal note, assistance with online audience registration and competency limits	Information/ Advice / Highlighting/ Waiting list/ for expert evaluation
Registration of hearings	Data about the audience
Preparation of hearing notes (only where applicable)	Audience note
Distribute hearing notes FO24-04 in preparation of the hearing	Notice of hearing sent by email/confirm-received/ by courier
Receipt of completed hearing notes, explanations, photos, plans, etc., any document deemed to help clarify/resolve the petitioner's situation and reflect the state of affairs	Completed audience notes
Distribute nominal tables of citizens enrolled for the hearing (for information or hearing preparation) together with statements agreeing to the processing of personal data filled in by the complainant or not filled in/to be filled in at the hearing/if the hearing has been scheduled tel./email	Nominal tables of citizens enrolled in hearings, with confirmation receiving
Effective participation in hearings with the Mayor/Deputy Mayors/(Secretary, Public Administrator-if applicable); drafting of final conclusions dictated/determined by the Mayor/Deputy Mayor/Public Administrator-if applicable	Register of hearings
Creation of electronic hearing notes, FO24-21, following the conduct and actual participation in the hearing, where the conclusion is ordered or how to resolve the issue, notices, reminders, resolutions, recommendations, checks, miscellaneous requests, service tasks	Audience notes / electronic data in the Dox Connect document management system
Submission of addresses	Addresses
Drawing up certificates following receipt of petitions/requests for hearings (where applicable)	Credentials
Dispatch/release/certificates/ following receipt of	Certificates/ mailed or e-mail/ handed personally

petitions/ requests	
Archiving documents created and managed according to the archival nomenclature	Archiving minutes or just archiving in the Dox Connect computerised document management system
Cancellation of appointments from the computer system	The program will be deleted from the list



# 3. THE OSS OF THE MUNICIPALITY OF VIDIN AND SMOLYAN, BULGARIA

According to the legal form and partnership governance, the OSS developed by EAP and the Municipalities of Vidin and Smolyan will focus on three main service packages:

1. Information access and communication services;
2. Technical, financial, and legal consultant services;
3. Feasibility studies, energy audits, project budgeting (design, construction, and monitoring), and preparation of cost split agreements among homeowners in the case of public grants lower than 100% of total costs.

## First service “package” – information access and communication services

The first group of services aims to facilitate information access to all customers interested in energy efficiency and home renovation (homeowners, professionals, market operators, etc.). This “services package” is fully available and can be launched along with the National Programs for Home Renovation. The information about available sources of financing, grant schemes, eligibility criteria, finance application forms, will be available on the OSS website. This service package is offered for free.

Potential costumers:

- *Website visits will be around 3,300 per year.*
- *OSS events will be able to engage around 200 people yearly in both Municipalities.*



### Second service “package” – technical, financial and legal consultant services

This “services package” aims to offer technical, financial, and legal consultant services to citizens during the whole home renovation journey:

- information about suitable and innovative EE measures, including heating/cooling systems replacement with new and more efficient RES generators
- support citizens in selecting and implementing innovative integrated packages of EE interventions (thermal insulation together with high performance heating systems and/ or RES production)
- consultant services on how to establish a homeowner’s association
- paperwork preparation (establishment of homeowners' associations, renovation projects authorisation documents and finance application procedures)
- legal and technical support to Municipalities for launching public procurements for the implementation of EE interventions

These services are offered for free.

Potential costumers:

- *According to estimation around 60 multifamily residential buildings will ask for support in establishing a HOA.*
- *According to estimations, 1,500 individual heating systems per Municipality should be replaced due to low energy performance. 500 heating systems replacement per year is the OSS target.*

### Third service “package” – feasibility studies, energy audits, project budgeting

The feasibility analysis aims at supporting and convincing homeowners to start a home renovation. It highlights technical solutions, related costs, energy savings and the evaluation of available financial instruments. The OSS will give also legal and technical support to Municipalities for launching public procurements for implementing EE interventions. This service package is offered for free.

Potential costumers:

- *The potential customers in Vidin and Smolyan are around 8,000. The improvement of energy efficiency requires a systematic and comprehensive approach as well as coordinated efforts to ensure its application. The OSS will support renovation actions in single-family and multifamily residential buildings. The target is to reach around 20 buildings in each municipality per year. The OSS target in terms of energy audits is 30 buildings in each municipality in 3 years.*

## Technical monitor at OSS level

EAP will create an electronic register with information about:

- Nr. of people who requested information – by phone or e-mail
- Nr. of people visiting the OSS office and the OSS website
- Nr. of people that showed an interest for renovation of their home
- Nr. of people that became an OSS client
- Nr. of multifamily buildings asking for a support in establishing a HOA
- Nr. of energy audits/project budgeting provided per year

On a monthly basis from the register some reports will be generated.

## Financial monitor at OSS level

On the financial side, since the overall OSS is highly depending on the availability of national and EU funds, effective monitoring procedures shall be implemented to ensure the long-term sustainability. In fact, assuming that fixed costs could be covered by public funds and resources, variable costs shall be the focus of the monitoring activity.

In particular, availability of funds shall be compared with the number of services required by citizens to check the consistency of the funds in respect to the activities to be provided. Considering that typically national and EU grants would cover the costs occurred and reported to deploy the OSS service, most likely this structure would not generate margins. However, a specific budget shall be set and monitored at least every six months.

Thus, indicators shall include:

- Amount of resources available
- Amount of requests/projects from citizens

In this way, the need for additional resources could be easily under control. This is strictly linked with the second level of monitoring. On the market level, what set for the Padova and Timisoara OSS could be a good practice to be replicated. In fact, in this framework it could be key to keep monitoring the funding opportunities at national and EU level to activate further resources to finance the interventions. As in the previous cases, the monitoring of these opportunities shall happen at least monthly, setting specific targets, i.e. on the number of funds identified.