

D7.2 POLICY PAPER WITH RECOMMENDATIONS

Task 7.1 Monitoring and evaluation of project activities



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INTRODUCTION

We know today that most of the existing buildings in the EU with no renovation or superficial renovation should be renovated at an intense rate of 3 to 4% per year if we want to be on the 2030 target¹. The European Commission's "Fit for 55 package", defines the current EU policy framework on renovation, with its set of policy proposals to reduce emissions by 55% by 2030. The package, published in July 2021, included the revision of the *EU Energy Efficiency Directive* (EED) that contained a call for further actions that support market development and stimulate the role of market intermediaries such as one-stop-shops (OSS). The mention of the OSS concept in the Directive was an important milestone for our project PadovaFIT Expanded and for all other projects, local authorities, stakeholders and policy makers willing to look into the concept.

According to a report published by the Commission's Joint Research Centre, titled "One-stop-shops for energy renovations of buildings", OSS could well be the key solution to help owners and tenants start the renovation or refurbishment process and overcome the many hurdles along the way. There is no single concept however of a One-Stop Shop, and they will take a variety of forms in each city, municipality or country. This much we have seen in the PadovaFIT Expanded project territories spanning three countries: each have their own specific needs and challenges. Nowadays most OSS are physical and/or online spaces that provide its citizens tailored renovation advice and a list of suppliers for their renovation works. OSS are essentially *an*

¹ EU Renovation Wave Strategy's goal is that of renovating 35 million building units by 2030



interface between the beneficiary (homeowner, building owner association) and the entire supply chain and decision-making process, including financial and legal aspects, monitoring and delivery.

In the case they are set up well and gain traction, OSS can help homeowners overcome barriers related to finance, legal, monitoring and delivery of works. In addition, OSS may have a large set of strategies to reduce the number of “dropout moments” when owners lose momentum or decide not to engage in the renovation process, and abandon their ‘customer journey’. When policy makers think of a “One-Stop Shop” they may see the final vision: that of a single point, or a supplier, that is in charge of an entire renovation project.

PadovaFIT Expanded project received funding through the European Union’s Horizon 2020 research and innovation programme. Its main objective was to establish a one-stop-shop for supporting energy efficiency home renovations in Padova, Italy, and to expand some of its findings and methods to Timisoara, Romania and the Bulgarian cities of Smolyan and Vidin. The results of our project, which can be found in its deliverables (please see the list of publications of the project [here](#)) show us that it is crucial to, not only initiate OSS development (e.g. through EU funding or other funds), but more importantly, to make sure that these services are fully integrated within public administrations, while establishing strong links with the private sector. We have therefore divided our recommendations to policy makers into the following topics:

1. *Recommendations regarding engaging homeowners*
2. *Recommendations on business models and engaging the private sector*
3. *EU level and National level policy recommendations*

1. RECOMMENDATIONS REGARDING ENGAGEMENT OF HOMEOWNERS

The transition from *citizen*, be they a tenant or a homeowner, to *customer* is an important consideration for policy makers. In our project we have seen our partners, public authorities, establish or expand an existing public service of information on the topic of energy related renovations. Now, the OSS approach requires the information service to be set up entirely to suit the citizens. As a result, the public authority needs to transform into a business owner: they need to find out the main motivations for citizens to renovate their homes, what information they need and how they can be guided in the long process (amongst other variables).

Policy makers need to support public authorities in the process of developing an OSS, by creating policies that will address the multiple barriers in the renovation market, for all the stakeholders involved. One barrier that comes to mind is the lack of technical knowledge or skills to organise a complex renovation, which makes it hard for citizens to initiate the process. Such questions are rarely tackled in the policy debate and, when asked, the answers suggest that many homeowners avoid renovating their home not only because of a lack of



interest, but also because they are lost in the maze of possibilities. This is where the policy makers at all levels need to take into consideration the perspective of the homeowner, uniting this viewpoint with the aims of the public authorities and the interests of all the stakeholders involved, especially the renovation providers.

PadovaFIT Expanded project has argued, in all its dissemination and capacity building activities and towards a number of stakeholders, that OSS are *uniquely* designed services to provide practical support to homeowners. Considering that 70% of the EU population own the home that they live in, there is an excellent return on investment for authorities when engaging with them regarding renovation. The OSS concept kick-starts local authorities into thinking hard about citizens (and stakeholders') needs, urging them to plan a series of tools and activities, and tailor their services to the stakeholders involved. This approaches the local authority to the citizen but also creates the view that the citizen is a customer.

As in any other business process, the customer needs to be initiated on a specific journey, where results need to be monitored and satisfaction is sought. Not every public administration is ready however to create this change in mentality and this is where the right policy may provide a fruitful collaboration with the private sector, which already has the experience of dealing with customers.

The main complexity with the renovation process, is that not every homeowner will have the same requirements. These will vary according to their level of understanding of the renovation process, their priorities, and their purchasing power. What makes local authorities ideally suited to engage with the OSS is that they usually hold the trust of the citizens and are the natural go-to when looking for information or resources on renovation. In our project, the Municipality of Padova showed clearly how they are holding this trust the way by creating a list of simple but effective engagement tools. They in turn asked the pilots to plan their OSS development around these tools, when considering their citizens' needs. Such a peer-to-peer approach is useful and make it easier to transfer knowledge amongst municipalities in the same country, region or even across EU member states.



Tools for engaging homeowners

In deliverable *D 3.3 Engagement tools*, we have seen the tools developed to engage homeowners with the topic of renovation in the PadovaFIT Expanded project. The list can naturally be expanded and updated. Furthermore, every OSS and similar initiative around Europe will have different and creative ways of engaging their citizens, as we have seen in our webinar titled “Engaging Homeowners”, which can be viewed [here](#). Policy makers need to make sure that the list of tools and examples is collected, categorised and shown to new OSS through case studies. Public authorities and OSS initiators should always have at their disposal a list of updated tools and they can then choose which ones might suit them.

The communication campaign to give visibility to the activities of the One Stop Shops in Padova was particularly effective. The wide range of tools used (both digital and physical) and the ubiquity of many communication activities (e.g. information evenings and stands at neighborhood markets) made it possible to reach different segments of the population (including the elderly and young people).

One of the main results of the communication campaign relates to the frequency with which activities were carried out. The numbers on accesses to the Energy Desk and visits to the reference website showed that there is a rebound effect every time a campaign is carried out on the territory and online. Following the campaign, the number of accesses tends to decrease progressively. This has also been observed by other One Stop Shops in Italy and abroad. It is therefore important to organise the communication campaign with activities that are:

- *constant over time, with continuous relaunches on web channels and every 4-8 weeks for in-presence activities,*
- *capillary, in the sense of reaching all city districts and*
- *digital and physical, to meet the various needs of the population and age segments.*



Below is a summary of the main strengths of the communication channels used in the pilot cities:

Websites. The tool provided useful information to citizens, including different type of contents (documents, FAQs, general information, etc.). Looking ahead, this tool, which is digital can be coupled with a physical desk. The website should be the single-entry point of the One Stop Shop. The website is therefore the channel through which the OSS gives information to citizens, collects the basic data to elaborate pre-feasibility assessments, connects the various actors of the supply chain (professionals, companies, financial operators, etc.).

Social channels and newsletters. These communication tools are among the most used today, because they allow to reach an exceptionally large number of recipients with extremely low investment costs. The social media and newsletters have the great advantage of being able to modulate the communication offer according to the level of response of end users, citizens. In case of low number of users social campaigns can be enhanced, both in terms of frequency and incisiveness of the messages conveyed.

On site campaigns (poster, flyers). These tools are necessary to complete the campaign to promote the services of the OSS, because they fill some of the gaps typical of other digital tools: they reach citizens in a more capillary and distributed way, allow to have a more direct and territorial relationship with the end customer.

Information evenings / information points. These communication tools are the only ones, within the strategy for citizens' involvement, which provide for a direct relationship with citizens. It makes possible to reach specific sections of the population and with good territorial representativeness, since the events are organized at neighborhood level. The creation of a direct relationship is necessary to ensure long-term sustainability at the Energy desk because it creates loyalty and a recognition that digital tools are not able to generate.

Testimonials. This tool intends to disseminate messages of energy sustainability and to highlight existing opportunities at local and national level effectively, generating virtuous emulation processes. It is important that the testimonial has an image and characteristics consistent with the service proposed by the One Stop Shop and the Energy desk and with the message that the Municipality wants to convey. The attributes of the



testimonial should be somehow "transferred" to the service without the citizen feels some form of inconsistency between them. The choice of testimonials will therefore be central to the provision of this communication service and will allow to catalyze the attention of citizens towards the energy refurbishment of their buildings.

The role of the facilitator

Policies also need to address the low awareness amongst homeowners on energy efficiency and renovation, and the long decision-making processes in multi-owner buildings. Policies can be created where the central key role is played by the OSS in facilitating information access to homeowners, in providing a quality guarantee, as well as in reducing conflicts between homeowners during the decision-making process. Here we would like to highlight an excellent means of engaging homeowners, especially those living in buildings. The figure of the *Condominium facilitator* can be trained to engage with home owners and act as a consistent intermediary between homeowners and the OSS and/or the renovation providers. The facilitator is a person who should be able to *actively* promote the implementation of energy requalification interventions in private buildings and must combine technical skills with methods and techniques of communication and conflict mediation. He/she must be able to manage and guide the decision-making processes underlying the renovation projects of the existing building stock. We would thus encourage policy makers to include such figures when developing OSS strategies.

Finally, the barrier of financing the renovations is possibly the most concerning one when it comes to engaging the homeowner. Difficulties in accessing credit, high-interest rate for loans, and the lack of third party financing mechanisms (provided by private actors) need to be addressed. Out of the three territories in our project, only in Italy, was there a specific fiscal bonus in place and the transfer of the tax deduction to third parties. Such options may represent a good solution but the complexity of procedures increases further the existing information gap in the area of home renovation, which needs to be taken into account when such financial instruments are developed. Most importantly, it is the question of how to finance the renovations that makes homeowners often disengage from the process. The costs of renovation are high and rising, and



unfortunately, not always easy to calculate and keep track of by homeowners. Policies that address these issues will make it possible for OSS to thrive. Without the engagement of homeowners, the OSS lack a motivated customer base and thus a reason for existing.



2. RECOMMENDATIONS ON BUSINESS MODELS AND PRIVATE SECTOR

We have seen in the previous section that the one stop shop is either a physical or an online/virtual space where customers can get tailored advice on renovation, and possibly be led on a journey towards renovation. The plan for many OSS is to eventually allow the selling of specific services or products that can implement renovation projects, especially in buildings. Therefore, in the short and long term, OSS needs to have a business model so they can serve their customers well.

PadovaFIT Expanded Project partner BOCCONI University made an extensive literature review and desk research and identified 29 OSS initiatives across the EU, proceeding then to analyse their Business Models (BM) in detail. The resulting research paper, published on the well-known *Science Direct/ Elsevier* platform aimed to categorise and compare OSS business models. BOCCONI have identified three archetypes of BM and these have been assessed for their capacity to overcome home renovation barriers. We believe that the results are useful for policy makers and practitioners in the field.



The analysis of the OSS initiatives running in the EU allowed the project to identify three OSS Business Model (BM) archetypes and seven subcategories, which can be found in deliverable D 2.4 *A Business model canvas*. They represent a theoretical business model which can help explain how different types of OSS create and deliver value and interact with market players. The three main OSS archetypes are the *Facilitation model*, the *Coordination model* and the *Development model*. The first one provides softer support to homeowners, operating only at the “orientation” phase of home renovation. It aims to facilitate the renovation process by offering easy access to information and motivating homeowners. The second one follows and supports homeowners along the whole renovation journey. It acts as a network of trusted players, offering integrated services and assuring quality guarantee. It aims to reduce the market fragmentation and the gap between the demand and supply side. The last one provides the strongest support to homeowners by offering tailor-made solutions for home renovation. It is responsible for the work execution, the provisioning of financing (e.g. loans) and the monitoring of results. It is the unique point of contact for the homeowners, providing all services needed.

Defining a model and its financing

In PadovaFIT Expanded, most of the local authorities are aiming for a combination of the Facilitation and cooperation model in their OSS journey. However, due to a lack of funding and other issues, the facilitation model is the most popular solution for public authorities. Furthermore, through our project we found that, for example, the OSS in Padova is already operating effectively at the “orientation” and “closing” phases of the home renovation journey. Their ambition now is to facilitate information access, increase awareness and reduce the gap between demand and supply. For this purpose, it provides a website and an online energy simulation platform to support homeowners in getting access to all information needed and motivates them to start a renovation project. It also offers technical consulting services, if required by homeowners, and



administrative and legal support in drafting the contracts with suppliers and contractors. This increases the guarantee of the quality of work and energy savings.

The OSS in Padova acts as an intermediary, providing homeowners with a list of suitable market players, who belong to the OSS network. This model is one that the pilot territories in Romania and Bulgaria are encouraged to replicate. However, the legal, financial and administrative situation these countries is very different and the progress from a purely information model will be slow and long unless policy makers in these country intervene.

Sustainability

When it comes to costs of implementing and sustaining an OSS, policy makers need to take into account that most of the costs relating to the initial OSS development and maintenance will be covered by public funds at the beginning. Policy makers need to foresee the possibility that these costs can legally be covered by different types of revenue, following the evolution of the OSS itself. At the launch, all the pilot OSS in our project provided its services for free, but one objective (at least in Padova) is to eventually ask a brokerage fee to market players for the intermediary services and a fee to certain homeowners (e.g. not those citizens who are in situation of/or at risk of poverty) for the consulting services.

Defining the concept and its limits

It is also a useful exercise for policy makers to identify a correct *taxonomy* for the definition of One Stop Shops in their country. The reason is that the current definition of OSS is ambiguous; the legal forms, the modes of operation and the business models that underlie it, differ significantly from each other. It is therefore necessary to select some basic minimum requirements that allow a correct definition of an OSS and that therefore allow to distinguish these structures from others existing on the national territory (e.g. Energy Desks, Energy Agencies, etc.), especially in Italy. This is also relevant for other countries and cities which may identify the OSS with a very different name, as we have seen with the example of the city of Vienna (please



see the deliverable on our Final event) who branded the OSS as an accessible office titled *Hauskunft*, which is a very different name than the one we use when we say One stop shop.

According to the analysis from deliverable D 2.6, we can see the many ways in which OSS models are operating in the market. The ownership of OSS can vary from a single entrepreneur to a multi-disciplinary team, contractors cluster cooperation, a joint venture of retailers with industry and contractors, Public-Private Partnerships, or semi-public entities. In some cases, OSS is a complementary business to an existing business, while some other OSS focus only on digital tools. Some OSSs are virtual and other OSS directly provide work execution and financing, like an ESCO. There are also variants of OSS that design step-by-step procedures for home renovation.

This variety asks for more clarity in order to avoid misunderstanding, overlapping of businesses and raising of conflicts. There is a need to define what are the basic requirements of an OSS initiative compared to all other businesses operating in the home renovation chain. A basic requirement is a quality or qualification that you must have in order to be recognised as a member of a specific group, to be allowed to do something or to be suitable for something.

Furthermore, there is the concept of shared value which is pursued by OSS, describing this capacity to produce value not only for customers but for society as a whole, for instance in terms of environmental benefits, awareness-raising, people behaviour-changing, knowledge sharing, etc. For instance, some OSS models can share similarities with ESCOs. The shared value produced and delivered by the OSS represents one of the main factors which characterise it in comparison to ESCOs and other competitors. The OSS can work as an ESCO or the two can be combined, when the ESCO becomes part of the value chain developed by the OSS, generating mutually beneficial support. However, unlike OSS, ESCOs are not involved in awareness-raising, knowledge dissemination, training and business enlarging for other market players.

Some similarities can emerge also with Energy Help Desk initiatives. A Help Desk is a service that provides support and information to users and customers. Help Desks aim to troubleshoot problems or guide users on



the use of a product or service. Many Energy Help Desks exist in the EU and some focus on home renovation. Usually, those work only digitally and provide mere information to customers through web portals or call centres. While in practice, also the OSS could run entirely online, two aspects are considered key drivers for its success: 1. physically located close to customers and 2. trust generated through impartial advice. The main difference between those two concepts lay in the OSS's ambition to reduce the information gap, increase awareness and produce benefits for the whole society and not only for direct customers as in the case of the Help Desk. Indeed, the OSS act as a reference point both for homeowners and for the home renovation value chain. Clarifying the nature of the OSS concept is crucial to reduce generic definitions and highlighting opportunities and limits of different OSS BMs.

OSS as public entities: the limitations and opportunities

It is also important to say that, in a country such as Italy for example, the existing OSS have at present, a mainly public form. The impossibility of municipalities or other local authorities to operate on the market by offering consulting services or, in a more limited form, to give visibility to some particularly qualified professionals or companies, prevents the development of other types of services. The limits of the totally public OSS translate into a narrower dimension of their sphere of influence and a lower ability to intervene concretely in the energy refurbishment market. At the current stage, all the Italian OSS limit themselves to giving initial information or at most to orienting the energy renovation process in the initial phase, almost never entering the subsequent phases. Policy makers will need to find ways to make the OSS more flexible and market oriented, or the services will be limited and not as effective in the long-term.

Since the Padova OSS would be established by the Municipality of Padova, which is a public entity, the Municipality ordered a legal analysis by *Fieldfisher Legal*. The document started by analysing the legal nature of the OSS services, in order to make sure that they are pertinent to a public body's area of responsibility and to what extent. In the Italian legal system, local authorities have the responsibility of providing "public services" to their constituents. Public authorities have a certain margin of discretion in evaluating what



services can be qualified as such, as long as they are pursued for social purposes and for promoting the economic development of the community.

The Italian legislation conforms to EU legislation by adopting the notions of Service of general interest (SGI) and Service of general economic interest (SGEI), in accordance with EU law definitions. In this respect, it is important to define whether the OSS services can be qualified as economic or non-economic activities, in order to clarify the applicable legal framework, as economic activities are subject (among others) to EU competition rules. Furthermore, EU Directives on energy efficiency describe one-stop-shops as instruments for providing “information through accessible and transparent advisory tools” on renovation. The focus is therefore on providing information in an accessible way, but no further clarification is provided on the qualification of OSS services as SGI or SGEI. Similarly, national legislation does not define the content of OSS services in detail, nor does it clarify if they are economic or not. National authorities should have offered guidelines and proposals on how to implement OSS’ at the local level but have not yet provided operative indications. As a result, on one hand, a part of OSS services could probably be qualified as *the provision of general information by public authorities*. This type of activity would also fall more squarely within the scope of OSS services, as described by the EU Directive.

On the other hand, more specific and targeted technical advice and assistance (for instance, the provision of technical solutions or projects based on the analysis of specific buildings), could be considered as economic activity which is usually provided by private consultants. Said services could be qualified as SGEI only if, and to the extent that, it could be possible to maintain that they not supplied by the market without public intervention, or would be supplied under different conditions (in terms of objective quality, safety, affordability, equal treatment or universal access). For this reason, the provision of said services could probably be more easily justified in disadvantaged market segments, as an instrument for fighting energy poverty, or in complex project involving numerous owners. In any case, the lack of legal certainty on the possibility for public authorities to enter said market may constitute an obstacle for the development of fee-based OSS services.²

² These paragraphs are taken directly from the analysis document of Fieldfisher legal consultancy, delivered to the Municipality of Padova in November 2022.



Public-private partnerships

In PadovaFIT Expanded we have seen that the possibilities for an OSS to develop well are outstanding if we can capitalize on the value of public-private partnerships. Public authorities, whether they are in Italy or Romania, do not have the legal, technical, financial and business skills that abound in the private sector. The inclusion of new services, especially those of an advisory/consultancy type, are very much needed but they also pose further challenges for the local administrations. Policy makers need to therefore make ways for the local administrations to enter the local renovation market without being a competitor of existing players (or in a limited form) but having instead a role of booster, of accelerator of the energy transition process, expanding the pool of potential customers for all other operators in the supply chain. This transition requires a structured, steady building of relationships with local actors, starting with trade and professional associations. Also in this case, operational guidelines can be identified to engage stakeholders and build solutions in a cooperative way.

Policies should consider all the local stakeholders

A stakeholder is a person, a company or organization who could depend on the OSS for the realisation of some of its goals, and in turn, the OSS could depend on them in some way for the full realisation of its goals (adapted from Mendelow, 1981). As was seen in Deliverable *D 2.3 SWOT Analysis*, the home retrofitting and renovation market is characterized by high fragmentation. It requires the involvement of multiple players at different stages of the renovation process, including designers, utilities, energy auditors, project managers, financiers, equipment providers and construction companies (Hunkin & Krell, 2019). Nevertheless, several non-technical stakeholders also influence the decision-making process, such as building administrators and local energy/building renovation agencies. The complexity and the need for multiple and separated players, knowledge and expertise can make it difficult for policy makers to see *the big picture*.

In PadovaFIT Expanded, as in many other projects, a stakeholder analysis is a common initial step in the development process of the project, and in this case of each local OSS. Successful policies need to address all the stakeholders, by making sure that the public administration/the initiator of the OSS can identify local



players within the home renovation chain, evaluate their degree of interest and influence and develop communication strategies for engaging them. Most importantly, policies need to be in place that can really set the ground for the multiple business opportunities that the OSS may create locally.

As we have seen it discussed in Deliverable *D 2.3 SWOT Analysis*, one of the main barriers in the home renovation process is the fragmentation of the market, which is characterized by multiple technical and non-technical players. The further SWOT analysis looked into the three relevant territories for our project and resulted in interesting recommendations for the policy maker. Policy makers need to consider each area in terms of the buildings it has, whether they are owner or tenant-occupied. It also needs to be clear on whether the buildings have a moderate or high energy performance and the implications for the renovation market. The trust in the local authority is another variable to consider and so is the attitude of the public towards collaboration between the public and private sectors.



3. EU AND NATIONAL LEVEL POLICY RECOMMENDATIONS

PadovaFIT expanded project would like to urge policy makers to identify funding schemes at European level (EU funding programs), but also national level (Resilience Funds or resources made available with ministerial calls) or regional level (management of ERDF funds) that can support One-Stop-Shops, at least in the initial phase. When policy makers can identify such schemes at EU level and, even more importantly, at national or regional level, they can develop the provision of the much-needed services on the ground in a quick and efficient way.

As can be seen with the example of the PadovaFIT expanded project, EU Funding works well to kick-start OSS, especially in locations that are ripe for them. Furthermore, as can be seen in some other projects, this kind of funding can be especially effective when all the partners are from the same city/region as was the case



with the Austrian project Renobooster. In summary, policy makers and financial sector need to find a way to channel the funds from resilience and recovery funds of member states, to support OSS evolution.

Minimum requirements

Many policies and measures in the target areas set minimum requirements for new constructions and major home renovation, as well as fixed standards and mandatory compliance for technological systems (e.g., heating systems). The energy performance certification (EPC) for selling and renting houses is mandatory in Italy and Romania. These factors strongly contribute to boost the home renovation process and represent a good opportunity for the OSS implementation.

Policy recommendations per project partner

The Municipality of Padova recommends, first and foremost, the definition of a clear regulatory framework in each country which puts at the center of each renovation process the One Stop Shops, as has already been mentioned in this report. Then, policy makers need to create relevant financing instruments, either at national or regional levels. Most importantly they need to allow the activation and the consistent updating of these instruments, within a long term perspective. Finally, the OSS must be recognized by local, regional and national actors as the optimal mechanism to boost the refurbishment of residential buildings. Such a recognition and common understanding will prepare the ground for the successful development of OSS in any location in Europe.

Padova would also recommend possibility of creating a permanent Observatory in Italy (managed by ENEA or a research institution) that monitors the state of health of the renovation sector, collecting data through a bottom-up approach in a systematic form and returning an annual report that highlights the success stories and the results achieved by the existing OSS.



The Municipality of Timisoara believe that policy makers need to focus their efforts on creating a stable political environment for the OSS to develop. The changes in priorities with each new administration are hindering the advances towards OSS development.

The Energy Agency of Plovdiv in Bulgaria believes in raising awareness at all levels, so that renovation becomes a topic of general interest, as has happened with the topic of air quality, for example. When citizens are aware and active on a theme, they are more eager to participate and support any policies that are made on the subject.

FFS believes that policy makers should support OSS through the use of tax incentives and rebates but these have to be considered according to the actual financial needs of applicants, supporting firstly who are in greatest economic needs. In addition, there needs to be a streamlined procedure to set up an OSS, without administrative burdens and they should focus on supporting public-private partnerships.

SOGESCA advises that local policy makers need to focus on raising awareness and engaging citizens, be they homeowners or tenants. This will in turn stimulate a demand for OSS services. At EU level, they advise the creation of a network or community for peer learning amongst European OSS.

BOCCONI stated that national governments, as well as the EU policy makers can strongly support the diffusion of OSS initiatives by requiring EU member states to ensure easy access to renovation information and advice. They should also create a favourable environment for establishing OSS initiatives (simplify the bureaucratic process, increase direct financing to local authorities who want to set up OSS initiatives, set up an EU-wide certification for highly qualified experts, stimulate and facilitate build capacity at the local level, encourage local authorities and financial institutions to get involved, reduce fragmentation among public authorities). Finally, there needs to be a set of detailed guidelines on how to develop and implement an OSS (common guidelines and shared information regarding good examples of OSS for local promoters, support in involving stakeholders).



Climate Alliance stated that the topic of energy poverty needs to be further linked to the OSS, especially by policy makers. From the EU Capacity building in June 2022 that CA co-organised, we had an interesting discussion on the topic of energy poverty in which we brainstormed also on the role of OSS in alleviating energy poverty and what policymakers can do. There was much talk about research and data collections, since it is important to find out the exact situation in terms of who is at risk, what are the concrete issues and then propose solutions. OSS can be very close to the citizens and can also collaborate with social services so that they can provide assistance and concrete tools to vulnerable citizens who need them the most.



CONCLUSION

At PadovaFIT Expanded, we have seen that One Stops Shops can build momentum for the renovation wave that is so badly needed across the European Union. It is clear from the experiences, especially in Padova, that OSS create a smooth start-to-finish process for the customer but they also help ensure a homeowner goes from simply “being interested” to actually carrying out a renovation. It is also clear that when the administration of a municipality takes the lead and involves several partners and sectors with one common goal (OSS development), there is a valuable momentum, which may result in concrete and satisfactory outcomes.

As we have seen throughout this report, the OSS is an excellent solution for policy makers, at all levels, when looking into how to achieve the renovation targets for European buildings. However, any policy regarding OSS cannot be a set of stand-alone measures, but should be coherent and integrated into a wider policy package. Such an OSS policy package should include regulatory measures (e.g., mandatory minimum energy performance standards, and taxonomy regulation), business models considerations, training programmes for professionals, public private partnerships and citizen engagement campaigns. Additional financial mechanisms and incentives are also crucial, for example through European Investment Bank funds, the European Local Energy Assistance (ELENA) programme, amongst others.



As we have already stated in *Deliverable 2.6* a one-fix-all solution does not exist, and the OSS can exploit its potential only when there is coherence among the different government levels, policies and measures. A collaborative environment is crucial to develop a successful OSS initiative, where the renovation chain can actively participate and contribute to reducing fragmentation. The involvement of professional boards and trade associations at local, regional and national levels is highly recommended.

Finally, the question of trust is key: without it, OSS cannot flourish. Public authorities are often in a privileged position as citizens already come to them and trust them to be a reliable source of information. Policies need to be in place that build on that trust and assure a consistent and stable political environment that support rather than hinder OSS development.

