



# One-Stop-Shop guide for local authority staff and energy consultants

**A guide for local authority staff and energy consultants**

**- Result from a pilot in Poland**

**Association of Communes and Cities of Małopolska Region**

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## About the project



**RenoWave** is a project in which the Association of Communes and Cities of Małopolska Region is one of the partners. It aims to support the creation of so-called energy communities by providing concepts, tools and models to streamline their operation and development. The RenoWave project also aims to bring together homeowners, builders, energy agencies and public authorities to initiate more renovation projects to improve the energy efficiency of multi-family homes. As part of the project, a business model framework based on the One-Stop-Shop concept will be developed, specifically designed for multifamily buildings in the Baltic Sea Region (BSR) countries.

### Project partners

1. County Board of Dalarna (Sweden)
2. City of Lappeenranta (Finland)
3. Vidzeme Planning Region (Latvia)
4. Association of Communes and Cities of Małopolska Region (Poland)
5. City Council of the City of Bremerhaven (Germany)
6. Baltic Environmental Forum (Latvia)
7. Housing Initiative for Eastern Europe (Germany)
8. Let's renovate the city NGO (Lithuania)
9. Foundation for Energy Efficiency (Poland)
10. North Sweden Energy Agency (Sweden)
11. Development Centre of Võru County (Estonia)

### Brief summary

The One-Stop-Shop guide is aimed at local authority staff and energy consultants aiming to implement the One-Stop-Shop model in municipalities. The One-Stop-Shop and the benefits it brings to residents and businesses are discussed. The guide outlines different models for organising such outlets, including public and private options. It also describes how a municipality can act as an OSS operator or how to delegate this task to a non-public entity. Practical advice and a summary of key information are provided at the end of the guide.



[www.interreg-baltic.eu/project/RenoWave](http://www.interreg-baltic.eu/project/RenoWave)

***The activities of the project are addressed to local authorities, renewable energy technical solutions providers and owners and managers of multi-family buildings. They aim to support them in planning and implementing energy renovation projects.***



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# 1. What is the One-Stop-Shop?

The One-Stop-Shop (OSS) concept is gaining popularity, particularly in the context of thermal upgrade of buildings. This model enables customers to receive comprehensive support and services in one place, without the need to visit many different institutions or service points. For local authority staff and energy consultants, the OSS offers an efficient way to manage thermal efficiency upgrading projects, saving time and resources and increasing convenience for investors.

In everyday life, there are many examples of One-Stop-Shop solutions that offer a variety of services in one place, allowing multiple issues to be dealt with in one visit or transaction. **Here are just some of them:**

-  **Shopping centres:** This is where you can shop for groceries, clothing, electronics, use banking, catering and even leisure services such as a cinema or gym. Everything in one place, which saves time and increases convenience.
-  **Municipal offices:** Many municipal offices offer integrated service centres for citizens, where they can arrange registration, obtain an identity card, register a vehicle, obtain a building permit or use social services.
-  **Supermarkets:** Large grocery shops often have additional services such as post offices, pharmacies, ATMs, newsagents, mobile phone repair shops or cafés, enabling the customers to have multiple issues dealt with in a single visit.
-  **Petrol stations:** Modern petrol stations offer not only refuelling, but also car washes, food and car accessory shops, food outlets and sometimes mechanical services.
-  **Websites:** Portals such as Allegro, Amazon and eBay are the online equivalents of the One-Stop-Shop, where you can buy virtually everything from books and clothes to electronics and groceries, while benefiting from numerous additional services such as delivery, installation and loyalty programmes.
-  **Medical centres:** Modern health facilities offer comprehensive medical care in one place. You can see specialists there, have diagnostic tests done, collect results and have prescriptions filled at the pharmacy located on the premises.
-  **Banks:** Many bank branches offer not only standard financial services, but also investment advice, insurance and even leasing products, enabling the customers to have multiple financial matters dealt with in one place.

Using such integrated service outlets makes life significantly easier, saving time and often money too, by taking advantage of the many promotions and service packages available.



The One-Stop-Shop model, which is used to coordinate and simplify administrative processes or services for residents, can be very useful in terms of thermal upgrade of buildings in the municipality for several reasons:

1. It enables the centralisation of information on thermal upgrade programmes, legislation, and application procedures. Residents and property owners can get all the information they need in one place reducing the time needed to collect data and eliminating the need to search for information across different offices.
2. It enables the integration of application procedures related to thermal upgrade projects. Residents can file applications and the necessary documents at a single place, with less bureaucracy and lower the risk of mistakes.
3. It provides consultancy and educational support on thermal upgrade projects. Experts can provide advice on energy efficiency, available technologies and potential energy savings to increase the residents' awareness of the benefits of a thermal upgrade.
4. It monitors the progress of thermal upgrade programmes. It is possible to track how many buildings have been upgraded, what energy savings have been achieved and what benefits these measures have brought to the local community.

With the above benefits, the One-Stop-Shop model can prove itself as an effective tool in the management of thermal upgrade programmes in the municipality, contributing to a more efficient use of resources, reduced administrative costs and an increased public involvement in building energy efficiency issues. Where to start the implementation?

### **1.1. How to implement the One-Stop-Shop model in a municipality?**

Launching the One-Stop-Shop requires a thorough analysis of local thermal upgrade needs. It is important to understand what the energy demands of the buildings in your municipality are and what the funding opportunities are for these projects. Local government staff should work with local builders, banks and energy service providers to build a solid network of partnerships. It is also worth setting up a team of experts including energy auditors, designers and contractors to work together on thermal upgrade projects.

Service integration is key in the OSS model. Establishing an integrated project management system that covers all stages of thermal upgrade, from consultancy to implementation and quality control, is essential. Implementing modern digital tools to manage the process and communicate with customers can significantly improve the process.

Preparations for the implementation of the One-Stop-Shop should start with careful planning and organisation. The objectives and scope of the OSS should be defined and a business plan and timetable of activities should be prepared. A project coordinator should be appointed to oversee the implementation of the OSS and operational procedures and quality standards should be established.

Funding for thermal upgrade projects can come from a variety of sources, such as EU funds, bank loans, tax credits or subsidies. It is important to develop investment financing models tailored to different types of customers.

Once the planning and organisation phase is complete, the implementation of the OSS can begin. This includes the start-up of operations, including technical infrastructure and customer service offices. It is crucial to monitor progress and make the necessary adjustments to ensure the effectiveness of the OSS.



## 1.2. OSS – is it worth it and who benefits?

There are numerous business benefits to implementing the OSS model. Above all, it considerably saves time and money. With the centralisation of services, the time taken to complete projects and administrative and operational costs are significantly reduced. Customers using OSS services can have all matters related to thermal upgrade dealt with in one place with increased convenience and satisfaction.

The OSS model also contributes to energy efficiency. It facilitates the implementation of thermal upgrade projects, leading to a reduction in energy consumption and building operating costs. Moreover, the OSS has a positive impact on the local economy, creating new jobs and developing local skills. By working with local construction companies and energy service providers, it strengthens local supply and service chains.

### 1.2.1. Benefits for residents

#### ✓ Saving time

With the One-Stop-Shop, residents can deal with all the paperwork for thermal upgrade in one place. This eliminates the need to visit a number of different offices and institutions which significantly reduces the time spent organising upgrade work.

#### ✓ Convenience

The One-Stop-Shop concept provides convenience, as all thermal insulation services are available under one roof. Residents do not have to bother about coordinating various stages of the work which makes the whole process simpler.

#### ✓ Access to professional assistance

Residents have direct access to experts who can advise on technical, financial and legal issues related to thermal upgrade. Professional assistance is available at every stage, from the energy audit to the final acceptance of the work.

#### ✓ Reduced energy cost

Through comprehensive thermal upgrade, residents can significantly reduce their energy bills. Reduced energy consumption means lower building running cost, which, in the long term, means financial savings.

#### ✓ Increased value of the property

Thermally upgraded buildings become more attractive on the property market. Investing in energy efficiency improvement increases the value of properties, which is beneficial for both, home owners and potential buyers.



## Key benefits to citizens:



### 1.2.2. Benefits for entrepreneurs

#### ✓ Increased competitiveness

Companies operating under the OSS model gain a competitive advantage in the market. By offering a comprehensive range of services, they are able to attract more customers who value convenience and time savings. Integrated services also make it possible to better tailor the offer to the needs of the market, which increases the company's attractiveness in the eyes of potential customers.

#### ✓ Scalability and flexibility of operations

The OSS model enables easier scalability and flexibility of operations. Companies can respond quickly to changing market and customer needs and adapt their services to meet current requirements. With integrated management systems, it is easier to introduce new services or expand into new markets.

#### ✓ Synergy and innovation

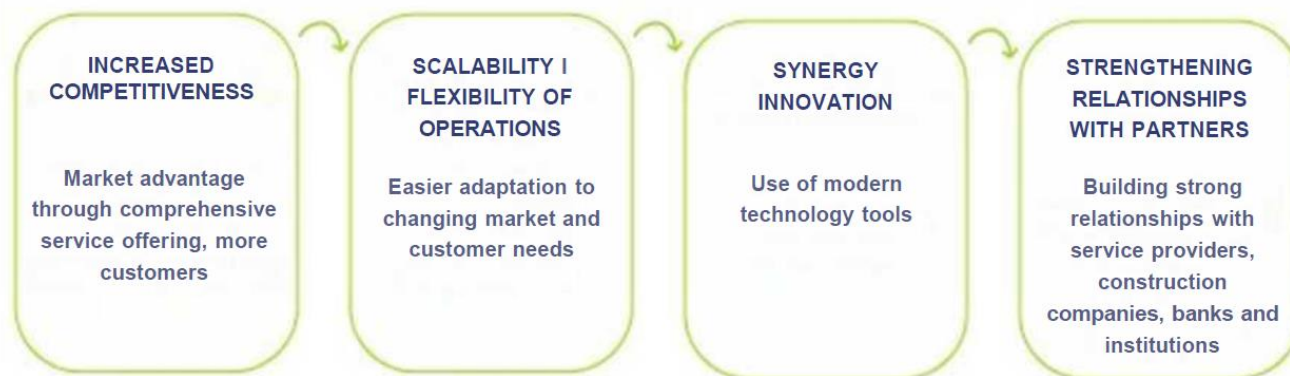
Operating under the OSS model fosters synergies and innovation. Working with different partners and integrating different services in one place fosters the exchange of knowledge and experience which leads to creating innovative solutions. Companies are able to use modern technology and tools enabling continuous improvement of processes and services.

#### ✓ Strengthening relationships with partners

The OSS model supports the building of strong and lasting relationships with business partners. Working with different service providers, construction companies, banks or government institutions streamlines project management and makes it easier to achieve business objectives. As a result, companies operating under the OSS model can rely on the support and involvement of partners in the implementation of joint projects.



## Key benefits to entrepreneurs:



## 2. What features should a suitable One-Stop Shop have?

In order for an OSS to effectively support investors in the implementation of energy efficiency improvement projects, it should have the following features and meet the following requirements:

### 1. Competence and experience

OSS should have proven competence in providing services such as project preparation which includes the overall process from planning to implementation. Obtaining of external funding is also key, which helps to secure the resources needed to implement projects. It is also important to settle the projects and verify their effects, ensuring transparency and financial efficiency of the entire undertaking. In addition, the OSS must guarantee the assumed energy effect for both, simple and complex investment projects, which means that it should be able to ensure that all planned energy efficiency targets can be achieved according to the preliminary strategy.

### 2. Trust and neutrality

The OSS must inspire confidence in investors, financing institutions and works contractors. It should be neutral and independent of the suppliers of goods and services required for the project.

### 3. Problem-solving skills

Experience in solving problems that occur along the project is key. The OSS should have the financial and human resources to be accountable for the implementation of the project and the achievement of the intended effects within a meaningful period after the project's completion.

### 4. Qualifications of service providers

OSS services can be provided by a variety of organisations and entities that have experience in implementing energy efficiency improvement projects. These include property managers, both public and private, who have expertise in building management and optimisation. Energy agencies also play an important role by offering expertise and advice on energy efficiency. Professional energy auditors, on the other hand, provide detailed energy analyses and assessments, allowing areas for improvement to be accurately identified. Business Environment Institutions support entrepreneurs and investors in the implementation of projects by providing a variety of consultancy and



financial services. Energy Service Companies (ESCO) specialise in the design and implementation of comprehensive energy solutions that deliver significant savings and improvements in energy efficiency.

## 3. One-Stop-Shop organisation models

Local government units in Poland can benefit from good models related to the introduction as well as the implementation of projects under the OSS formula. Four main organisational models are identified which the local and regional authorities (LGUs) can apply: the internal public model and the external public model, the public entity and for private entities – either on a free market basis or chosen by the LGUs through public procurement or licensing. Each of these models has its specific advantages and drawbacks which are worth considering before deciding to implement the OSS.

### 3.1. Public internal OSS

The public internal model means the creation of an organisational unit within the LGU. Examples of cities that have implemented this model are Frederikshavn in Denmark, Litoměřice in the Czech Republic, Mantova in Italy and Aradippou in Cyprus. In Lille region of France, this model has also been adopted.

#### Advantages:

- Political support from local government: By working closely with local authorities, the model can rely on strong political support which can speed up the decision-making and implementation process.
- Direct control: The LGU has full control over the activities of the OSS which allows it to respond more quickly to emerging challenges and adapt activities to local needs.
- Possibility to obtain funding: It is easier for LGUs to apply for funding to set up an OSS, which can cover part of the initial costs.

#### Drawbacks:

- A less active form: The model may be less dynamic and flexible compared to an external one, which may affect its effectiveness.
- Exclusion for the ESCO model: This type of OSS is not suitable for the ESCO (Energy Service Company) model, which requires a different approach to energy management.
- Difficulties in delegating or finding staff: LGUs may find it difficult to recruit suitable specialists or to second existing staff to new tasks.
- Dependence on the LGU budget: The operation of the OSS is heavily dependent on the budget of the LGU, which may limit its financial and operational capacity.
- Less visible for users: OSS may be less recognisable and accessible to potential users, which may limit its reach and effectiveness.

### 3.2. Public external OSS

The public external model assumes the creation of entities with the participation of LGU, either dedicated or existing agency-type entities. Examples of implementations of this model include Haut de France region with its Pass Picardie Rénovation4 programme, the local energy agency Grand Lyon in France, the energy agency of the Extremadura region (AGENEREX) in Spain and the Heerlen One-Stop-Shop in the Netherlands.



#### **Advantages:**

- A more active form: The external model is more dynamic and flexible, allowing it to work faster and more efficiently.
- Rapid creation or use of an existing entity: It may be quicker to set up an OSS in this form, especially if existing structures or agencies are used.
- Independent budget: The OSS has an independent budget, which increases its financial flexibility and the possibility of implementing projects without the direct influence of the LGU.
- A clear political signal: The creation of an external OSS can send a strong political signal about the authorities' commitment to improving energy efficiency and support for local initiatives.

#### **Drawbacks:**

- Limited control: The LGU has less control over the activities of the external OSS, which can make it difficult to monitor its activities and influence operational decisions.

#### **Conclusion:**

The choice of the appropriate organisational and legal model for the OSS depends on the specific needs and capabilities of the local authority. The in-house public model offers direct control and strong political support, but can be less flexible and more dependent on the LGU budget. The public external model, on the other hand, is more dynamic and financially independent, but at the expense of less control by the LGU. An analysis of the advantages and drawbacks of both models will help make an informed decision on the most appropriate solution for a given region or city.

### **3.3. Public-private entity**

The public-private entity model is based on cooperation between the public and private sectors, which may include companies, foundations or associations. Examples of the implementation of this model include various regions in France, such as Grand Est (Oktave), Ile de France (Ile de France Énergies) and Nouvelle Aquitaine (Artée).

#### **Advantages:**

- Contribution of private financial and competence resources: By engaging the private sector, the model can benefit from additional funding and expertise.
- Distributed investment risk: Public-private cooperation allows for the sharing of project risks, which increases financial security.
- A clear political signal: Such partnerships send a strong political signal, demonstrating the authorities' commitment to energy efficiency development and cooperation with the private sector.

#### **Drawbacks:**

- Increased set-up time and costs: The process of establishing such partnerships can be time-consuming and costly, due to the need to negotiate and agree on the terms of the cooperation.
- Greater demands on managers: Managing a public-private entity requires a high level of competence and experience, which can be challenging for an LGU.
- The need to balance costs with revenue: This type of OSS has to take care of the balance between costs and revenues, which can be difficult for long-term projects.



### 3.4. Private entities

This model assumes cooperation with private entities, which can be selected by the LGU through public procurement or franchised by the LGU. Examples of implementation include the Parity Projects in the UK, KAW in the Netherlands and Klimatfastigheter Småland in Sweden.

#### Advantages:

- Exclusivity of non-public financial and competence resources: Private operators have their own financial resources and expertise, which can increase the efficiency of the OSS.
- Investment risk on the part of the OSS: In this model, the investment risk is mainly borne by private parties, which can reduce the financial burden on the LGU.
- Active form: Private entities often operate more dynamically and flexibly, which can speed up project implementation.

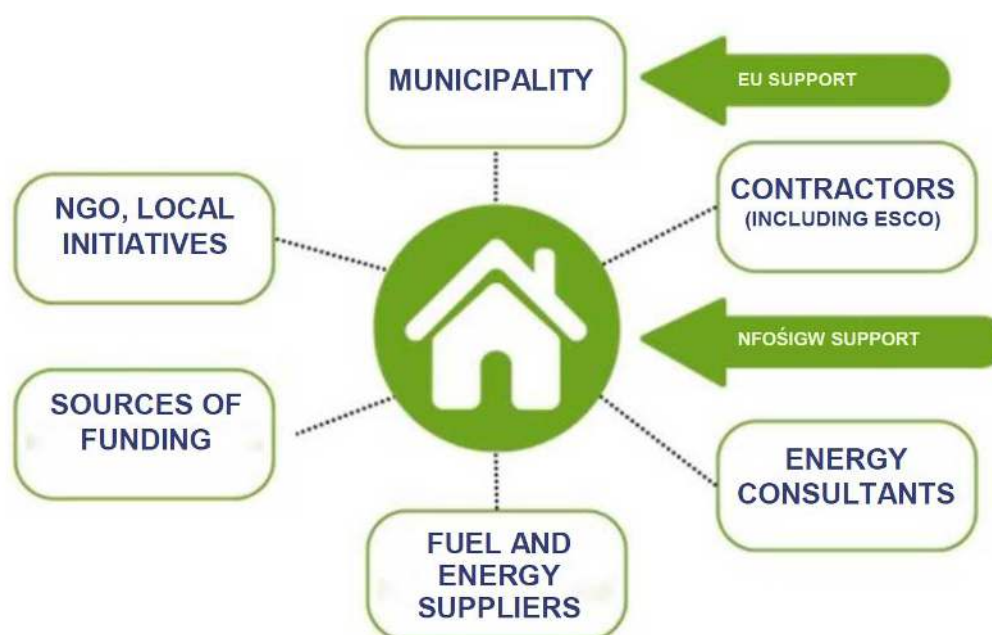
#### Drawbacks:

- No direct control: The LGU has limited control over the activities of private entities which can affect the quality and direction of projects.
- “Betting on one horse”: The selection of a single private partner carries the risk of being dependent on the financial and operational health of the private partner.
- Less stability due to the possibility of reducing LGU budgets: Private entities may be more susceptible to budget fluctuations, which may affect the continuity of project implementation.

## 4. Local energy service market schemes through OSS

The local energy services market can be supported by the One-Stop-Shop (OSS) according to two different options that involve different entities and forms of support. A detailed description of each of such schemes is outlined below.

### 4.1. Variant 1: Municipality as an OSS Operator





In the first variant, the role of the OSS operator is played by the municipality. The key role in this model has the local authority that coordinates the cooperation of various actors and provides support to building owners.

The central coordinating entity for the scheme is the municipality that provides financial and organisational support and maintains contact with building owners. Building owners, who can be owners of single-family, multi-family, commercial buildings or businesses, are the main beneficiaries of the services. Contractors of energy efficiency improvement projects are companies, including ESCOs (Energy Service Companies), offering comprehensive services, from energy audits to financing and project implementation.

OSS activities are also supported by NGOs and local initiatives that actively contribute to projects through education, consultation and other forms of community support. An important element is the sources of funding, including funds available for project implementation, such as support from the European Union and the National Fund for Environmental Protection and Water Management (NFOŚiGW).

The projects also involve fuel and energy suppliers, companies that provide the necessary energy resources, which can work together to optimise energy consumption. In addition, energy consultants, experts who help identify and implement energy-efficient solutions, play a key role in improving the energy efficiency of buildings.

#### Advantages:

- Political support: The municipality can rely on the support of local and regional authorities.
- Direct control: The local government has more influence and oversight over the implementation of projects.

#### Drawbacks:

- A less active form: Being dependent on administrative structures can slow down the decision-making and implementation processes.
- Dependence on the LGU budget: Project funding is dependent on local budgets, which can limit the scale of activities.

#### 4.2. Variant 2: Non-public OSS operator





Another variant assumes that the operator of the OSS is a non-public entity which may include private companies, foundations or associations. In this model, the private sector, which is more flexible and dynamic in its operations, plays a key role.

In a scheme based on a non-public operator, the central coordinating entity of the OSS is this very operator that relies on own financial resources and expertise. Building owners, as in variant one, are the main beneficiaries of OSS services, benefiting from energy efficiency improvements. Businesses implementing these projects, including ESCOs (Energy Service Companies), offer comprehensive services, from audits to financing and implementation. NGOs and local initiatives support OSS activities through education and consultation, helping to build awareness and community involvement.

Available funds, including support from the European Union and the National Fund for Environmental Protection and Water Management (NFOŚiGW), are key sources of funding for project implementation. Fuel and energy suppliers, the companies responsible for supplying energy resources, are working together to optimise energy consumption. Specialists, such as energy consultants, support energy efficiency processes by helping to identify and implement effective solutions.

#### **Advantages:**

- A more active form: The private sector can act more dynamically and flexibly which is conducive to rapid implementation of projects.
- Independent budget: The non-public operator relies on its financial resources which makes it independent of the LGU budget.

#### **Drawbacks:**

- Limited control: The LGU has less influence over the activities of the non-public operator.
- Greater financial risk: The investment risk is borne by the private entity which may affect the stability of the projects implemented.

Both options for local energy service market schemes to be operated by OSS have their unique advantages and disadvantages. The choice of an appropriate model should be based on the specific local conditions, the available resources and the objectives in mind. It is crucial to provide adequate financial and organisational support to enable the effective implementation of energy efficiency improvement projects.

### **4.3. Good advice**

When implementing the One-Stop-Shop model, it is worth ensuring transparency by regularly informing customers of the progress of the work and the cost associated with the projects. It is also crucial to focus on the quality, selecting proven contractors and material suppliers to ensure a high quality service. The use of modern technology, such as digital project management tools, increases the efficiency and transparency of operations.

Building relationships with customers is extremely important. Open and proactive communication with customers helps to build trust and increase customer satisfaction. It is also important to regularly monitor the effectiveness of OSS activities and make the necessary adjustments to adapt to changing customer needs and expectations.

### **4.4. Conclusion**

The implementation of the One-Stop-Shop model in the context of thermal upgrade of buildings is a step towards increasing energy efficiency and improving the quality of life for residents. Local government staff and energy consultants play a key role in implementing the model, coordinating activities, establishing partnerships and educating the public. In this way, these activities contribute to sustainable development and strengthen local economies.



Developed by:

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We are a media and consultancy group for the renewable sources and energy conservation sector. We have been building the brand since 2006 starting as the editorial team of the "GLOBEnergia" magazine.



## RenoWave project. Extended One-Stop-Shop model for increased renovation of multi-family buildings in the Baltic Sea Region.



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The project “One-Stop-Shop extended model to increase the multi-apartment building stock renovation in the BSR” (RenoWave) is implemented with the support from the EU funding Programme Interreg Baltic Sea Region 2021 -2027. The project develops One-Stop-Shop extended model specifically designed for the multi-apartment buildings in Baltic Sea Region countries. Partner countries – Sweden, Finland, Poland, Germany, Lithuania and Estonia.

For more information see: [www.interreg-baltic.eu/project/RenoWave](http://www.interreg-baltic.eu/project/RenoWave)