

## Towards a Renovation Strategy Impact Framework

'**Strategy**' is often defined as a plan of action designed to achieve a long-term goal or vision. The challenge of good strategy is coordinating and aligning the many pieces of a complex puzzle that are required in order to turn visions into realities.

Europe has done much work over the past decade to tackle one of its most complex social, economic and environmental challenges - the renovation of its existing buildings - which account for around 36 per cent of the region's greenhouse gas emissions.

Today, there are thousands of initiatives across the public, private and third sectors, aimed at supporting a transformation in the energy performance of the building stock: from raising awareness about the benefits of renovation, to building the capacity of industry to deliver - from new innovative forms of finance for renovation projects, to government policy aimed at improving construction standards.

However, Europe has now set itself the challenge of moving from many individual efforts towards **strategy**. The EU requires all Member States to set out long-term national renovation strategies: strategies to renovate entire nations of buildings. This task requires a shift to action on a scale we have not seen before, and tools for coordination that we do not have today.

BUILD UPON ([www.buildupon.eu](http://www.buildupon.eu)) is an EU Horizon 2020 funded project, aimed at leading the shift towards strategy, and building the tools that we need for coordination. Since 2015, Green Building Councils across Europe have set themselves the task of understanding the complex web of organisations and initiatives that are currently supporting renovation efforts, and started to coordinate their visions and actions into strategy.

One of BUILD UPON's central findings is that whilst there are often as many as 50-100 different initiatives in a single country aimed at renovating the existing building stock, only a small fraction of these currently take a strategic approach to tracking and communicating their impact over time. Moreover, to date no national renovation strategy is taking on the role of coordinating and aligning all those initiatives and resource - setting out the collective targets, milestones and indicators that can be used to track collective progress.

In autumn 2016, BUILD UPON's [Madrid Leaders' Summit](#) convened over 160 experts from 25 countries to explore this problem. We asked those leading deep renovation projects, awareness raising campaigns, skills programmes, finance initiatives and public policy design, two simple questions:

1. What are some shared outcomes or milestones you believe we collectively need to achieve; and
2. How could you start to collectively track your impact in progressing towards these?

The result is presented below, in our first 'Renovation Strategy Impact Framework', and is aimed at illustrating how a more integrated set of targets, milestones and indicators could be used to frame the national renovation strategies. It is not an attempt to set out a best practice set of targets and impact indicators, which is something that will require further work, but simply aims to frame the concept.

To move forwards with this work, we see two central challenges;

1. If only a small number of current renovation initiatives are tracking their impact over time, how could a large number be persuaded to do this in a more joined-up way under such a framework; and
2. If multiple initiatives in a country could be persuaded to align and report impact under a framework, what would a robust and integrated best practice set of milestones and impact indicators look like?

This first draft of the framework is released for further consultation with the BUILD UPON community, and we would warmly welcome your views on both its content and the challenges we see.

## A. 2030 Milestones

Example Targets / Milestones	Example Impact Indicators
National socio-economic targets (e.g. health, wellbeing, affordable housing, growth, jobs, innovation, culture) from other areas of public policy are integrated within the renovation strategies - and are being measurably supported by building energy renovation projects.	<i>Insert macro-level socio-economic indicators from other areas of national public policy that building renovation contributes towards - based on country specific indicators.</i>
The value of higher performance buildings is significantly outperforming low performance buildings.	Energy Performance Certificate (EPC) rating to value correlation.
National environmental targets (e.g. GHG reductions, primary/final energy use reduction, resource efficiency) are integrated within the renovation strategies - and are being measurably supported by building energy renovation projects.	GHG Emissions Reductions, Primary / Final Energy Savings, Energy Cost Savings, Resource Efficiency etc.
3% annual rate of building energy renovation.	# of projects with recorded EPC improvements.

## B. Renovation Projects

Example Targets / Milestones	Example Impact Indicators
Socio-economic outcomes are being measured on building energy renovation projects - and being fed into tracking progress on 2030/50 targets/milestones.	<i>Insert project-level health, wellbeing affordability, employment KPIs - e.g. # employment opportunities generated / % short vs long-term employment.</i>
Exemplary occupant / community engagement processes are part of projects from planning to post-work monitoring, to help secure positive socio-economic outcomes and high occupant satisfaction.	# Projects with exemplary engagement processes / % occupant satisfaction levels.
Increase in organisational commitments to ambitious building energy renovation programmes across property portfolios (public, commercial, residential).	# of organisational commitments and depth of targeted environmental savings.
Public project tenders/procurements require construction teams with recognised skills/CDP in building energy renovation and integrated, multi-disciplinary team working.	# projects including these requirements.

## C. Awareness Raising Initiatives

Example Targets / Milestones	Example Impact Indicators
Awareness is being raised across all major target groups (civil society, public sector, private sector) and is leading to concrete actions by members of these target groups.	(i) # Awareness raising initiatives targeting each group; (ii) # target audience reached; (iii) # of target audience that can be shown to go on to take concrete action (i.e. citizen taking up a financial initiative, public actor supporting a policy initiative, private sector employee enrolling in a skills initiative - tracked from awareness raising initiatives across into initiatives in these areas).
Occupants/communities are fully engaged and awareness raised as part of all building energy renovation projects.	(i) # occupant & community engagement initiatives supplying resources for projects; (ii) # projects with engagement processes; (iii) # occupants who agree to become community 'ambassadors' for building energy renovation, to amplify awareness.
Occupants/communities are engaged with the end socio-economic impacts of projects (health, wellbeing affordability, employment etc.).	(i) # projects sharing socio-economic with occupants/communities.
Occupants/communities trust in their local construction supply chain.	(i) # Skills & Capacity Building Initiatives aimed at increasing quality of works and customer trust; (ii) national consumer perceptions survey data.
Industry awareness raising initiatives are effectively engaging those not already engaged in building energy renovation - in particular, raising awareness of the employment opportunities in building energy renovation.	(i) # initiatives primarily targeting those who are not already engaged; (ii) # this target audience reached; (ii) # enrolling in a skills initiative.

## D. Skills & Capacity Building Initiatives

Example Targets / Milestones	Example Impact Indicators
Peer to peer learning/resource platforms are established for property owners (residential, commercial, public) and leading to more organisational commitments to ambitious building energy renovation projects.	(i) # of organisations participating; (ii) # organisations committing to deep renovation projects.
Complete construction sector is highly skilled in building energy renovation.	# and % of construction sector professionals/workers participating in building energy renovation skills initiatives.
Increased/improved employment opportunities in building energy renovation.	# skills initiatives tracking conversion of training into concrete employment benefits (e.g. new job, greater job security / client satisfaction etc.).

Construction skills initiatives are producing integrated, multi-disciplinary project teams for building energy renovation projects.	# initiatives aimed at integrated, multi-disciplinary working.
Continuous Professional Development (CPD) in building energy renovation is mandatory, and also integrates relevant soft-skills (i.e. occupant/community engagement processes).	# CPD programmes mandating EE/RES renovation and relevant soft-skills (particularly occupant/community engagement).
Valuation professionals are able to factor in building energy performance to value.	(i) # building energy renovation skills initiatives aimed at valuers; (ii) # valuers participating in building energy renovation skills initiatives.

## E. Financial & Economic Initiatives

Example Targets / Milestones	Example Impact Indicators
Total annual investment in building energy renovation reaches €[insert national figure] billion.	€ invested by (i) public (ii) private funds.
Building energy renovation is part of public infrastructure spending, and infrastructure budget implements an EE first policy.	% of national infrastructure budget that supports building energy renovations.
Mortgage lenders are able to offer preferential interest rates/more capital for energy renovated properties.	# and € of building energy renovation mortgages issued.
All renovation projects should use a standardized project development, contracting and measurement and verification process to attract investment, allow for aggregation and make measurement of savings possible.	(i) # projects developed using standardized processes; (ii) increase in € invested in areas that adopt standardized process.
Energy management systems are in place for all publically funded efficiency projects.	# projects that have energy management systems.
Public funding is supporting technical assistance for projects.	(i) # project development funds; (ii) # projects supported by these funds.

## F. Policy & Regulatory Initiatives

Example Targets / Milestones	Example Impact Indicators
Public policy supports building energy renovation and is built on cross-party consensus.	(i) # policies supporting building energy renovation; (ii) % that have cross-party support.
Coherence of national building energy renovation policy.	Public authority/industry perception survey on policy coherence.
Continuous improvement in regulatory minimum building energy renovation standards.	<i>Insert national construction standard KPIs.</i>

Regulatory disincentives to building energy renovation are removed.	(i) # rent regulation changes; (ii) # public accounting rule changes.
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## G. Administrative & Organisational Initiatives

Example Targets / Milestones	Example Impact Indicators
City level renovation strategies and cross-sector implementation platforms are set up and integrated with regional/national renovation strategy impact frameworks.	(i) # City level cross-sector implementation platforms set up; (ii) # of these platforms integrating with national renovation strategy frameworks.
<i>[Regional level renovation strategies and cross-sector implementation platforms are set up and integrated with city level / national renovation strategy impact frameworks]</i>	(i) # Regional level cross-sector implementation platforms set up; (ii) # of these platforms integrating with national renovation strategy frameworks.
National cross-sector implementation platforms set up, coordinating with city and regional level renovation strategies.	(i) Platform set up; (ii) # cities and regions in coordination with it; (iii) # other national platforms (EU) being coordinated with.
A collaborative rather than competitive market.	(i) # organisations involved with implementation platforms; (ii) % of initiatives using and reporting renovation strategy impact framework metrics.
Peer to peer learning platforms are established for property owners (residential, commercial, public).	# of peer to peer learning platforms established.

**Note:** Work on example milestones and indicators for ‘Innovation Initiatives’ is currently underway.



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