



## ELENA Completed Project Factsheet

### RE:FIT

<b>Location</b>	London, UK
<b>Beneficiary</b>	Greater London Authority (GLA)
<b>CoM signatory</b>	Yes
<b>Sector</b>	EE in buildings (EPC)
<b>Total PDS costs</b>	EUR 3 205 199 consumed
<b>Elena contribution</b>	EUR 2 884 680 (90%)
<b>Project development services financed by ELENA</b>	<p>The GLA requested assistance from ELENA for the development of a RE:FIT Programme Delivery Unit (PDU) with the following key objectives:</p> <ul style="list-style-type: none"> <li>• to accelerate the delivery of London's carbon reduction targets for public buildings in London through a large scale building retrofit programme</li> <li>• to manage the London RE:FIT framework of approved energy services companies</li> <li>• to oversee the projects being run through the framework and provide reporting on overall carbon reduction achieved through the framework</li> <li>• to conduct strategic supplier management with framework suppliers to manage their performance and adherence to KPIs</li> <li>• to facilitate access to the framework by public sector organizations and recruit new organizations to participate in the programme</li> <li>• to support public sector organisations in the preparation and procurement of energy services from the RE:FIT framework and financing options</li> <li>• to provide a light touch on-going support to public sector organizations in RE:FIT contract management and technical quality assurance and control</li> <li>• to disseminate learnings to prospective clients to build the pipeline of projects</li> </ul>
<b>Description of ELENA operation</b>	<ul style="list-style-type: none"> <li>• Largest programme in the UK addressing building renovation and EE</li> <li>• A tender was launched to provide the "Project Management &amp; Full Design Team Services" by a private entity and a PDU was established to run the project on behalf on the GLA.</li> </ul>
<b>Timeframe</b>	July 2011– June 2015
<b>Basis for investment identification</b>	RE:FIT Buildings Energy Efficiency Programme Mayor's Draft Climate Change Mitigation and Energy Strategy
<b>Investment programme description</b>	458 buildings were retrofitted or in the process of being retrofitted at the end of the Elena programme, across 52 London based public sector organisations including seven boroughs under the West London Alliance project and 13 schools.
<b>Investment in implementation phase</b>	EUR 107 702 558
<b>Results expected to be achieved</b>	<ul style="list-style-type: none"> <li>• Energy savings: 76.27GWh/y</li> <li>• RE heat and electricity generation: 1.84GWh/y</li> <li>• CO<sub>2</sub> reduction: 23 720 t/y</li> </ul>
<b>Leverage factor achieved</b>	37

<p><b>Lessons learnt</b></p>	<ul style="list-style-type: none"> <li>• <b>Lack of senior management buy-in:</b> the PDU has experienced some organisations signing a MoU but not proceeding beyond this point. This can be due to lack of senior management buy-in, of resources or funding. It is important that the MoU is signed by a senior client representative with influence over the financial resources of the organisation. Action taken: over the course of the contract, the PDU has re-approached the organisations that had previously signed MoUs and have not made further progress.</li> <li>• <b>Client testimonials:</b> the use of current RE:FIT clients in “spreading the word” about RE:FIT is very appealing to new clients.</li> <li>• <b>Tailored approaches for specific sectors:</b> The PDU has supported the GLA to develop RE:FIT Small, the targeted RE:FIT programme looking at how to support eligible small organisations, and to develop and launch RE:FIT Schools, focusing on driving improvements to schools, with some additional funding provided by the GLA to support this. The development, launch and delivery of these sector specific RE:FIT initiatives required significant PDU resource and represented a series of challenges to the GLA, the PDU and ESCos. The challenges have centred on the geographical diversity of relatively low capital value school projects, making ‘bundling’ to create viable projects difficult, the need to explain the process and deal individually with many Headteachers/senior management staff and governing bodies, and the restrictions on working periods mostly to weekends and school holidays.</li> <li>• <b>Staff turnover:</b> progression of a RE:FIT project within a client organisation is often down to one individual. Organisational restructures in response to funding cuts and austerity have seen an increase in staff turnover within public sector organisations. In several instances, the key RE:FIT project champion has left or moved on, resulting in significant delays to the progression of the project and subsequent re-engagement with the new incumbent.</li> </ul>
<p><b>Further information sources</b></p>	<p><a href="https://www.london.gov.uk/what-we-do/environment/energy/energy-buildings/refit">https://www.london.gov.uk/what-we-do/environment/energy/energy-buildings/refit</a></p>
<p><b>Contact person at Beneficiary</b></p>	<p>Not available</p>