



## ELENA Completed Project Factsheet

### London RE:NEW

<b>Location</b>	London, United Kingdom
<b>Beneficiary</b>	Greater London Authority (GLA)
<b>CoM signatory</b>	Yes
<b>Sector</b>	Energy efficiency in buildings
<b>Total PDS costs</b>	EUR 3 358 308
<b>ELENA contribution</b>	EUR 3 016 440
<b>Project development services financed by ELENA</b>	Project development services included opportunity analysis, business case development, programme optimisation, technical risk assessments, marketing and communications and procurement support. A dedicated innovation unit identified, evaluated and developed new approaches to retrofit with the potential to make significant contributions.
<b>Description of ELENA operation</b>	<p>The programme provided a suite of technical support services to enable carbon saving retrofit to existing homes across Greater London. Working primarily, though not exclusively, with social landlords, the programme has operated across a number of workstreams which aimed to identify and address key barriers and opportunities for housing retrofit investment.</p> <p>The RE:NEW workstreams were underpinned by a set of specialised enabling tools, built as the workstreams developed. These included a bespoke risk matrix, a solar photovoltaic (PV) calculator and an OJEU-compliant procurement framework. The RE:NEW framework, set up in 2015, included nine prequalified suppliers and enabled procurement of energy reduction and generation measures efficiently, effectively and economically. The framework was specifically tailored to meet the requirements of domestic retrofit in the public sector. The RE:NEW Support Team actively managed the framework to develop a pipeline of projects and support boroughs and housing associations through the procurement process.</p>
<b>Timeframe</b>	July 2014 – December 2017
<b>Basis for investment identification</b>	<p>The RE:NEW Support Team has been delivered on behalf of the GLA, reporting into a dedicated GLA programme manager. The Engagement Managers each lead a portfolio of client relationships and workstream management in their own areas of expertise. The Engagement Managers were in turn supported by a set of leading specialists who were brought into the project to provide knowledge where projects required deeper specialism.</p> <p>The market segmentation exercise focused resources toward a smaller number of organisations with the greatest potential – and likelihood – of impact. Organisations were ranked in three tiers (1-3) based on their commitment, engagement and capacity to deliver projects in line with the support team objectives.</p>

<b>Investment programme description</b>	This investment has been achieved across 44 projects that have entered contract during the support phase. Those entering contract have taken a variety of approaches, from one-off single measure programmes such as solar PV, to projects targeted at particular low-performing estates and complex integration of retrofit within wider planned maintenance programmes. Through the course of the programme RE:NEW support plans have been agreed with 71 property owning organisations, including housing associations and arm's-length management organisations, London boroughs and universities.
<b>Investment in implementation phase</b>	EUR 102m
<b>Results expected to be achieved</b>	Energy savings: 77.30 GWh/y Renewable energy production: 1.7 GWh/y CO <sub>2</sub> reduction: 22,672 t/y
<b>Leverage factor achieved</b>	34
<b>Lessons learnt</b>	<ul style="list-style-type: none"> <li>• The programme has succeeded despite a challenging funding and policy context. Since 2014 there have been numerous cuts to energy efficiency and renewable energy incentives as well as to housing associations and local authority revenues.</li> <li>• The fire at Grenfell Tower in London has also created additional programme challenges. Responding to raised fire safety concerns absorbed staff and financial resources across the housing sector, further reducing the capacity to deliver on energy and carbon saving projects.</li> <li>• A key challenge to this type of programme is the lack of direct influence or mandated requirements on clients budgets and assets. Investment through the programme is therefore significantly impacted by the political and financial situation of the target audience.</li> <li>• During the programme client organisations have suffered successive revenue budget cuts at the same time as funding and incentives to retrofit have reduced. At the same time, strong financial incentives for housing development have reinforced a client emphasis on development rather than retrofit, resulting in reducing budgets and officer resource to support the RE:NEW programme objectives.</li> </ul>
<b>Further information sources</b>	<a href="https://www.london.gov.uk/what-we-do/environment/energy/renew-0">https://www.london.gov.uk/what-we-do/environment/energy/renew-0</a>
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