



URBAN AGENDA FOR THE EU

ENERGY TRANSITION PARTNERSHIP

GUIDANCE TO EXPLAIN HOW TO CREATE, DEVELOP AND OPERATIONALIZE THE DEPLOYMENT DESKS FOR CITY RETROFITTING

Gobierno de Navarra / Nasuvinsa

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Table of Acronyms

ACRONYM	COMPLETE NAME
CAPV	Basque Country Autonomous Community
CO2	Carbon Dioxide
DPD	Deployment and Proximity Desk
DPTURU	Directorate of Territorial Planning, Urban Planning and Regeneration of the Basque Country Autonomous Community
DSO	Distribution Network Operations
EIB	European Investment Bank
ESCO	Energy Services Company
ESIF	European Structural and Investment Funds
ETS	Emission Trading System
EU	European Union
FA	Functional Areas
GD	Guidance Document
GV	Basque County Government
IEE	Building Evaluation Report
IFR	Final Renovation Report
ISE	Social and Economic Report
ITE	Technical Building Inspection
LMC	Land Management Commission
LMG	Land Management Guidelines
MEA	Area Management Entity
MEL	Local Managing Entity

MEMP	Managing Entity of Master Plan for Building Renovation
MOU	Memorandum of Understanding
MPBR	Master Plan for Building Renovation
PPP	Public-Private Partnerships
PTP	Partial Territorial Plan
STP	Sectorial Territorial Plan
TEVM	Technical and Economic Viability Memory
UA	Urban Agenda



1. INTRODUCTION AND OBJETIVE

This document is written for the Energy Transition Partnership of the European Urban Agenda, in order to develop Action 4 “Deployment Desks’ for City Retrofitting” which is led by the Government of Navarra, with the public company Nasuvinsa.

This document has been prepared by the Government of Navarra and Nasuvinsa, and is a summary version of the work carried out by the expert L. Gerardo Ruiz Palomeque, Dr. Architect, in December 2019, which was funded by the European Commission within the framework of the Energy Transition Partnership of the European Urban Agenda

In the Energy Transition Partnership Action Plan the “4.4 Action 4: ‘DEPLOYMENT DESKS’ FOR CITY RETROFITTING” is stated as follows:

A) What is the specific problem?

“In the European Union (EU-27), almost 50 % of the final energy consumption is used for heating and cooling; of which 80% is used in buildings. Buildings are responsible for 36 % of CO2 emissions (EPDB Directive 2018/844). More specifically, households are responsible for around 68% of the energy use in European buildings. Approximately 70% of the energy consumption in homes is used for heating water and spaces (BPIE, 2011)¹⁰. The fact is that most houses require retrofitting to increase their energy efficiency. Additionally, it is estimated that 7.8% of Europe’s population suffer from the inability to keep their homes adequately warm (Eurostat EU-SILC survey, 2017)¹¹. This is a consequence resulting from the combination of poor building quality, especially thermal efficiency, and the low incomes of their inhabitants.

The energy efficiency challenge is immensely significant. There are around 250 million homes in the EU which will need to be retrofitted to achieve the energy transition before 2050 and meet the Paris Agreement objectives (this huge challenge was the main topic of the last Retrofit Europe conference, celebrated in Eindhoven “SBE19 NL” and its closing panel ‘How to get 250 million homes adopt retrofits?’). This translates to an extraordinarily high rate of retrofits which need to be carried out each and every day (experts estimate almost 23,000 homes a day until 2050, implying a future annual home renovation rate of 3.4 per cent per year - more than double the current European average). The retrofitting needs of these buildings include improving the insulation of the building envelope, renovating their heating and cooling installations and installing smart meters, controls and management systems consistent with energy transition objectives. These can be undertaken in conjunction with addressing other structural issues and social objectives, such as the universal accessibility of energy.

This big challenge highlights the need to deliver large-scale retrofitting in cities, which are ideally to be accompanied by potential funding mechanisms. The creation and operation of ‘Deployment Desks’, which would function mainly as project development units, as well as providers of advice (for the municipalities and the property owners), offers a potential solution to this challenge. Deployment Desks could be considered as one-stop-shops, impulse and managed by administrations or public

bodies, even when they could develop regeneration projects in collaboration with private companies such as banks, investment funds, ESCOs, building companies, consultancies, etc.”

“Deployment Desks are to be dedicated public offices, at local or regional level, to impulse urban regeneration and energy retrofitting. These mainly include dwelling buildings, but other typologies might be included in their targets, (e.g. schools, hospitals, care centres, etc. as part of the social infrastructure). Specifically, in dwellings, this is done by promoting retrofitting among property owners, as well as helping them with the process. Its functions would also require coordination between public administrations and the integration of private agents for a successful urban renewal process aimed at reducing CO2 emissions and other co-benefits. Helping property owners might include mediation to reach agreements (dwelling buildings with different property owners), advice on technical solutions, management of public subsidies, quality control of works, help obtaining favourable bank loans, etc. “

“B) What action is needed?”

“For Deployment Desks to be effective, they need to be created and operate at a local/regional level. They need to be based in and led by public bodies, whereby professionals are hired with a range of different skills, so that that an integrated service is offered and this facilitates the retrofitting of existing buildings and districts. Technical staff is required to have more than just technical skills, thus also possessing administrative, legal, social, and financial skills. This is due to the fact that one of the key challenges for home energy retrofit is a weak or non-existent coordination between advice on technical and financial issues. Additionally, there is a need for social mediation when agreements are sought in collective housing or multi-family buildings and administrative support for paperwork to get grants and licenses.”

In the EU there are refurbishment offices that have been particularly useful for creating an organizational structure at the regional and / or local level. These offices have led to the integrated modernization of entire neighborhoods or urban areas and can be considered to work - or have worked- as "Deployment Desks" in the sense that concerns us in this Document. Other examples have focused on promoting the home energy renovation by providing integrated support solutions.

Some of the most relevant examples are well known, well documented and accompanied in the Annex of this work.

The bases for developing all these projects can be considered very similar to those required for the “Deployment Desks” here proposed, since, although they may have different contexts, they provide similar solutions.

“When establishing Deployment Desks, the cities or regions also need to have Public Master Plans for Building refurbishment. These allocate financial resources and establish management models that are delivered by the Deployment Desks. Such plans could initially focus on public buildings (dwellings) and also on districts with urgent regeneration needs. Later, they can also extend their activities, for instance to impulse developments of urban regeneration projects, or to privately owned buildings, such as communities of owners, which is the most common property model in Europe.

Considering the general social benefits of housing retrofitting, as well as its specific focus on energy efficiency improvements, one key activity is to ensure coordination between different policies and departments at a local and regional level. These include Housing, Climate Change and Energy Transition, Environment, Transport, and Social policies.

Activities of future Deployment Desks, as well as the development of urban regeneration and energy retrofitting projects, will imply big investments at the European, State, Regional and Local Levels. The budgetary challenge requires dedicated funds in different financial instruments. European Fund for Strategic Investments (EFSI) and the future InvestEU Fund will help trigger investments in social infrastructure and skills. This should be combined with investments and visions in low-carbon integrated energy system. This is especially significant in the case of urban regeneration and energy retrofitting because it combines environmental, social, and economic benefits. “

“C) How to implement the action?”

Short term

The Action will develop a guidance document that will be delivered in the first semester. The guidance document will set out how to create, develop and operationalise the 'Deployment Desk' concept in cities and regions.”

1.1 Objectives

In this context, this work objective is the elaboration of a “Guidance Document on how to create, develop and operate the Boost Offices for the adaptation of cities to the requirements of the Energy Transition”, in this context, taking into account the successful approaches outlined above.

The building energy renovation has some additional and complementary functions to the main and urgent need to develop an Energy Transition that alleviates the serious effects of climate change. Some of them are the following:

- Improve the life quality of residents,
- Invest in the future of EU member states, reducing energy, social, health cost overruns, etc. generated by an inefficient building, and
- Contribute to economic development by generating activity and employment.

Future interventions should integrate urban, technical, social, management and training aspects, and should be planned taking into account technical aspects, citizen participation, management organization and financial viability of the processes, simultaneously and in a unified way. This will involve every administrative and territorial levels.

Large-scale renovation and regeneration operations startup will allow that a huge volume of homes, potentially in need of renovation, become a real demand. A process must be set up to overcome the existing limitations and encourage, organize and systematize the intervention model in each city or region, through the administration's leadership. These procedures must, on one hand, preserve the rights of residents and encourage their participation in decision-making; and, on the other, create attractive business models for the private sector.

Therefore, these new model objectives are the following:

- Increase the rehabilitation scale areas, working in urban zones that constitute city parts. Action phases around hundreds or thousands of homes should be promoted.
- Increase the volume of actions investment, adapting existing buildings to the same functional requirements enforced on new buildings.
- Generate a mixed investment model, reducing the percentage participation of the administration's contributions.
- Create mixed public-private participation-management structures that ensure certainty in decision-making, that will contribute to private investment.

These renovation and integrated regeneration operations can lead to investments that can be able to:

- Generate high employment rates,
- Optimize assistance resources
- Create specialized training processes,
- Generate financial returns to administrations in the order of 50% of public investment in a practically immediate term and
- Generate an indirect and induced activity much superior to the direct initial.

In summary, integrated urban renovation and regeneration, thus understood, is profitable for the states in economic, social, activity, employment and savings terms.

1.2 Most relevant contributions and learned lessons

The most relevant contributions related to the effective implementation of urban renovation and regeneration actions in which the implementation of Impulse and Proximity Offices, such as those indicated in the Annex, are the following lessons learned:

- a) It is essential the **concerted action of the different levels of the administration** (Municipality, Region, State and European Union), as well as the coordination of the sectorial policies of the different competent bodies.
- b) **The Administration must lead the process, particularly in its initial stages**, advancing the first subsidies or financing previous work, and solving the problems of the population in a situation of social or economic precariousness.
- c) **The population must be organized to achieve the stated objective**. Otherwise, an organizational structure must be created, in which local neighborhoods or other associations can play a decisive role.
- d) **The ability of the neighbors to understand, decide and implement the necessary measures in their neighborhood is decisive for the success of the operation**, to the point that management and social intervention are practically identified in many aspects. They constitute an indissoluble whole. The necessary social and organizational management structures must be created, with the level of institutional formality appropriated to those capacities.
- e) However, **there will be notable differences between the possible Areas of urban renovation or regeneration in relation to these capacities**. So several alternatives or management models have to be designed. Within a common general framework, its practical operation will differ depending on the greater or lesser role of the administration, the associative structures of the Areas and the homeowners communities.
- f) **It is necessary to create mixed Management Entities and Administrative Associations** with the capacity for unitary action in the territory, and that allow them to operate at least a neighborhood scale.
- g) **These Management Entities must have professional and multidisciplinary management organizations** (renovation deployment desks), **and they must be located in the Areas to be developed** (proximity offices). They will work for the following purposes:
 - Operate according to the guidelines of those Entities,
 - Provide technical advice to the population,
 - Accompany them in the management of the processes acting like a One-stop-shops,
 - Mediate in the conflicts that could arise between the different actors,
 - Promote forums debate and decision making, monitor compliance and quality of the results achieved, etc.
- h) **Professional teams, both technical and management, must be multidisciplinary, be intimately committed to the processes**, be specifically trained and equipped with intermediation and communication skills.

- i) **The technical, procedural, management and decision-making criteria must be established by agreement between technicians, administration and population.** It is necessary to determine a regulatory and quality framework for the intervention in all its aspects, homogeneous in its scope and objectives.
- j) **A viable financial framework in terms of public and private contributions is needed.** In particular, it is necessary that administrations covers the population sectors of greater social or economic precariousness, providing the financing instruments that are designed with such capacity.
- k) **An acceptable, global and unitary proposal** that considers all technical, management, participation and financing aspects **must be developed** for each area.
- l) **This acceptable proposal must be disseminated until it is formally accepted by the maximum number of affected people.** The planned actions are not easily perceived as necessary by the neighbors. This will pose difficulties in defraying its cost and will entail a certain level of initial skepticism regarding its possibilities and benefits. Consequently, for this to take place, intense awareness campaigns and, where appropriate, special economic incentives must be launched.

In the following sections, some of the previous conclusions are formalized in order to solve the enormous challenge proposed. Nevertheless, it constitutes an opportunity for the implementation of a renovation process that, solving the problem of climatic emergency in which we find ourselves, achieves in parallel a social rebalancing.



2. CONTENTS OF PUBLIC MASTER PLANS FOR BUILDING RENOVATION

2.1 Basic criteria

We believe that the proper approach and elaboration of the “**Master Plan for Building Renovation**” (MPBR) should be carried out on the basis of the following starting criteria:

- **Be inserted within a legal and technical framework of general policies and strategies of an integrated nature.**
- **All should be coordinated at different territorial scales** and competent administrative levels.
- **Consider the resident population** in its aspects, both **active and passive agents**, beneficiaries of the actions.

This entails the **elaboration of legislative documents, territorial planning, technical characterization of the building and characterization of the population profile, coordinated at Regional, Local and Urban Area scales, and transversally integrated with sustainable urban development strategies.**

We understand that one of the European regions, whose operational development in this aspect has been very tidy to date and has responded to the above criteria is the Autonomous Community of the Basque Country (CAPV). Therefore, we adopt its process as a methodological model to elaborate this section, avoiding the particular aspects that can distort it.

2.2 Regional legal framework

The policy of Building Renovation should be considered as an important sectoral aspect of the territorial planning and, therefore, its legal framework will be included in the approval of a “**Regional Territory Planning Law**”, which establishes the general bases.

This Regional Territory Planning Law must define and regulate territorial planning instruments that collect, in a coordinated manner, the determinations of every sectors that affect the territory of the different competent administrations. Therefore, the territorial planning instruments that can be defined are three:

- **Land Management Guidelines (LMG),**
- **Partial Territorial Plans (PTP), and**
- **Sectorial Territorial Plans Territorial Plans (STP).**



This "cascade planning" is the guiding principle that establishes the territorial planning policy and organizes the basic action core. It is advisable to create a Land Management Commission (LMC), as an advisory and coordination body in terms of land management and urban planning, and a Territorial Policy Advisory Council as a participation body.

Land Management Guidelines

LMG have **three functions** that are summarized in:

- Build a **reference frame** for sectoral policies or **for the urban activity of municipalities**,
- Formulate the set of criteria and norms that guide and regulate the settlement processes in the territory of the activities to **guarantee territorial balance** and
- Provide for **territorial actions** that require **coordinated action** with the State or other Autonomous Communities.

The specific objectives of the LMG in relation to Integrated Urban Regeneration are the following:

- **Improve the life quality** of residents and overcome imbalances
- **Optimize the urbanized space**
- **Get smart towns and cities**, sustainability model.
- Provision of **spaces that facilitate coexistence and socialization**
- **Safer urban environments**.

Therefore, they will contain determinations and guidelines on the desirable city model, the objectives and proposals of urban regeneration, the use and optimization of energy consumption, mitigation measures and adaptation to climate change among others that could affect objectives of this document.

Specifically, determinations are established on various aspects. Among others, the **Areas** that should be the **object of a detailed arrangement**, through **Partial Territorial Plans**, of the residential quantification, of the global estimation of the rehabilitation needs of the real estate and of artistic historical heritage, etc.

These determinations will have **direct binding effectiveness** when it comes to specific rules of general application, and **indirect** when they require further development through urban or territorial planning instruments. **The LMG determinations will be reflected in the urban planning instruments**, which will have to conform to them.

The LMG can divide the territory into **"Functional Areas" (FA) for the development of their corresponding Partial Territorial Plans**. This intermediate territorial scale results from an adequate physical and functional size for problem analysis and for the implementation of territorial planning programs. Likewise, the **LMGs must contemplate Sectorial Territorial Plans**.



Partial territorial plans

The Partial Territorial Plans will develop the Land Planning Guidelines in the supra-municipal areas or areas that they have defined, specifying for each of them the specific management criteria established in the Guidelines.

The **definition of the Functional Areas** will meet geographic, economic and social criteria. Due to their size and structure, they are the key piece for the analysis of their problems and the implementation of territorial planning programs to solve them. They may contain the following determinations:

- **Definition of the planning objectives** based on the analysis of the current state of the territory, the socioeconomic situation and its possibilities of evolution.
- Signaling of suitable spaces to support **large infrastructures**, according to their characteristics.
- Definition of the **location of equipment** of common interest for the area covered by the Plan.
- General criteria, principles and **norms to which urban planning will have to comply**.
- Definition of the **spaces that must be remodeled, regenerated or renovated** in order to avoid their degradation or to achieve their recovery for totally or partially different uses, as well as the programs to develop them and the support measures aimed at encourage its realization.
- Quantification of the **land surfaces to be reserved for the construction of public or private housing** and the public promotion of industrial land
- Criteria, standards and principles necessary for the development of the determinations contained in the Guidelines.

The approval of these determinations will be carried out respecting the competence scope guaranteed to Local Entities. The Partial Territorial Plans will contain the following documents:

- Studies and information plans
- Explanatory memory of the Plan
- Economic-financial study
- Execution program, broken down into stages
- Management plans and regulations.

Sectorial territorial plans

Sectoral actions with territorial impact will constitute the Sectoral Territorial Plans, and may be formulated and approved by regional governments, in coordination with the PTPs determinations. LMGs and, secondly, PTPs will prevail over PTSs, so the determinations of PTSs that contradict them will be void.

The territorial planning will be superior to the urban planning, and, consequently, the determinations of the territorial planning instruments will prevail over the urban planning determinations.



2.3 Previous regional studies

To achieve an adequate definition and approach of the objectives of the “**Master Plans for Building Renovation**” it is very convenient to carry out a series of Previous Studies at a regional level.

- A **Diagnosis of the intervention needs in its renovation**, and
- A **Systematic classification of the building typology** for this purpose

Diagnosis of intervention needs in the built park

This diagnosis have to to inventory the different neighborhoods included in this region according to their vulnerability and may be based on a multivariable, geocoded statistical analysis, to detect different types of urban areas with different degrees of vulnerability, and their need for renovation.

The **basic vulnerability parameters** are defined on the indicators obtained from these databases, grouping them as follows:

- **Vulnerability of the building**
 - Stability
 - Habitability
 - Accessibility
- **Social vulnerability**
 - Socio-demography
 - Socioeconomics
- **Energy Efficiency**

From the various analyzes the following generalities can be obtained:

- **There are intense correlations between the variables of social and socioeconomic vulnerability and variables of habitability, accessibility and energy efficiency:**
 - Aging with the higher or lower rate of habitability, accessibility, average income, housing size and
 - The socioeconomic status, with more or less% heating, piped gas,
 - The highest population density with higher vulnerability rates, etc.
- **There is a relationship between variables or indicators related to building, housing status, etc. and sociological and socioeconomic variables.**

With the the basic vulnerability parameters it is possible to identify every census section by code, and since they can be associated with the variables, indicators and vulnerability clusters, it is possible to establish the intervention priorities in the “Master Plan for Regional or local Building Renovation”.

Systematic classification of building typology

The whole of the existing building in the UE, presents an important heterogeneity that, nevertheless, turns out to be capable of ordering, typifying and characterizing in a reduced set of homogeneous clusters, according to their location, origin, design and constructive technology.

On a smaller scale, the building located into the High or Very High Vulnerability neighborhoods is also capable of being organized in a smaller and more limited set of homogeneous clusters of common characteristics.

Having a systematic classification of the buildings, which divides them into a typological series, hierarchized adjusted to the scale of the Area in which you are working at any time, is a powerful tool to proceed in an orderly and rigorous way to study, analyze, diagnosis and proposals for action in that.

The experience obtained from the knowledge and analysis of the existing building allows to observe that the damages, pathologies and functional and constructive deficits of a building are closely linked with its age. The risk factors that give rise to the inadequacy, functional obsolescence and pathologies of a building derive are due to several causes: its design, its construction, its maintenance and its location in a specific territorial environment. The age of a building is highly correlated with its formal and constructive design, its execution technology and its functional features.

Regarding its design, we can affirm that homogeneous patterns have prevailed in every historical moment, and they are linked to the tastes of the time, generally accepted by architects and promoters. The project characteristics are at the origin of a high percentage of pathologies and early obsolescence. The design constitutes a very frequent risk factor for the appearance of damages and the loss of validity of a construction (35-40% of the cases).

Regarding its construction, you can say that the builders have disposed of materials, construction systems, technological means and rules of common good construction practice, at any given time. The construction is at the origin of the highest percentage of cases of occurrence of pathologies and early obsolescence. Problems derived from execution appear in 50-55% of cases

Finally, the buildings projected and constructed at a given time, when they are located in the same territory, being subject to common environmental and climatic conditions, will end up suffering identical and simultaneous pathologies.

In summary, buildings of the same age, settled in territories with homogeneous climatic characteristics will end up suffering identical and simultaneous pathology.



The intervention in the buildings must have an integral and integrating character in its objectives, proposals and solutions. Therefore, it must be based on criteria aimed at solving every problems, pathologies and functional, constructive and formal inadequacy ... That is, they must tend the building gets the benefits and qualities which are characteristic of the dwellings of the 21st century. This intervention model is called "Deep Rehabilitation".

2.4 Roadmap for building renovation

The development of a Road Map for building renovation is an instrument that supports strategic planning and the implementation of long-term rehabilitation actions promoted by different departments of a regional government, coordinated for this purpose. In the case at hand, whose actions are set to the horizon of 2050, it turns out to be an essential document to be able to achieve the objectives without deviations, or if they occur, make it possible to take the appropriate corrective measures.

A proposal for a Roadmap index is attached to indicate the contents and lines of action that it may contain. This proposal is based on the Roadmap of the Basque Government, in northern Spain¹.

1. Introduction

2. Definition of Sustainable Building

3. Strategic and regulatory context

4. Situation in Sustainable Building

5. Opportunity for Sustainable Building

6. Mission, vision and objectives

7. Axes and lines of action

EA1 Design, development and implementation of an advanced regulatory framework with control and monitoring mechanisms

EA2 Sensitization of owners and end users of homes

EA3 Strengthening and extension of the support system and promotion, advice and financing instruments for the implementation of improvement actions

EA4 Development and acceleration of the entry into the market of innovative and sustainable products and services with better performance

EA5 Orientation and capacity development of professionals in the sector towards innovation and sustainability

8. Governance: Characteristics of the Intervention System

9. Calendar and first steps for the implementation

¹ Bultzatu 2050 - Basque Urban Agenda

https://www.euskadi.eus/web01-a2lurral/es/contenidos/informacion/bultzatu_2050/es_def/index.shtml

2.5 Integrated Regional Networks of Deployment Desks

The challenge's great magnitude, of **the energy transition from the EU built park to an emission-free model, requires a well-structured, planned and flexible management structure in its development up to the 2050 horizon.**

An organizational model for the Impulse Offices is proposed based on the lessons learned in the examples presented in the Annex, **structured in management units, located in the possible Functional, Districts or Commonwealth Areas** in which every Member State may have organized its territory, from the natural, social, administrative, ... points of view.

These units will depend on the Local and/or Urban Areas offices and sub-offices, established based on the operational development of the actions that, at any given time, are active. All of this in compliance with the competence framework established in each state.

Network operation will be guaranteed from a global Management Entity that is established for this purpose, and with the use of "on line applications" between the different operating levels described.

This structure will be presented in detail in the corresponding section of this work.

2.6 Previous Process for Master Plan for Building Renovation

The preparation of a **Master Plan for Building Renovation (MPBR)**, as understood from this proposal, requires the development of a previous political-administrative process that allows prioritizing and determining the areas of action, as well as knowing and setting bases of the intervention in them. This process consists of the following steps:

Delimitation of the areas to be included in the MPBR

The delimitation of the areas to be included in the MPBR must constitute an open and flexible process; this allows it to start along with those that present **a priority character due to their High or Very High Vulnerability situation**, and whose municipalities request so. The process should allow the **gradual inclusion of areas in successive phases** until the complete rehabilitation of the useful built park in the region is completed.

The process will begin **taking into account the results obtained in the "Vulnerable Neighborhood Inventories" included in the "Diagnoses of intervention needs in the renovation of the corresponding regional built-up park"**. It must also will take into account the delimitations of **"Spaces that should be subject to remodeling, regeneration or rehabilitation" included in the Partial Territorial Plans (PTPs)** that develop the Land Management Guidelines (LMG) of each region.

Because many regions have not got these documents, the processing of this previous phase may be excessively complex and slow. In this sense, it will be necessary to consider approving eventually

declarations of **areas in the "Status of Renovation Needs"**. This way can simplify the process, but cannot exempt from the obligation to start the normal process simultaneously.

Proposal to include areas in the MPBR

The **real delimitations** to be included in the MPBR **will require an adjustment** with respect to those contained in the documents prepared at regional level, since these will be based on the so-called Census Sections, which, in general, do not coincide with Homogeneous Urban Areas. This adjustment will require previous field work, or the advice of local technicians who have a better knowledge of his urban environment.

The selection of the areas finally included in the MPBR will be based on criteria of the budgetary availability, its territorial distribution as balanced as possible, and the interest and intervention capacity of the Municipalities themselves. Its final concretion will require a series of explanatory meetings and a negotiation of the contributions to be made by the different agents and administrative involved levels.

The proposal for the consideration of an Area inclusion will be formally prepared by the corresponding City Council, which will provide to the regional government with the following brief documentation:

- **Map of the Area delimitation** based on the georeferenced municipal plot, drawn in an editable graphic format at the appropriate scale for its perfect definition.
- **List of buildings included** with indication of your postal address and cadastral reference.
- **The basic data**, extracted from the municipal registry or other reliable sources, related to the **social vulnerability of residents**, the **population density and housing** of the area, and the **habitability, accessibility, stability and energy efficiency of buildings** and dwellings. In accordance with the items contemplated in the **"Diagnosis of the intervention needs for the renovation of the corresponding built park"**.

2.7 Technical and economic viability memory of the Renovation Areas

The inclusion of the delimited Area in the MPBR **must be approved by the "Management Entity of the Master Plan"**. Once this inclusion has been communicated, each municipality shall submit to this Management Entity the corresponding **"Technical and Economic Viability Memory"** (TEVM), accompanied by a **Concession Request for the Financing Line** necessary to make it possible, with the following contents:

A. OBJECT OF THE WORK AND REDACTOR TEAM

B. AREA SITUATION AND CHARACTERISTICS

- 1.1. Situation Plan. Qualification Map of the Local Management Plan
- 1.2. Basic Data of the Area

- 1.3. Historical review
 - 1.3.1. Documentary sources
 - 1.3.2. Historical review of the municipality
 - 1.3.3. Historical review of the neighborhood and / or Area
 - 1.3.4. The Urban Rehabilitation Policy of the Municipality
- 1.4. Photo report.
- 1.5. Delimitation of the Area. Land Plan
- 1.6. Perimeter Description
- 1.7. List of portals included in the Area

C. TECHNICAL ASPECTS OF REHABILITATION ACTIONS

- 2.1. Object of the proceedings
- 2.2. Description of the Buildings including an actual state photo report
- 2.3. Characteristics of the Building and Urbanization
- 2.4. Diagnosis and Proposals for Action
 - 2.4.1. Pathologies detected in dwellings and buildings
 - 2.4.2. Photo report on some pathologies
 - 2.4.3. Proposals for action

D. SOCIAL ASPECTS OF REHABILITATION ACTIONS

- 3.1. Demographic Analysis
- 3.2. Socio-Economic Status
- 3.3. Residential Status
- 3.4. Social organization
- 3.5. Citizen participation

E. GOVERNANCE AND MANAGEMENT

- 4.1. Constitution of a Local Management Entity
- 4.2. Functional interaction with the MPBR Management Entity
- 4.3. Constitution of the Office of Impulse and Proximity

F. ECONOMIC AND FINANCIAL VIABILITY

- 5.1. Programming of the Actions
- 5.2. Cost Estimate on Building and Housing Rehabilitation
- 5.3. Cost Estimation on Infrastructure and Urbanization
- 5.4. Total Investment in the Field of Rehabilitation
- 5.5. Cost Estimation of the Office of Impulse and Proximity
- 5.6. Line of Financing and Contributions of the different Agents.
- 5.7. Investment and Financial Viability Program

G. EVALUATION AND MONITORING

- 6.1. Evaluation and monitoring commission. Constitution and planning
- 6.2. Tracking indicators. Types and use.

Due to the special importance they have in the process at hand, some of the aspects contained in the “Technical and economic viability memory” are developed with greater precision than in other previous documents

Technical aspects. Building characterization

The interventions in the physical environment (building and urbanization) will have as an objective the adaptation of the pre-existing ones to the regulations and to the requirements and functional, constructive benefits, etc. that are required of an equivalent building or urbanization of new execution today. Those related to the building will have a fundamental objective the residential building

The building systematic classification in types of homogeneous characteristics, already mentioned in previous sections is of vital importance in the ordering of the rehabilitation processes. It will consist of the elaboration of whatever graphic, written and digital documentation is required to be able to characterize, not only the existing buildings and its state, but also the intervention proposals on it.

- a) **Typification of buildings**, systematically and hierarchically establishing their Categories, Models, Types, Cases, etc. with its corresponding coding. In this level of analysis, the typification of the built park carried out at the regional level will be deepened and adjusted to the specific Area.
- b) **Geometric definition of the basic architectural parameters** of every type of Block and Portal
- c) **Typification and coding of the construction characteristics** of the building elements of each established category
- d) **Typology of the pathology and functional obsolescence of the building.**
The parallel building degradation and its design guidelines, due to its common age and the problems, associated uniquely with each construction system, allow a systematic classification of its Diagnosis, including in it the detection of its pathologies and its functional obsolescence. Such organization, together with the coding of construction elements, their problems and their inadequacy, allows the creation of databases for their potential computer processing.
- e) **Typification of the solutions and the proposals for action.**
Once the type problems and the degree of inadequacy to the Regulations have been defined, the number and type of constructive solutions existing in the market is limited and easily definable. Such solutions or Proposals for Type Action, as well as the unit price of every one of them, can also be organized into individual databases to automatically calculate the budget of the actions.
- f) **Setting the objectives of compliance with the reference regulations** in the structural, construction, functional and performance aspects of the building.
- g) **Diagnosis of the building, typifying its pathologies and inadequacies** with respect to the reference regulations.

- h) **Determination of the scope and objectives of the renovation**, typifying the solutions and the proposals for action in the different categories and types.
- i) **Determination of buildings subject to renovation**, as well as the functional program, volume, etc. of the new building and the relocation plan of the affected neighbors.
- j) **Development of a Database with the Type Solutions and their associated unit prices.**
- k) **Calculation of the renovation budgets of the portals** through the computerized crossing of the Price Bases and the Geometry of its basic Parameters.

The **Local Management Entity** will supervise the technical solvency of the equipment contracted for this purpose, as well as the quality and adequacy of the work and the objectives set for the intervention in every area.

Technical aspects. Urban environment characterization

It will be necessary to characterize the urban environment and free spaces, both public and private in the Areas, as well as the proposals for their regeneration and adaptation to current regulations, and design principles appropriate to nature, to achieve the objectives of mitigating climate change and reducing CO2 emissions. It will follow the procedure indicated below.

- **Initial and final planning of the building and free spaces** in the Area. Definition of the areas of possible extension of the building.
- **Ownership of the different dwellings and free spaces**, both initial and final in the Area, and their conditions.
- **Information, diagnosis, proposals for adaptation and regeneration of urban services:** sanitation and sewerage, water supply, electric power, public lighting, telecommunications, natural gas network,...
- **Proposals for new facilities**, if applicable: Neighborhood Heating Networks, Smart Networks, Advanced Waste Collection and Treatment Systems,...
- **Information, diagnosis and proposals for surface treatment adaptation and regeneration:** paving, landscaping, urban furniture, etc... both initial and final.
- **Study, diagnosis and proposals to improve the “Heat island” effect** that could occur in the field.
- **Study, diagnosis and proposals to improve the security and accessibility** of the most vulnerable groups (women, elderly, children...) in the free spaces of the Area.
- **Singular and special actions in the Areas.** Some of them there may have elements, conditions or problems of a global or special nature that need to be addressed from a specific and unique public action. These singularities will require a diagnosis, resolution proposal, intervention

project, budget allocation and execution of works, specific and adjusted to their needs, and directed and financed by the competent public administrations in each case.

As in the previous case, the **Local Management Entity** will supervise the technical solvency of the equipment contracted for this purpose, as well as the quality and adequacy of the work and the objectives set for the intervention in every area.

Social aspects. Socio-economic population characterization

Population studies will have the following objectives:

- **Characterize the population economically in order to determine their financial capacity** and complement it by the administrations to make the process economically viable.
- **Help to build a citizen participation structure** in accordance with the capacities and organization of residents.
- **Setting an appropriate management instrument** for the Area and its population

This work will be done on a sample as wide and representative as possible of its population, through a face-to-face questionnaire before the corresponding technician. The resulting file will be submitted to a triple exploitation plan, which allows obtaining a diagnosis of the demographic, economic situation, of the indebtedness capacity and the stability of the households, proceeding to the treatment of the data related to the homes / housing, to the individual members of the coexistence units and their characterization. This work will comply with the corresponding regulations on Protection of Personal Data.

It is considered necessary to inform the process by means of a prior warning letter, as well as to prepare a list of help contacts to access the buildings and neighbors, in order to achieve a good response rate to the questionnaire. It is appropriate to contact previously with every presidents of homeowner communities and with the Administrators of the farms.

For guidance, the content of this work will be as follows:

- a) **Demographic analysis:** total number of inhabitants, demographic pyramid, nationalities and countries of origin; dependence degree, social-health care needs and characterization of households, number of members, types of households, members with difficulties.
- b) **Socio-economic situation:** level of training and potential employability; active population, unemployed, pensioner, beneficiary of special aid...; number of members who contribute income to households and dependent members; employment status of members with income; employment quality, precariousness and temporality; amount of individual and family income; income available; savings and indebtedness capacity.
- c) **Residential status:** Number of occupied and unoccupied dwellings; seniority / residence time; tenure and ownership regime; cost of the use of housing; overcrowding rates and other structural problems; dwellings state of conservation; types and dates of renovation works; damp

rooms, their state and health; neighborhood visualization of structural and constructive problems; health problems derived from the state or characteristics of housing; specific situations of special gravity...

- d) **Proposals for a solution and its financing:** neighbors' preferences regarding interventions in dwellings and buildings; willingness to contribute to your financing and its amount.

As in the previous cases, the **Local Management Entity** will supervise the technical solvency of the equipment contracted for this purpose, as well as the quality and adequacy of the work and the objectives set for the intervention in every area.

Governance and Management. Management instrument setting

There will be Notable differences between the areas in relation to their capacity to adopt initiatives and management development. Several alternatives of management instruments (Local Management Entities) have to be designed, so that, within a general framework in common, its practical operation differs depending on the greater or lesser prominence of the MPBR Management Entity, the homeowners' communities and the beneficiaries, as described below.

The appropriate management models for neighborhoods with different characteristics can be the following:

- **The creation of a figure that binds the interests of every agent involved** (Administrative Association, Management Entity or similar entity), which directs the process, acts as an appropriate vehicle or instrument to manage the planned financing and makes decisions on the actions to follow in an integrated/unified way.
- **A Delegated Management Commission of the MPBR Management Entity**, which will apply the procedures and criteria set forth in the **Memorandum of Understanding** (MOU) that it develops later. Failing that, in a possible Municipal Renovation Ordinance drafted to cover the planned needs, according to which the Impulse and Proximity Office manages the process with the supervision of said Commission and/or the MPBR Management Entity.
- **Assigned staff of an administration body**, specifically destined to perform the work equivalent to a Deployment and Proximity Desk, also supervised by the MPBR Management Body.

As already indicated, the difference between one model and another one lies mainly in the different roles of each of the acting agents.

The **Administrative Associations** are public-private mixed entities, with their own legal personality and administrative nature, specifically intended for intervention in the consolidated urban environment, whose definition and functions can be set forth by legislative means. They constitute the optimal Areas Management Entities for the overall development of actions of an integral nature, since they include every involved agents. They must have got statutes that govern their activity and will be coordinated and supervised by the MPBR Management Entity, and will have a Direct Board.

Governance and Management. Deployment and Proximity Desks

At any case, the management instrument will set out Deployment and Proximity Desk in the Areas, in accordance with the organizational structure described in previous sections, and which will be detailed below.

The corresponding management instrument will provide a premise for the corresponding office or sub-office fully furnished and equipped for the development of its activities. It will require, in addition to the necessary individual spaces, a meeting room with capacity for 10-20 people. The management instrument will contract a technical team to perform the work described below.

The intervention development in the Areas is conditioned by several factors of a physical-constructive, legal, and social nature that advise to propose different management modalities. The greater or lesser capacity of the neighbors to understand, decide and implement the necessary measures for their building renovation and their Areas regeneration is decisive for the success of the operation to the point that management and social intervention practically have many common aspects and are an indissoluble whole.

It is intended to implement **Active Offices** to encourage and order these processes. So that, their technicians visit the building occupants to motivate them to undertake renovation actions and help them carry them out, solve or facilitate the resolution of possible problems of social or economic character, and simplify the administrative procedures difficulty.

The staff that these offices will normally have will be composed of a Senior Architect responsible for the office; a Technical Architect who cooperates with the architect in technical work; a Social Worker or Social Educator who performs the tasks of accompaniment and mediation; and an Accounting-Administrative, that develops the accounting, taxation and administration of the processes.

In order to perform the duties of this staff with the necessary efficiency and degree of commitment, the need for them to receive a specialized Training Course is foreseen.

The functions of these Offices will be described in detail below, although, it should be noted here that, in addition to the operational functions related to pure management, they have the mission of collaborating in the construction of a formal organization of citizen participation, inserted in the model of management, with the double objective that residents:

- **Participate in decision making** in a shared and collective way
- **Collect information** about the process **from the administration and disseminate it** among the population.

Evaluation and monitoring

It is necessary to establish control channels and procedures in the renovation processes. Through the indicators established, the process progress will be determined and the scope of the proposed objectives and the environmental, social and economic impact of the actions will be verified. Intermediate evaluations during the process will allow making decisions and corrective measures to achieve the expected success.

The evaluations of results will require the elaboration of a plan with periodic meetings between representatives of the MPBR Management Entity and Local Management Entities, advised, if appropriate, by the head of the Expert Technical Team and the corresponding team leaders of the Deployment and Proximity Desks. This evaluation body may modify the indicators set forth in the “**Technical and economic viability memory**” in case it considers that they are not useful for properly process evaluating.

The most common types of indicators in these plans are the following:

- **Procedures Indicators** that serve to control that the procedures implemented are useful for an adequate development of the field.
- **Results indicator** that serve to measure the results obtained with the actions proposed during and at the end of the process.
- **Impact indicators** that serve to measure the medium or long-term effects produced directly or indirectly by actions on the population, the economy, services, culture, the environment, etc.

Justification report and grant of the requested Financial Line

Once the Request for Financing Line has been received, the MPBR Management Entity will prepare a Justification Report for its concession. This report contents, in addition to the previous ones, will include: the legal support for this concession; the reasons of all kinds that support it; the amount of these grants, according to items and annuities; its payment procedure; as well as the possibility of creating an exceptional “Guarantee Fund” to help the coexistence units resident in the field with greater economic precariousness.

The MPBR Management Entity will submit this Report to the competent bodies for its modification if necessary and its subsequent processing. Once this Report is approved, the MPBR Management Entity will adopt the Financial Line Concession Agreement to the corresponding local entities, in which every aspect contained in the aforementioned Justification Report will be transcribed. It will be accompanied by an Annex containing the Regulatory Bases of the granting to the Homeowners Communities.

2.8 Memorandum of Understanding between action agents (MOU)

Preparing a Memorandum of Understanding (MOU), or another document of similar characteristics, among the acting agents will not be possible or necessary at any case. In the areas in which the number of agents and the complexity of the actions require so, the drafting of a document in which the competencies, commitments and responsibilities of every agent are determined will be convenient for the proper development of the actions.

Initially, the acting agents will be the regional government, as the processes director, the city councils, the financial entities, the fund managers, the acting companies, the owners or their communities, etc., but other sector agents may join these actions, with the course of the operations, setting the objectives and the amount of their contributions.

The contents of these MOUs can be the following:

- **A first Expository part** in which, in turn, each aspect contained in the Justification Report are transcribed in the form of an article.
- **A second Stipulative**, also in an articulation form, in which the following points are established:
 - a) **Objective.** Regulate the collaboration terms between the agents in the corresponding Areas, for which the criteria, commitments and guidelines are set, which the administrations and the beneficiaries must observe and comply.
 - b) **Financing.** Once the financial capacity of the population of the area has been determined, the viability of the process will require a Financing Line so that public administrations and private agents provide complementary funds, whose potential list will be accompanied at this point.
 - c) **Local Manager Entity.** The complexity of the process requires the establishment of a Local Management Entity with a collegial participation of the agents acting in the decision-making process.
 - d) **Deployment and Proximity Desks.** The Local Manager will have a technical and management team implemented in the Area, which coordinates the actions, makes the processes viable, advises and supports the beneficiaries, manages the financing, ...
 - e) **Commitments of the MPBR Management Entity.** These ones are described, mainly in relation to the contributions processing of the granted Financing Line and the technical and methodological direction of the processes.
 - f) **Periodic Financing Programming.** The total amount and annual payments of the financing granted are established.
 - g) **Commitments of the Local Management Entity.** These ones are described, fundamentally, in relation to the destination of the financing. They will be broken down

according to their transfers to the homeowners communities, according to the Regulatory bases approved in this regard. In turn, it will establish its own commitments on the financial endowment of the Guarantee Fund, of the Area urbanization, and any others deemed necessary.

- h) Monitoring.** The MPBR Managing Entities and the Managing Entities consider it necessary to form a **Monitoring Committee** in order to coordinate and monitor compliance with the acquired commitments.
- i) Other Stipulations.** Other stipulations are established in the MOU regarding their Nature and Interpretation, Validity, Modifications, Default and Resolution, of less interest for the purposes at hand.

3. ASSOCIATIONS, ORGANIZATION AND GOVERNANCE

3.1 Participation-management processes

The renovation interventions development in Urban Areas, and particularly in the most vulnerable, is conditioned by several factors, of a physical-constructive, legal, and social nature, that suggest different management modalities. The greater or lesser capacity of the residents of the different Areas to understand, decide and establishing the necessary measures is decisive for the success of the operation, to the point that **the participation of the beneficiaries and the management of the process are practically identified in many aspects and form an unsoluble whole.**

In general, the initiative to encourage a renovation proposal to a neighborhood will start from the administrations, responding or not to previous demands of local neighborhood organizations. Therefore, several previous considerations of this process have to be taken into account. Some of them are:

- In a large number of cases, potential private beneficiaries have not previously taken into account the need to regenerate their neighborhoods or renovate their buildings, and if they have done so, they have not taken it into account, since it would be an important economic effort, as well as starting a complex and unknown process/journey.

Consequently, the beginning and development of a neighborhood renovation-regeneration is a long and dynamic process that goes through different stages depending on the knowledge and the perception of its advantages that the beneficiaries acquire. It is necessary to launch a dissemination process adjusted at every time to their demands for information and to solve the concerns that arise according to the growing collective maturity in this regard.

Generally, the population of vulnerable neighborhoods will have a medium-low income level and a high age average. Both of the circumstances mentioned before, hinder the capacity of autonomous management of residents. On the other hand, given that the planned actions will not be easily perceived as necessary or urgent, the neighbors will pose difficulties in defraying the extra cost that, for their daily lives, will entail. It is likely that, the neighbors show a certain level of skepticism or opposition regarding the possibilities of regeneration in the initial stages of the process.

Initially, the dissemination process must answer questions of a general nature linked to the potential benefits related to improvements in the quality of life and the economic profitability that the interventions will provide to the beneficiaries. As the process progresses, the dissemination will focus on giving more and more precise answers to increasingly specific doubts.



- It should be considered that **policies on demand reduction and energy dependence and CO2 emissions** - which are currently the fundamental interventions in the building and the urban environment -, **are not perceived as own by those neighborhoods residents**. This does not respond to their immediate interests. Normally, in these neighborhoods there are usually two fundamental concerns regarding their buildings:

- **The obligation to correct the deficiencies** of its conservation, and
- **The need to solve accessibility difficulties.**

If proposals exclusively focused on energy rehabilitation are presented, it is very possible (neighborhood of Coronación in Vitoria-Gasteiz) that there will be a significant rejection of the population, causing great difficulties for the good completion of the actions. Actions that combine the beneficiary's interests with those of the administrations must be put forward and, therefore, everything must be comprehensive.

- **The extra cost of these actions may require the launch of special economic incentives and very intense awareness and participation measures.** An important objective of the socioeconomic studies will be to determine the possible amounts of the contributions of the residents to the actions development, in order to complement them from the administrations or other agents, and so, to get economically viable interventions.
- **The participatory process will be developed following phases with different objectives** and will respond to different operational models throughout its validity period. The objectives can be ordered in an increasing intensity sequence, as follows:
 - **An informative process** towards the population about what and how it is trying to act.
 - **A non-binding consultation process** in which the beneficiaries opinion is listened without being the decisions necessarily conditioned by them.
 - **A joint decision-making process** that is subsequently developed by the managing entities.
 - **A process of the co-responsible involvement** in which agents make decisions and act together, through the Management Entities created for this purpose. This type of process will require important organizational capacities of the population.

It should be noted that the information processes must be sufficiently intense and extent over time. So that, residents do not make premature decisions based on inaccurate and partial knowledge of the renovation of their field.

- If there are no well-established neighborhood associations in the field, **a citizen participation structure must be established in accordance with the residents' capacities and organization**, creating an associative mesh that is inserted in the management model. This citizen structure will be created, at least, with a double objective:

- **Collect and transmit information** about the process and disseminate it among the population.
- **Participate in decision-making** in an active, collective and shared way with the other agents.

3.2 General management model

As it was said at section “3.5 Integrated Regional Networks of Deployment Desks”, the great magnitude of the challenge of the energy transition from the EU's built park to an emission-free model requires a unified, hierarchical, planned and flexible in its management development structure, at regional level.

This unified Network will be carried out based on three components: conceptual, financial and technical, which require a global scale management tool constitution that coordinates and controls the distribution of financial means, the programming of actions and the degree of compliance with the objectives set in the various Areas.

The Network hierarchy can be established on basis of three successive territorial organization levels:

- **Regional level.** As we have said, it will be a regional tool that we have been calling the “**Management Entity of the Master Plan of Building Renovation**” (MEMP).
- **Local level.** This level will be coordinated and directed from the previous one, and whose territorial scope will be the **Functional Areas, Counties, Commonwealth or Cities** with the size and sufficient means to be able to manage these processes by themselves. We will call them **Local Management Entities** (MEL).
- **Renovation Area Level.** If Renovation Areas are large, it will be necessary to create their **own Management Bodies**, coordinated with the previous Level and supervised by it. We will call them **Area Management Entities** (MEA). Sometimes Renovation Areas are easily manageable from the Regional Level and it will not require coordination at the Local Level. On the other hand, in the initial stages of setting the Plan up, when the Local Level serves Functional Areas -or part of them- of a rural nature, or Renovation Areas have a small size, it will not be necessary to establish specific management bodies for them for which. Then, they will be developed directly from said Local Level.

This means that the organizational structure of the Network must be as operational as possible and it will be organized with the strictly necessary complexity degree.

Managing Entity of Master Plan for Building Renovation (MEMP)

It is not assumed that the “**Management Entity of Master Plan**” has an exclusively public nature, but rather that it is conceived as a mixed entity. However, we understand that it will be the tool through

which the competent regional body will implement its renovation policies in coordination with companies and private financial means that could be collected.

As a Plan Management Entity (MEMP), it will receive the capital contributions of all kinds that are needed for the viability of the Plan, and will distribute them according to the needs, programming and development of each Area. The MEMP may be established in regions in accordance with the different Member States laws, although it may well take the form of Foundation. Its characteristics and functions could be:

- Be a non-profit entity
- Include the agents involved in the MPBR
- Coordinate and supervise technically, administratively and financially the lower level managing entities and the development of the MPBR.
- Financed with contributions from the EU, state and regional governments, financial institutions, investment groups or funds, acting Companies, Canons on the activity of construction companies, services, subcontractors, technicians, beneficiaries, etc. and any other contributions that make operations viable
- Directed by a Trustees Board that acts as a governing body and represents it, approves budgets and annual accounts, sets the criteria for action, etc.

The MEMP will be assisted by an **Expert Technical Team (ETT)**, formed by professionals with extensive experience in the development of such actions. In addition to attending the Entity, the Expert Technical Team will have among its aims to transmit to the “**Deployment and Proximity Desks**” (DPD) the guidelines established for their work or derive from the strategies designed in this level.

This Team will be multidisciplinary with specialists in the different Lines or Areas of Intervention that have been designed in the whole Plan, such as:

- Architects, Building and Facility Engineers
- Workers, Social Educators or Mediators
- Legal advisors
- Economic and tax consultants
- Administration and management technicians
- Administrative workers ...

Local Management Entities (MEL)

The MEMP will coordinate and direct an integrated Network of lower-level Managing Entities (Local and Renovation Area Levels). As mentioned before, the Local Management Entities will constitute management units whose **action scope may be the possible Functional Areas, Regions, Counties, Commonwealth or Cities** with the size and sufficient means to be able to manage these processes by

themselves. The **Local Management Entities (MEL)** will be structured according to the territorial organization of each Member State, from the territorial, urban, social, administrative... points of views

The offices and sub-offices of the local Deployment and Proximity desks will depend on these units. These offices will be established in accordance with the operational action development that, at any time, are carried out in the Renovation Areas defined and active. All of this, in compliance with the competence framework established in each case.

Local Management Entities could be constituted, in general, by:

- A MEMP representative
- A representative of every City Council integrated in the corresponding Functional Area
- A representative of each **Area Management Entity (MEA)**, which were operative.

However, **these organizations will adopt the format that best suits that is required by the complexity and degree of development for the proper functioning of the process in each territory and at any time.** They will depend on the MEMP for the purpose of raising intervention strategies and receiving funds for the development of their objectives, which they will distribute among their local beneficiaries. Likewise, they will provide the monitoring and control information of their Areas that MEMP collects. The network operation will be guaranteed by designing and using an online application between the MEMP and the different described operating levels.

Its objective will be to direct the process and its development, approve the proposals provided by the DPD or by the representative citizen associations of the Areas, and monitor the investments and actions that are being developed.

It is very possible that the level of Local Management Entities indicated above will not be required in the initial stages of the renovation process. Then, it will possible to manage the different operational areas directly from the MEMP. The actions in the active Renovation Areas may require their own management bodies whose characteristics are developed below.

Area Management Entities (MEA)

Notable differences between the various areas in terms of their ability to adopt initiatives may require, depending on them, the appropriate management body at this Level to ensure the success of the actions.

These Entities can present clear characteristics that justify the distinction between them. However, **they will have as common denominator the organizational framework. They are organized by articulating the following elements:**

- The possible creation of **an agglutinating figure of the interests of every agents involved** (Administrative Association, Owners' Associations, Rehabilitation Cooperatives, Management

Commissions, or similar entities), **which acts as an appropriate vehicle or instrument to manage the process as a whole.**

- **They must have the technical and management assistance of an Offices or Sub-office of “Deployment and Proximity Desk” (DRD)** with sensitization and dissemination of the actions functions, technical advice and management of the planned financing and of accompaniment during the process to the different beneficiaries.
- **They need to operate in harmony and cooperation with citizen participatory structures.** So that, the owners are who formally adopt the necessary agreements to develop the actions.

3.3 Integrated Network of Deployment and Proximity Offices Design

The Deployment and Proximity Desks (DPD) constitute a tool through which the Plan, as well as other agents involved in the renovation actions beneficiaries can be provided of all the necessary facilities for the intervention in the corresponding Area result possible and attractive, minimizing bureaucratic procedures and supporting them throughout the process.

Deployment and Proximity Desks characteristics

These offices must be designed with the following characteristics:

It must be a Proximity office

These offices must be established within the same Area that is intended to be renovated, usually in publicly owned premises, or rented by the Management Entity for this purpose, and they will count on direct access at street level.

The interested neighbors must conceive the Office as something that is proper and accessible immediately, without having to make large displacements. In those cases in which this proximity has not occurred, these Offices have failed in their function of attracting and advising neighborhood.

In complex cases with very distant and small size Areas, Offices can be established in urban centers with Sub-offices in which are considered subsidiaries of these. The technical team that constitutes the DPD will share the work schedule and customer service in them as decided later.

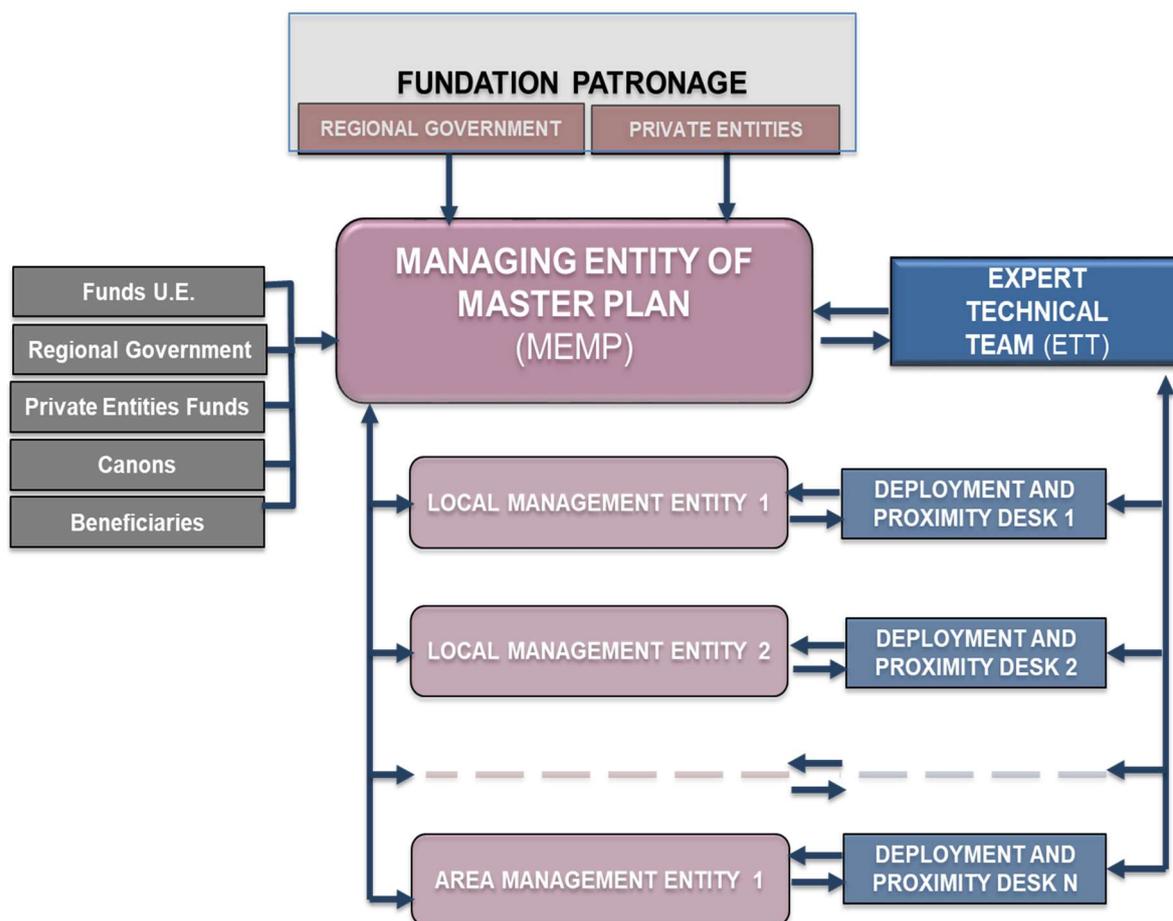
It must be an active participation office

It has been demonstrated in previous or other experiences the **low efficiency obtained by Management Offices with a passive model**, which work waiting for, on their own initiative, the possible beneficiaries to develop the actions.

The setting up of active Offices is proposed. In this case, its technicians visit residents to boost the park's rehabilitation actions, the solution of their conservation problems, accessibility of their buildings... as well as to help them in the development process. These offices should provide the means to minimize possible social or economic problems, and, if necessary, help establish

communities and / or organizational structures that may be valid partners in the management of the actions.

Figura 14 . Esquema general de gestión del Plan Director (elaboración propia)



It must be a dissemination and information office

They must have the required capacity and human and material resources to disseminate the actions and inform the beneficiaries. In summary, they must:

- **Disseminate the objectives**, contents and advantages of potential renovation actions, in coordination with the MEAs.
- **Actively inform individual residents of the Areas**, making the necessary visits to the susceptible to renovation dwellings and buildings.
- **Report statically in the desks of the office**, attending the inquiries of individuals at the times established.
- **Promote meetings with the Neighbors Associations and Organized Groups**.
- **Convene informative and decision-making meetings** with the owners by blocks, stairs or homogeneous areas.

- **Establish a forum for citizen participation** by promoting the involvement of beneficiaries in the processes

It must be a management office

They must lend their support to enable the required administrative procedures to users in a simple and functioning way according to a One-Stop-Shop model. The DPD will carry out its work as such, receiving requests for as many contributions to renovation as public and / or private organizations may grant that are compatible with this same purpose. This office will organize the pertinent files and process them in the corresponding agencies, following them up. On the other hand, they must give their support to people with limitations of any kind to accompany them and facilitate the viability of the administrative procedures required of users.

It must be a technical office

The personnel that is integrated in this Office must be specialized in the knowledge, organization, direction and development of all the processes that involve the actions of the building renovation and urban regeneration.

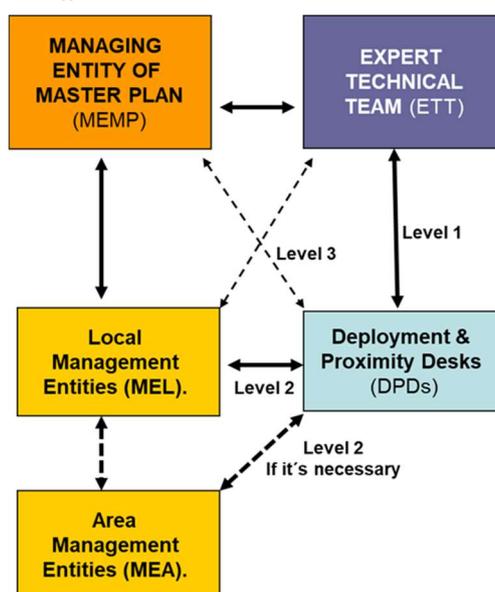
In order for DPD workers to perform their duties with the efficiency and degree of commitment necessary, they must be trained in the following aspects:

- Know the objectives and scope of renovation in the Area.
- Know the available documents, related to the Area, both related to the Technical and Viability Report for its declaration, as any other previous or complementary work.
- Know the construction and urbanization of the Area and contrast the previous documents and their conclusions with the existing reality on the ground.
- Know the profile, capabilities and limitations of the population residing in the Area.
- Define the specific role and functions of the office in this context.
- Establish the method of work to be followed by the office in accordance with the above.
- Know the relevant aspects of the applicable to the case Regulations and Legislation.
- Know the existing means and methods of dissemination and the necessary documents for this purpose.
- Know the mediation and conflict resolution techniques
- Know the computer applications available for processing grants and files, etc.

Office Network Structure and coordination

A structured organization is proposed, internally coordinated and integrated into a system of common objectives and procedures. It depends on it and its effectiveness that the coordination is successful. Three Levels of Coordination are considered

Figure 15. Office Network Coordination Scheme (own elaboration)



LEVEL 1- Coordination at this level must take into account **the technical, social, administrative and operational aspects of the DPD established by the ETT**. It must control the proper development of the work, according to the indications they will provide, as well as the correct processing of the files.

LEVEL 2- The coordination at this level must be **strategic in nature, transmitting the criteria received by the MELs from the MEMPs**; and of an **operational nature** in relation to **the processing, filing of the documents and the management of the payment** of grants and financing.

LEVEL 3- Coordination at this level has two aspects:

- **Managing Entity Master Plan (MEMP) with the Deployment and Proximity Desks (DPDs):** in everything that concerns **the contracts of the management companies**, in the aspects related to the information of certifications and support for the processing before the Management Entities Premises or Scope.
- **Local or Area Management Entities (MELs or MEA, as appropriate) with Expert Technical Team (ETT):** **Support from the latter to those for the administrative control of the Offices** (statistics, processing difficulties, management errors, ...)

The general coordination meetings that are necessary for the good management development must be carried out, with a periodicity to be established in order to deal with the technical, social and administrative aspects.

The ETT will develop the operational control of the Deployment and Proximity Desks (DPDs) in the three aspects related to:

- The **Technical aspects** of the actions on the Building and the Urban Environment,

- The **Social and Mediation** aspects and
- The **Administrative aspects** of renovation, ensuring that technicians, social and administrative-accounting drivers are doing their job correctly, both in their specific tasks, and in the procedures that correspond to them in the offices.

Regular coordination contacts will be realized, solving the issues, problems and solutions given to them in every aspects

3.4 Deployment and Proximity Offices staff and means

It is proposed to provide a **standard DPD with the following professionals:**

A senior Architect

An Architect with a long professional career and extensive experience in Projects, Construction and Rehabilitation Management, who will perform the following functions:

- Exercise the duties of **Office Head**
- **Coordinate the DPD with the MEL or MEA** to which its Area belongs, the City Council and, if applicable, the MEMP.
- **Review, or failing to prepare, the Building Evaluation Reports (IEE)** that will request grants and financing, in collaboration with the Building Engineer. These reports must include the necessary and recommended conservation works, actions to eliminate architectural barriers and promote accessibility, and works to improve the building energy efficiency.
- **Inform the MEL or MEA** to which its Area belongs, about the **needs of relocation**.
- Check that the **specifications indicated in the Report** are considered **in the presented renovation project**.
- **Direct the Information Owners Meetings** on technical aspects and **advise the communities in the Decision Meetings** with voice, but without vote.
- **Carry out the control and monitoring of the construction process** in collaboration with the Building Engineer when the renovation work is begun.
- **Coordinate the preparation of the Final Renovation Reports (IFR)** of the renovated buildings.

A Building Engineer

He will be a specialist with a long professional career and extensive experience in Renovation Works Execution Management, who will perform the following functions:

- He will perform the duties of **Office Head** and coordinate with the MEL or MEA to which his field belongs, **in the absence of the Architect.**
- **Inform and promote home rehabilitation**, in collaboration with the Social Mediator.
- **Collaborate in the inspection of buildings** and in the revision of IEE.
- **Inform the contents of the IEE** to the affected neighbors.
- **Direct the Information Owners Meetings** and advise the Communities in the Decision Meetings, in the absence of the Architect, as well with voice, but without vote.
- **Alternate with the architect the attention to the public in the Office** and the corresponding sub-offices, as well as the attendance to the above-mentioned Meetings.
- **Provide support to process the corresponding municipal building license**, as well as the grants and financing
- Together **with the architect, carry out the control and monitoring of the construction** process.
- **Collaborate with the team in the development of the IFR** of every renovated buildings.

Social encourager and mediators

Every Office and Sub-office will be provided with a Social encourager and mediator, with adequate seniority, and experience in issues related to family therapy, minors, community mediation, development education and social revitalization that will carry out the following functions:

- **Each of them will carry out their work at the headquarters or the sub-offices**, so that they are served continuously at the established time.
- **Perform the minimum administrative work** necessary in cases of absence of administrative personnel, and in the sub-branches.
- **Support the constitution of homeowners communities**, if applicable.
- **Develop active information work**, informing and promoting home rehabilitation.
- **Prepare Social and Economic Reports (ISE)** in each of the buildings to be renovated.
- **Detect social precarious situations**, their amount and characteristics.

- **Support the Communities in the preparation and presentation of the required documentation** in the different files.
- Having the support of the Administrative, **process the applications for grants and financing** before the different organizations.
- **Report on the assessment of relocation needs**, seeking and negotiating alternatives.
- **Track the relocation processes.**
- **Accompany the Architect or Building Engineer in the Information and Decision Community Meetings**, detecting the greatest conflictive - or in opposition to the process – people, as well as the points at which disagreements occur and their causes.
- **Carry out the encourage processes**, mobilizing the communities and explaining, to the undecided or disagreeing families, its advantages, costs, financing, etc.
- **Perform mediation actions in the resolution of conflicts** in the communities and in making agreements.
- Once the renovation works have started, **follow up the payment of grants and financing.**
- **Collaborate with the team in the elaboration of the IFR** of every renovation actions.

An Administrative worker

The office will require an Administrative worker with adequate experience, qualification and training in basic informatics and accounting knowledge, who will perform the following functions:

- **Provide the necessary administrative support** to process management.
- **Support the Social Encourager and the Bulding Engineer in establishing contacts and arranging appointments** with the different neighbors.
- **Schedule the visits of individuals to the office**, those of the technicians and Social Encouragers to the buildings and the dates and times of the Community Meetings.
- **Support the constitution of new Homeowner Communities**, if applicable.
- **Support in the preparation of the documentation** that the beneficiaries must present.
- **Organize the different files**, claiming the necessary documentation to the beneficiaries until they are completed.
- **Receive and archive the documentation.**
- **Check the compliance of individuals and communities with the requirements** to qualify for grants and financing.

- **Support in the processing of financial grants and financing** before the various agencies.

Office organization proposal

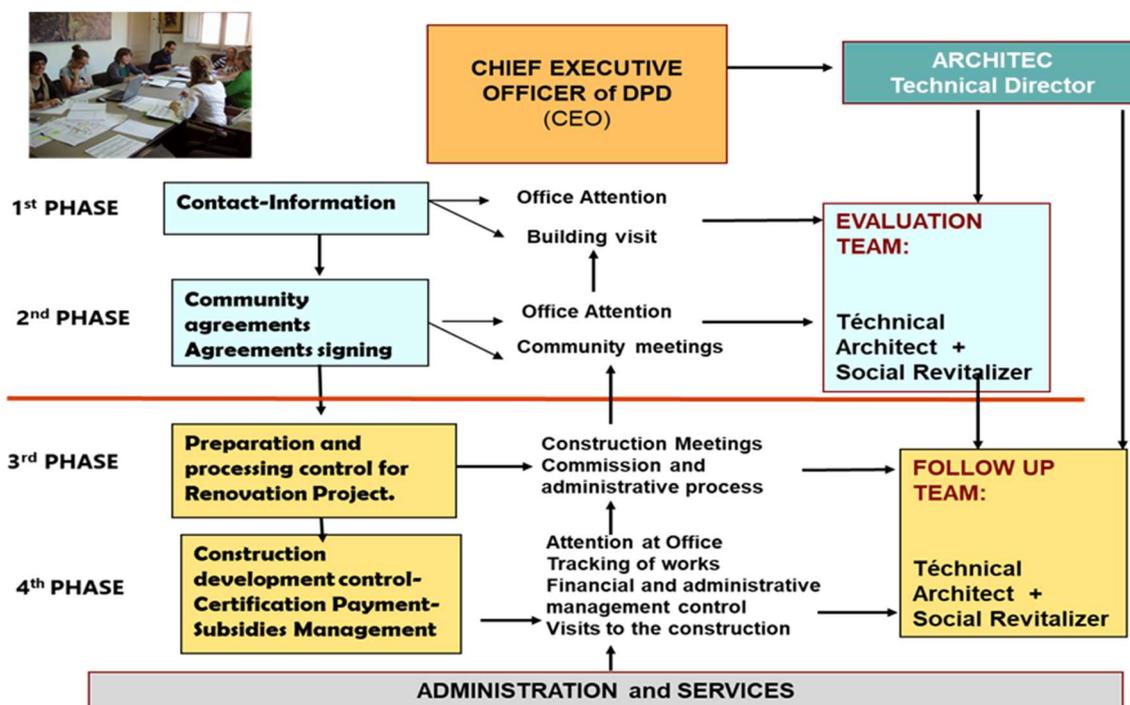
As can be deduced from the functions listed for each kind of professional, the following organizational structure is proposed, although in practice the concrete Office will decide how to operate:

- **In every offices and sub-offices, one of the Social Mediators will work permanently, guaranteeing customer service** at the scheduled time.
- **The Architect will normally work at the Office** (preferably in the morning), **and will move to the Sub-offices on a rotating basis** to work in them, or to make visits to the buildings of the corresponding Areas, according to a scheduled agenda.
- **The Building Engineer will perform identical functions alternating with the Architect** the attention to the headquarters and the sub-offices.
- **The afternoons will be reserved for the development of the Information and Decision Communities Meetings.** On those afternoons in which this circumstance did not occur, the technicians and the Social encouragers will perform the office functions that correspond to them.
- **An afternoon a week** (preferably on Fridays) **will be reserved for internal coordination of the entire team.** The Architect will determine the technical and organizational criteria of the rehabilitation and its management, in accordance with the instructions of the ETT and inform the corresponding MEL or MEA of the progress of the process and the decisions taken

Logically, this proposal can be varied as necessary, adapting to the moment demands.

This initial basic equipment may be adapted to the circumstances of the development of each Area. The previous relationship should not be understood as exclusive or exhaustive, being **possible the need for specific and / or permanent support from engineers, legal advisors, administration and management technicians**, etc ... In short, each office and its groupings must specifically provide themselves with specialist workers are required to successfully develop actions in their Areas.

Figure 16. Organization of DPD for large areas or in complex interventions (own elaboration)



DPD material endowment

Every Offices must have the following spaces for their proper functioning:

- **A lobby and waiting room for several people**, where the administrative can be located.
- **A common room with positions for the Building Engineer and the Social Encourager.**
- **An independent office for the Head Architect** of the DPD.
- **A free office**, protected from views and acoustically isolated, **where that professionals can attend on a reserved basis to the beneficiaries who so wish it.**
- **A meeting room and / or Boards with a capacity appropriate to the size of the communities** of the Areas (15-20 attendees on average). This room will also have a table for 10-12 people, computer, projection cannon, roller screen and Internet connection.
- **The necessary complementary spaces for services**, archiving, storage, etc.

Each employee should have the usual furniture, computer, Internet connection, etc. The office will be equipped with a multipurpose photocopier-scanner. The computer system will have an internal network and will have online access to the **Office Network Management Application**.

The sub-offices will adapt their provision of work rooms to the simultaneous permanence of the Social Encourager and one of the two Technicians, but they will have the rest of the spaces in the same way as the Offices.

Specific training required for Office staff

Because of the integral nature of the actions, and in order to perform the DPDs workers duties with the necessary efficiency and degree of commitment, **they need to receive a Training Course in the indicated aspects.**

The method and content of the training courses to be imparted among the components of these Offices **are more widely explained in the section corresponding to this topic.** As for the method, it should be said that these courses will have a purely interactive character. +++++Teachers will present the topics determined in the program to be developed, based on the experiences and documents available. In each theoretical lesson students will be proposed with direct application and knowledge of the Areas to end with subsequent discussions and collective pooling of the objectives applicable to each case.

3.5 Deployment and Proximity Offices work

The DPDs must perform a series of basic actions to achieve their objectives in accordance with the functions performed by the different professionals. These actions may be the following

Pre-work actions in buildings

The residential buildings renovation moves, in general, a great investment and its management presents a high difficulty, due to the generalization of the horizontal ownership regime of dwellings. This one consumes most of the dedication of DPDs and special attention is required in this regard. Before these procedures, a series of works must be done, such as:

Development and monitoring of Action Plans

The first task of the DPD technicians will be to prepare a works Action Plan for approval by the corresponding MEL or MEA. Consequently, the priority criteria in the interventions, the determination of the objectives and the actions to be carried out to achieve them will be established. The MEL will hold regular control and follow-up meetings with those responsible for the MEAs and the DPD, taking corrective measures as appropriate.

Dissemination and information

The DPD has to develop an intense campaign of collective dissemination and personalized information on the objectives and benefits of renovation among stakeholders to ensure that the field finally develops.

In the technical aspects of rehabilitation



The realization or supervision of the IEE, the hiring by the communities of technical teams, the determination of the conditions of the Projects and their supervision, the application of the works license, the support to the contracting of construction companies, etc.

In the social aspects of rehabilitation

The support to the constitution of homeowners communities, if appropriate, the realization of reports of communities social evaluation, the support for the attainment of aid for the dependency and the socio-sanitary assistance, the approach of actions of social integration, the promotion and facilitation of agreements in communities, etc.

In the administrative and management aspects

Support for the request formats elaboration, support in the search for financing and the processing of financial aid, etc.

Performances during and after works in buildings

The Offices must carry out an intense technical tracing work. For example, the tracing of the concession and the perception of the grants and the financing, the mediation and the resolution of conflicts, the tracing of the processes of relocation in the cases in which it has occurred, the drafting of final reports, the evaluation of compliance with the objectives, the evaluation of the results obtained, etc.

The work to be carried out in this phase has very different characteristics from the previous phase. In the large areas case, the formation of the DPDs with differentiated and specialized equipment will be required for each of those

3.6 Deployment and Proximity Offices setting out

The Desks Network will be formed through the settlement and commissioning of a series of pilot DPDs, at the beginning. These offices will start their activities at full capacity with the following general objectives:

- a) **Implementation and start-up of the initial Basic Network** of Deployment and Proximity Desks with the necessary infrastructure, equipment and personnel in every case.
- b) **Activity of the pilot DPDs during several months**, so that their experience generates the knowledge, procedures and guidelines of action to follow.
- c) **Creation and activity of the ETT that coordinates and controls these offices**. This team will be made up of highly qualified and experienced personnel in the technical and management aspects of the renovation, and will guarantee the proper application of the procedures and the fulfillment of the objectives by the DPDs. The ETT will have the professionals indicated below.

This team will be responsible for the Training of the staff of the DPD Network and the development of the management procedures protocols and formats to be followed in the actions

- d) **Development of an “Online” Computer Application** that allows the creation and monitoring of the files, the approach and technical control of the actions, and the elaboration of process evaluation statistics. This application forms the basis of the integrated and unified operation of the system.

The objectives of the work to be carried out in subsequent phases will be the following:

- a) **Gradual settlement and activity** of the Integrated Territorial Network of DPDs **extended sequentially to every High and Very High Vulnerability Areas.**
- b) **This Network can be organized from a network of Head Offices** that can attend an environment at the scale of the Functional Areas (MEL). A plot of Area Offices (MEAs) would be subordinated to it. This Network will have to be designed and concretized according to the real development of the actions.
- c) **The incorporation of trained personnel through Renovation Management Courses** created for this purpose will be especially prioritized, **in order to the formation of the initial Basic Network** and its subsequent development in the Integrated Territorial Network of Deployment and Proximity Desks.

3.7 Expert Technical Team design

The Expert Technical Team is designed to support the Managing Entity of Master Plan for Building Renovation MEBP in order to its **development in the technical aspects of the process**, as well as to draw the necessary conclusions **to make viable and improve the gradual implementation of the DPDs.** Its work will be carried out in coordination with the MEBP, and their objectives will be materialized as follows:

The **MEBP** settlement and development **has a number of important challenges**, such as the following:

- **This is a novel urban intervention strategy**, which does not have a direct operational history at this scale in the EU
- **It presents some final objectives of greater scope** when we are trying to develop a generalized model of Deep Rehabilitation.
- **It presents a greater complexity in its management** as it develops at various levels of management entities, and requires greater information and participation of the affected population.

The complexity of the structure and the novelty of the strategies and working method require coordination for its settlement and development, which unifies its aims, procedures, objectives and the analysis of its results.

Team professionals

At the first steps, the ETT will have at least the following professionals:

- **An Architect** with a long professional career and extensive experience in Projects, Construction and Management in Renovation Areas. He will determine the technical criteria of renovation; will be responsible for the teaching to be given for the training of the staff of the DPDs and their sub-offices, and will coordinate and respond to the relations with the MEMP. He will coordinate those responsible for the different offices and sub-offices of the DPDs, regardless of their qualification. If necessary, he could count on the support of other architects or building engineers with significant renovation experience.
- **A Social Encourager and Mediator**, with a long seniority in their degree, and experience in issues related to family therapy, minors, community mediation and development education. It will coordinate the Social Encourager of the different headquarters and sub-offices of the Boost and Proximity Offices.

In collaboration with the Architect, he will elaborate the work method and the objectives to be achieved in relation to:

- The work of active information of the DPDs, to disseminate and promote building renovation
- Visits to dwellings in susceptible to renovation activities buildings
- Meetings with homeowners communities
- Support for them when they initiate actions of all kinds in the required documentation preparation and presentation.
- Prepare report models where the social and economic problems to be detected in every building are contemplated
- Establish criteria to evaluate the possible needs of relocation, seeking and negotiating alternatives.
- Establish criteria on mediation actions aimed at resolving conflicts in communities and making agreements.
- Track the social aspects of the process
- Prepare models on the social impacts of actions in the Final Reports.

- Provide teaching support in the Areas of their competence that is taught in the training course of the staff of the DPDs.
- A Business Administration and Management Graduate, with extensive knowledge in accounting, taxation, computer science and training in legislative, administrative procedure, and teaching aspects.
In collaboration with the Architect, he will elaborate the work method and the objectives to be achieved in relation to:
 - Administrative and management services of DPDs coordination.
 - Development of methods and advice to the DPDs for the constitution of new homeowners communities in the buildings that require it.
 - Procedures and method unification of support to be provided to those ones interested in preparing the documentation
 - Procedures for processing financial aid coordination in front of different organizations.
 - Support and dialogue with the City Councils for the settlement of municipal grants in coordination with those of other higher level organizations.
 - Administrative monitoring of the process, and preparation of accounting and management statistics.
 - Organize and control the training course for DPD staff, and provide teaching support in the same in the areas of its competence.
- **A Lawyer** with extensive experience in drafting contracts, agreements and any administrative document. It will also carry out the work of legal adviser of the MEMP and coordinate the advisors of the MELs and MEAs, monitoring the observance of the legislation of the corresponding member states.

ETT objectives and activities

The ETT will provide support and advice to the DPDs, among others, in the following works:

In relation to the procedure and processing

- Internal procedural regulations, MOUs, etc. drafting.
- Design, unification and formalization of how many Formats and Models of files, applications, technical and social reports, etc. are necessary.
- Coordination of those formats with the analogues and / or equivalent, relative to the grants coming from the different organisms

- Preparation of Dissemination Sheets aimed at better understanding of the process.
- Contents corresponding to the processing of grants and financing drafting.
- Assistance for the coordination and development of a specific Computer Application, etc ...

Regarding the DPDs constitution

- Technical Specification for the Recruitment of Personnel or Technical Assistance for Offices drafting.
- Establishment of staff profiles, functions, criteria and scales for hiring.
- Contract models for DPD professionals, technical teams of the communities, construction companies, etc... drafting

In relation to Dissemination

Coordinate, unify and supervise the Design and Contents of the Dissemination Documents drafted by the DPDs. These can be: Computer presentations, small magazines or explanatory brochures, small exhibitions constituted by General and Specific Panels, contents of the website, Facebook, Twitter, Instagram, etc...

Monitoring and evaluation

The ETT leader will hold regular Monitoring and Coordination meetings with those of the DPDs. The latter will provide ETT with reports on the degree of compliance with the Action Plans, as well as the diagnosis of the problems that may arise and their possible solutions.

The Intervention Criteria, the Scope of the Actions, the Work Methods, the Dissemination and Information Procedures, and all aspects required for the adequate and homogeneous progress of the established forecasts will be coordinated and unified.

The ETT will submit to the MEMP a Synthesis Report of the foregoing containing the conclusions obtained, the proposed guidelines and quarterly and cumulative guidelines based on the actions taken, initiated and planned. The ETT will also prepare an Annual Report reflecting the Monitoring Statistics for the period, as well as the possible proposals for readjustment of the functional structure, the MELs, MEA and DPD and their potential budgetary variations, depending on the development of the Plan and the experiences gained.



4. FORMATION AND TRAINING PROFILES OF DEPLOYMENT DESK TEAMS

4.1 Basic criteria for a Training Plan

A large-scale Renovation Plan settlement like this requires extensive technical, expert and specialized support. One of the main problems that exist consists in there is not a number of specialist professionals, and multidisciplinary training enough, in many of the EU Member States, to be able to address it extensively and intensely.

It is necessary to develop a Training Program of expert knowledge that creates this support. This Training Program affects the group of people and companies that are going to work in this field such as:

- **The professionals that constitute the DPD teams,**
- **Free professionals** who have to work at the service of the homeowners communities.
- **Entrepreneurs who constitute companies that provide a comprehensive service of the process** (Renovation Managers)
- **Entrepreneurs and technicians of specialized construction companies**
- **Operators specialized in renovation trades, etc.**

This Program should provide all of them with a transversal and multidisciplinary training, with a double focus

- **Deepen in the application to the consolidated urban environment of the knowledge acquired in the conventional University Degrees and Masters** (Urban Planning, Urbanization, Building and Rehabilitation of buildings ...).
- **Provide a certain degree of knowledge in cross-cutting aspects**, such as: citizen participation, participatory and administrative management, sociology, education and social mediation, law, entrepreneurship, leadership, team building, communication and dissemination, economics, financing, etc.

In the case of the **teams that have to work in the DPDs** in particular, it is necessary or, at least, very convenient, that **every member have a minimal training on every aspects that affect the renovation process.**

The **main objective** of this Program is to **train specialists among professionals** (architects, technical architects, administrators, educators and social workers, etc ...) **in every aspects of practical experience and renovation management.**



In short, it is an **innovative professional approach**, promoting the **new figure of the Renovation Manager**. That figure is understood as the **person/s company specialized in the knowledge, organization, direction and development of every** previous, simultaneous and subsequent **processes and procedures that implies the management of building renovation actions**.

The **urgency** to achieve the level and sufficient amount of professionals of this type **requires working simultaneously in the short and long term**:

- **At the short term**: with the promotion from the **regional governments**, through **active employment policies, or their specialized agencies**, the implementation of the Specialty Courses adapting their programs to the principles and contents listed.
- **At the long term**: with the active participation of the **Universities** in the constitution of **intensification itineraries specialized in Renovation** in their plans for:
 - **Degree**: with elective and intensification subjects and Final Degree Projects of intervention on the urban environment, and
 - **Master's degree**: with specialized intensification modules, and specific Master's Thesis in Renovation or Intervention in the Urban Environment

4.2 Training program proposal for technicians

A possible short-term Training Program is proposed immediately after. This program tries to provide the Deployment and Proximity Desks (DPDs) with professionals appropriate to their functions and ways of working. The course is conceived as the minimum basic and integrative training of the set of necessary knowledge for these personnel, but, as far as possible, it should be deepened with attending a series of specific courses on leadership, communication and mediation, fundamentally.

This program has been proposed with a longer duration than the previous ones, so it does not coincide with the one taught in them, although it also arises with the conceptual bases and criteria described above.

RENOVATION MANAGEMENT COURSE PROGRAM PROPOSAL

1. RENOVATION DIMENSION, PROBLEMS AND SCALES VARIATIONS

1.1 Dimension of the problem.

1.2 Renovation as an Opportunity. Weaknesses, barriers and potential

1.2 Renovation Intervention Scales

- EU Scale: Energy Efficiency Directives and Financial Framework
- State Scale: Existing legislation and future framework proposals

- Territorial or Regional Scale: Territorial Planning Guidelines, Inventory of degraded neighborhoods
- Local or Large Cities Scale: Partial Territorial Plans, Integrated Urban Regeneration Programs
- Urban Set Scale: Renovation Areas, Homogeneous areas of the city.
- Scale of the Building or its Groups: Unitary architectural project.

2. SCALE OF THE EUROPEAN UNION

2.1 Strategies: Europe 20/20/20, European Urban Agenda 2030,

2.2 European Energy Efficiency Directives: Directives 2010/31, 2012/27 and 2018/844, Delegated Regulations and Recommendations

2.3 European Strategic Plan for Energy Technologies

2.4 European Financing Programs: ELENA, Intelligent Energy, ITIs, ERDF Funds, ...

3. STATE SCALE

3.1 State legislation regarding or concerning Renovation. State laws and transpositions of EU Directives

3.3 Current legislation concomitant with Renovation

- Horizontal Property Law and its modifications
- Urban lease law
- Land and Urban, State and regional laws

3.2 Legislation in process related to Renovation: Drafts of State Laws and Plans on Urban Renovation and Regeneration

3.4 Tax Legislation

- Value Added Tax Law
- Income tax of natural persons Law on Housing Renovation

4. TERRITORIAL OR REGIONAL SCALE

4.1 Regional Strategic Plans and Programs.

- 2030 regional agenda
- Territory Planning, development and content guidelines
- Green Employment Training and Renovation Plans

4.2 Technical Programming.

- Master Plan for Building Renovation
- Diagnosis of intervention needs by areas: Inventory of Vulnerable Neighborhoods
- Characterization of the built park.

- Action plan for the Renovation of the built park. Roadmap 2050.

4.3. Territorial Management and Financing

- Regional Management Entities. General structure and constitution
- Memorandum of Understanding model
- Model for processing grants and financing at regional level
- Integrated territorial network of Deployment and Proximity Desks
- Integrated Computer Application for processing and control of files

5. LOCAL OR CITY SCALE

5.1 Technical Programming: Local Renovation Plans

- Best practices developed in the Member States
- Partial Territorial Plan of the Functional Area or the City, development and contents
- Urban Planning in the Functional Area or the City: Effect of Planning in force and / or in writing
- Delimitation of Areas included in the Plan.

5.2 Urban and Local Management

- Local Management Entities. General structure and constitution
- Request for inclusion of local areas in the Plan.
- Public-private partnerships or associations of local development
- Local Network of Impulse and Proximity Offices.
- Grants and financing at local level. Processing Models

6. SCALE OF THE RENOVATION AREAS (HOMOGENEOUS AREAS)

6.1 Technical Programming: Method of Intervention in Renovation Areas

- Technical and economic feasibility report
- Systematic and computerized treatment of information, decisions, proposals and costs
- Characterization and models of diagnosis and intervention in the physical environment
- Technical Reference Standard: Stability, accessibility, energy efficiency, sound insulation, health, safety, facilities, renewable energy, facilities, ...

6.2 Socio-economic characterization of the population

- Demographic profile of the area: Population, dependence, type of households, ..
- Socio-economic situation: Training, employment, job insecurity, economic means
- Residential status
- Financial availability and borrowing capacity

6.3 Management of Renovation Areas

- Functional and personal structure of the Impulse and Proximity Offices
- Models of Scope Management Entities: Administrative associations, Associations and cooperatives, etc.)

- Functions of DPD staff: activities by specialties before, during and after Renovation
- Best practices in the Member States

7. SCALE OF THE BUILDING AND ITS GROUPINGS

7.1 Performance management

- The Renovation Manager: concept and functions
- Necessary capacities: entrepreneurship, team building, leadership, communication.
- Documentation: minutes, contract models, award procedures, ..
- Activities of the DPDs before, during and after Renovation.
- Activities of the Manager before, during and after Renovation.
- Coordination Manager-DPD-City Hall

7.2 Technical planning

- Initial Building Evaluation Report: conservation, energy efficiency and accessibility
- State, regional and / or local technical codes applied to Renovation
- Deep Renovation: contents and development of Renovation projects and works
- Final Technical Report of the Renovation of the building

7.3 Quality of the Renovation intervention

- Actions in structural safety
- Sealing actions
- Habitability and health actions
- Actions in terms of safety of use
- Noise protection actions
- Fire protection actions
- Accessibility actions. Reasonable adjustments

7.4 Energy efficiency

- Energy certification of existing buildings.
- State recognized computer applications
- Measures to improve efficiency.
- Application of bioclimatic and passive design criteria
- Envelope performances
- Buildings of almost zero energy consumption.
- Passivhaus standards and others

7.5 Facilities

- Renovation of conventional facilities.
- Improvement or replacement of energy production systems
- Integration of renewable energies (Solar, photovoltaic, aerothermal, geothermal, inertial systems, ...)
- Heat recovery ventilation systems
- District Heating generation systems

7.5 Citizen participation and mediation

- Participatory and organizational social models

- Information processes, dissemination and decision making
- Mediation and conflict resolution

7.6 Economic viability and financing

- Private and public-private agreements, contracts, ...
- Economic feasibility study. Agent Contributions
- Processing of credits and grants
- Cash-flow: economic control of the process and final settlement
- Accounting and taxation of the process



5. KIND OF PARTNERSHIPS AND AGREEMENTS

The partners involved in this Action will vary according to how effective and necessary their intervention is in the short, medium or long term, but also, depending on the scale of the management to which their participation is considered.

In this sense, each Level of the Territorial Management Organization raised will require the participation of different partners, with different functions and types of agreements between them.

The following organization is proposed in this regard.

5.1 Regional Level partnerships and agreements

As it was already described, **at the regional level it is proposed to establish a Management Entity of the “Master Plan of Building Renovation” (MEMP)** that directs, coordinates, controls and evaluates the progress of the Plan.

It is considered appropriate for this Entity to adopt the legal form of a Foundation, whose fundamental partners would be:

- The **responsible Department for Regional Government Renovation**, represented by its Directorate; or, failing that, the **Regional Public Company competent in the building renovation**.
- **Investment Fund Management Companies** that provide financing to the Regional Plan.
- **Companies** that, through their **Social Action bodies**, also provide financing to the Plan.

The **agreement document** that regulates the contributions of the members, their functions, objectives and operation rules will be the **Statutes of this Foundation**, which will have in its **Trustees Board a representative at the highest level of each partner**, or who delegates at home case. The participation of each partner will correspond to the percentage of financial contributions made.

This Foundation will manage the means of financing it receives in as many ways as possible, such as:

- EU funds, EIB credits, etc.
- Regional Government grants.
- Investment Funds
- Contributions from the Social Work of companies, or directly from them
- Loans or credits of financial institutions

- Fees to professionals and construction companies, services, etc. prior approval to act in the fields,....

The MEMP will receive requests from the Local Management Entities for the inclusion in the Plan of a certain Renovation Area; and, once such inclusion is approved, it will prepare and sign the **Agreement or Memorandum of Understanding (MOU)** document, and will reserve the funds provided for in that area.

Likewise, **the MEMP will contract the technical assistance of the ETT**, either through a company that provides the service in full and provides every necessary personnel, or through individual professionals of recognized prestige. **These contracts will constitute the agreement document** between the parties.

5.2 Local Level partnerships and agreements

The Functional Areas, Counties, Commonwealth or Cities with the size and means sufficient to be able to manage these processes by themselves will be coordinated and directed from the previous regional level. In every ones a **Local Management Entity (MEL)** will be established.

Local Management Entities could be constituted in general by:

- **A MEMP representative**, if applicable
- **A representative of every City Council** integrated in the corresponding Functional Area
- **A representative of each Area Management Entity (MEA)** of the operational Renovation Areas.

The representatives of each entity will be of the highest possible level, or in whom he delegates at any case. **The Entity may have permanent or eventual advisors**, who will attend the meetings with voice, but without vote. They will can have no direct interest in participating lucratively in the proceedings. These consultants may be:

- Professional organizations,
- Collegiate organizations of Real Estate Administrators
- Neighborhood associations in the Areas
- Construction companies specialized in deep building renovation
- Energy services companies (ESCO)
- Supply service companies and distribution networks (DSO), etc.

These Entities will adopt the format that best suits the complexity and degree of development that is required for the proper functioning of the process in every territory and at any time.

At this Level it seems sufficient that the **Agreement Document** regulating the procedures, decision making, functions, both of the partners and of the advisors, the objectives and rules of action, etc. be an **Operating Regulation**.

The MELs will receive requests from the City Councils in order to a certain Renovation Area inclusion in the Plan; and, they will process them before the MEMP. Once approved, they will sign up to be aware and compliant with the **Memorandum of Understanding (MOU)**.

The Deployment and Proximity Desks will depend on these Entities. The latter ones will be established based on the operational development of the actions that, at any time, are carried out in the Renovation Areas. Consequently, the Local Management Entities will prepare the **Bidding Documents, call the competitions and award these Offices** to individual companies or technicians, according to each case. **Contracts** written based on these specifications will constitute **the Agreement Documents** between both parties.

5.3 Renovation Area Level partnerships and agreements

In that cases in which the **Renovation Areas have an important size**, it will be necessary to create the **Area Management Entities (MEA)**, coordinated with the previous Level and supervised by it.

These entities may be constituted in various associative ways, depending on the different role that every intervening agent has in it. **There are organizational forms that they are constituted only with a single type of agent**, such as: the Rehabilitation Cooperatives integrated by the owners of the houses on an individual basis, the Commonwealth integrated by the Homeowners Communities, etc.

However, **in large-scale Areas**, in general, the creation of **agglutinating figures of the interests of all acting agents turns out to be highly operative**, such as the **Administrative Associations** that direct, manage and make participatory decisions in their Areas.

The Administrative Associations are public-private mixed entities specifically intended for intervention in the urban environment.

Therefore, these are the **optimal Management Entities for the overall development of actions of a comprehensive nature**, since they can include every agents involved in the interventions (the competent bodies of the different levels of the administration, the owners of land, premises and housing, citizen associations, etc ...). **They will have statutes that govern their activity and will be directed by a Steering Committee**, usually of a peer nature between the administration entities and the beneficiaries, with a vote of quality of the highest representative of the administration. The Administrative Associations acquire legal personality with their enrollment in a Registry created for this purpose, after their statutes previous approval by the competent administration body.

The **Steering Committee** may count on the advice of, with voice, but no vote, a **representative of the DPD**, of the **Neighborhood Associations** established in the Area, and of **technicians who do not intervene in it for profit**.

Its objective will be to direct the process and its development, approve for its implementation the proposals of all kinds provided by the DPDs or by the representative citizen associations of the field and monitor the investments and actions that are being developed.

The weight in decision making of the representatives of every estate mentioned above will be considered based on the percentage of their contributions and investments.