

Speeding Up Building Decarbonisation:– Lessons from DeliveREE





CODEMA TEAM



- **Energy Advisers** to Dublin Local Authorities
- Founded in **1997** as **not-for-profit** organisation
- **35 staff** based in The Digital Hub





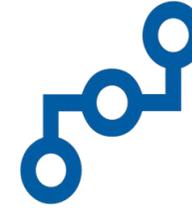
OUR SERVICES



ENERGY
MONITORING &
MANAGEMENT



ENERGY
AWARENESS



ENERGY
POLICY &
PLANNING



PROJECT
MANAGEMENT



MATCH
FUNDING



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 696040.



- **Facilitators** of Energy Performance Contracts (over 10 years' experience)
- Providing **Training** of EnPC Project Facilitators



DeliveREE Project Background



The Aim

1. Create a **Project Implementation Unit**
2. Create a **delivery model** that can be replicated
3. Deliver **9 signed Energy Performance Contracts**

The Partnership

1. Codema
2. Resourceful Futures Ltd (**Legal & Commercial**)
3. Philip Lee Solicitors Ltd (**Legal**)
4. Sustainable Development Capital LLC (**Financial**)
5. Local Authorities (**Projects**):
 - Dublin City Council
 - Dun Laoghaire-Rathdown Council
 - Fingal County Council
 - South Dublin County Council



DeliveREE Project - In Numbers

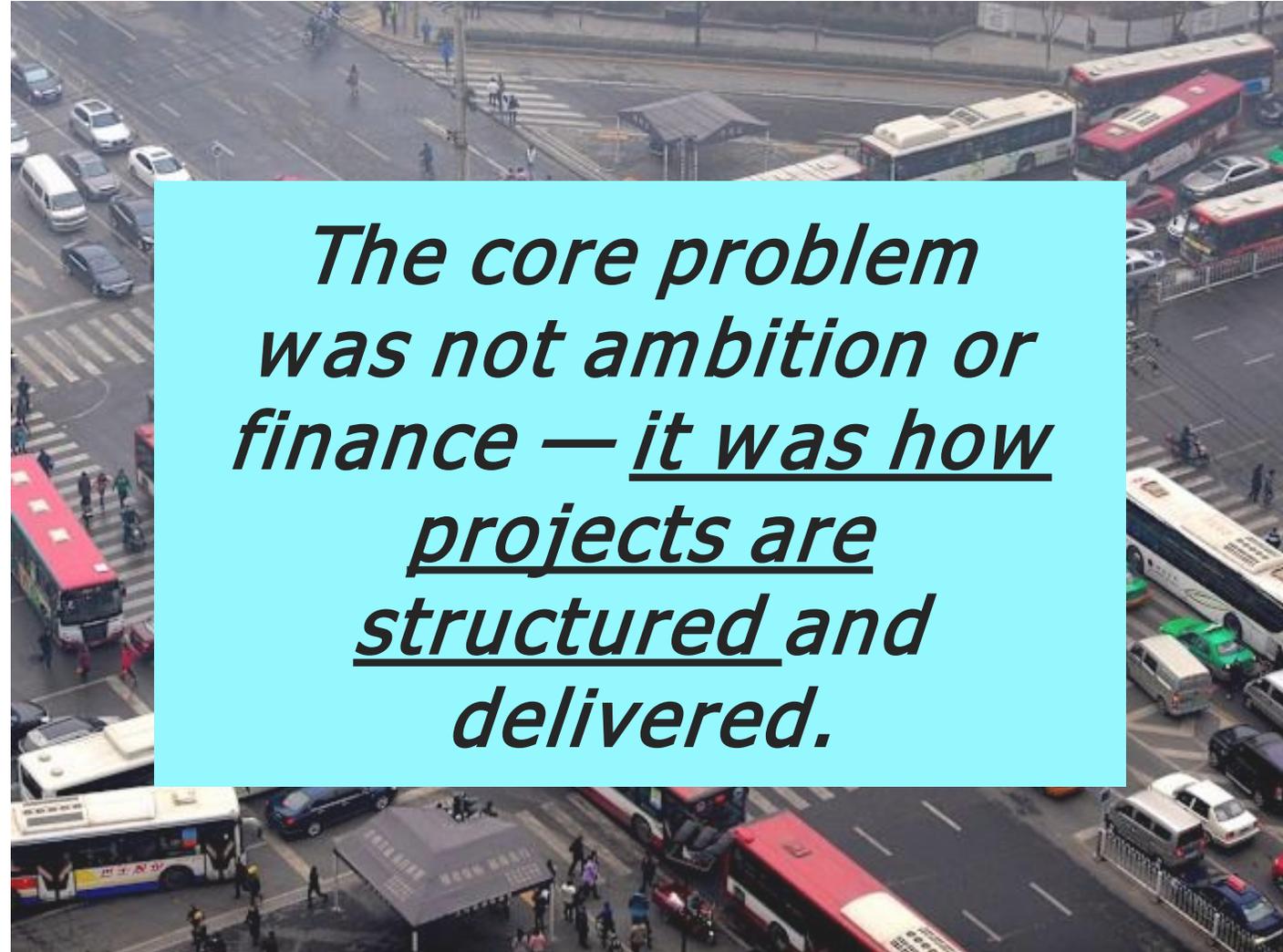
Metric	Initial Target	Current Result (awarded contracts)	Total (Inc. 2026 Pipeline)
Total Investment / Contracts	€20.4m	€21m	€46m
Private Investment	€9.75m	€2.9m	€6.7m
Energy Savings (GWh/yr)	24.0	15.5	29.4
CO2 Reduction (tCO2/yr)	3,977	2,797	6,269



The Problem DeliveREE Was Created to Address

Key project issues:

- project development was slow and fragmented
- small project scale
- slow and duplicated procurement
- limited delivery capacity





Learning Through Implementation

THROUGH
IMPLEMENTATION
SEVERAL
LESSONS
EMERGED:



Aggregation: The importance of **clear portfolio strategies**, using Gap-to-Target analysis to prioritise buildings



Communication: The value of **simplifying decision pathways** for public authorities



Governance: Ensuring the DeliveREE model aligned with existing public-sector governance frameworks.

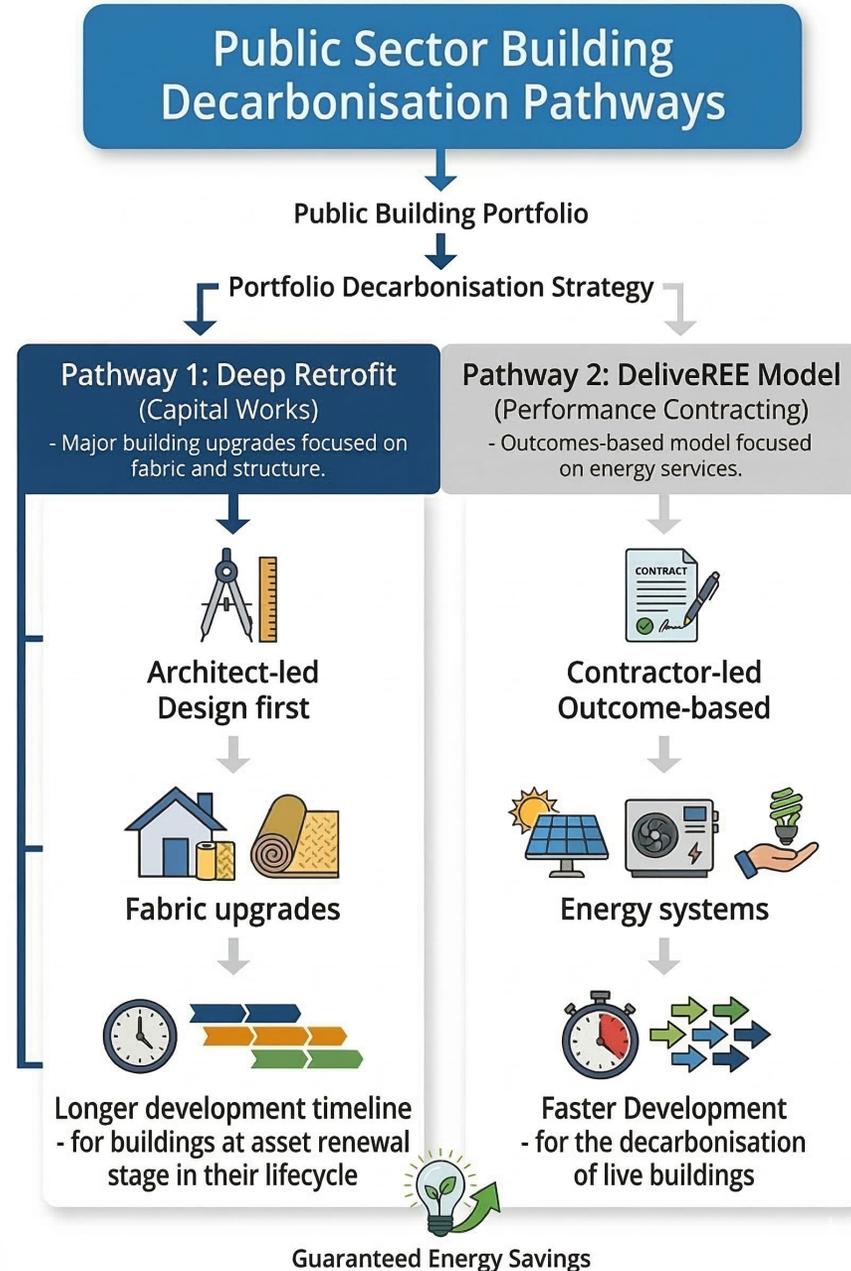


Procurement: Presenting projects to the market - the importance of balancing **risk and reducing bid cost**



When to use The DeliveREE Model

- The first step in the model is using Gap-to-Target analysis to prioritise buildings
- This helps separate the Deep Retrofit projects from the Decarbonisation projects

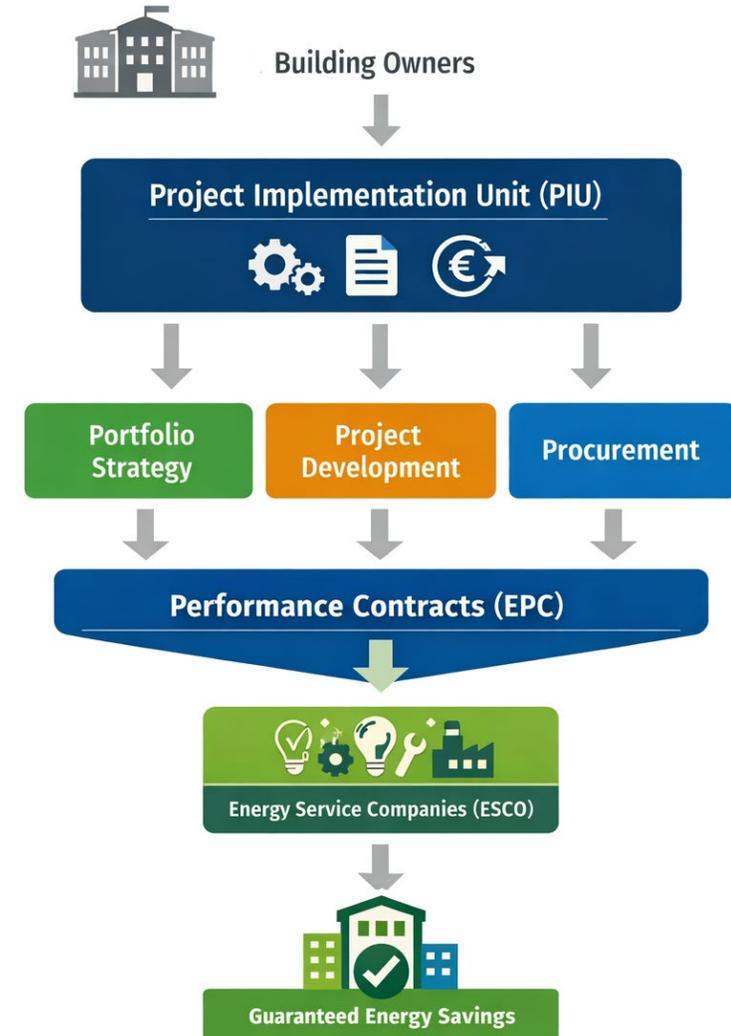




The DeliveREE Model - PIU

The **Project Implementation Unit (PIU)**

- concentrates the technical, commercial and procurement expertise
- allows building owners to participate without having to manage complex processes individually
- support structure for internal staff
- standardising project development and procurement

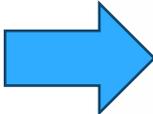




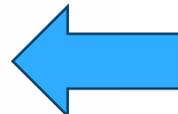
DeliveREE Delivery Model



Step 1 – Review building portfolio - Gap-to-target and the most significant energy users



Step 2 – Separate into two groups – Large and everything else



Step 3 – Large Building Framework

- EPC – typically 8 year contracts
- Approx. value €5m to €10m)
- Mini competition for each project



(MEEU example - 12 buildings)

Step 4 – Small Building Framework

- Energy Guarantee - *Design-Build-Commissioning* projects
- 2 year guarantee period
- Approx - €100k to €1.5m.
- Cascade System - contractor No.1 gets first offer of every project.



(MEEU example – 40 buildings)





Key elements of the Model



- **Aggregation** of buildings into larger project packages
 - ✓ *Via frameworks and grouping buildings for each mini-competition (2 to 6 buildings)*
- **Standardised** procedures and documentation to streamline delivery
 - ✓ *same procurement and contract documents used for each project*
- **Outcome-based contracting**, including Energy Performance Contracts
 - ✓ *EPC and Energy Guarantee contracts*
- **Contractor-Led Delivery**
 - ✓ contractor designs, installs and guarantees performance



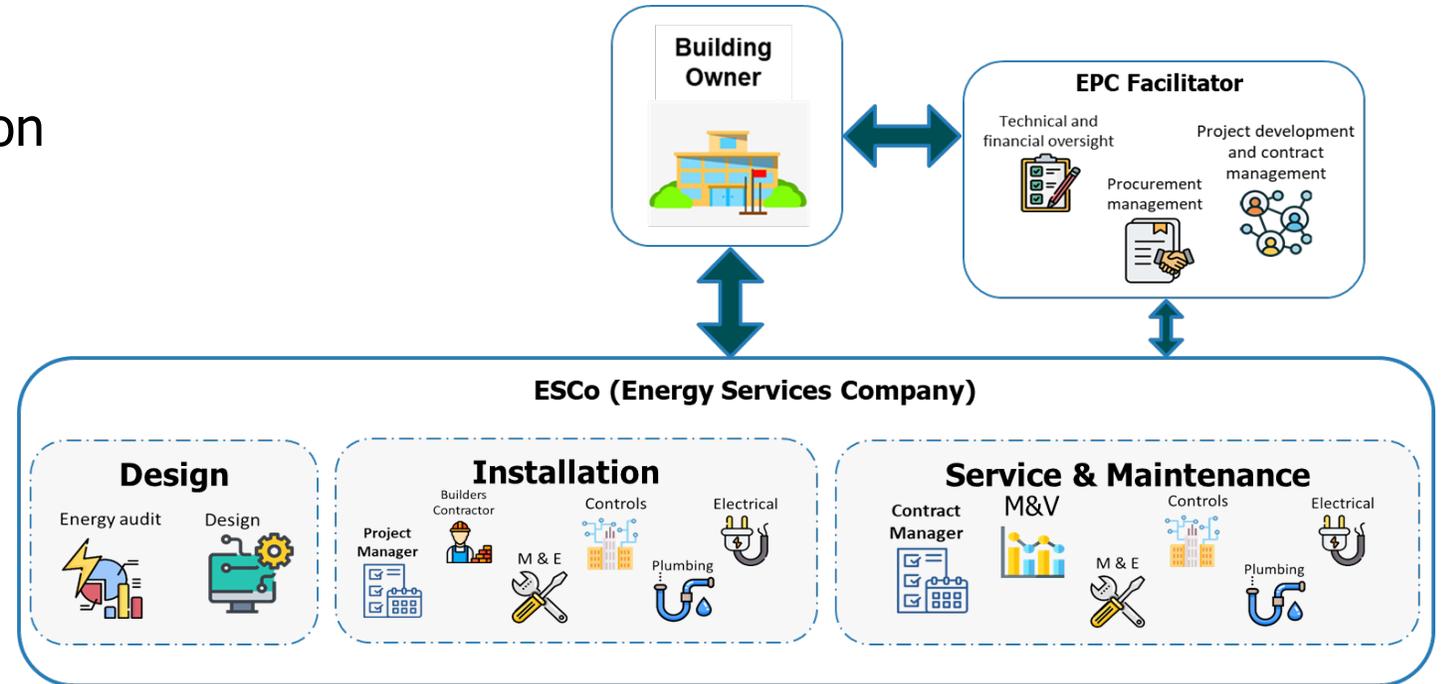
Contractor-Led Delivery

Traditional model:

- client designs project
- contractor builds to specification
- consultant dependant

DeliveREE model:

- contractor designs solutions
- contractor installs upgrades
- contractor guarantees performance



Why is this Important?

- It transfers performance risk to the contractor
- This **simplifies decision making** and so speeds up the process

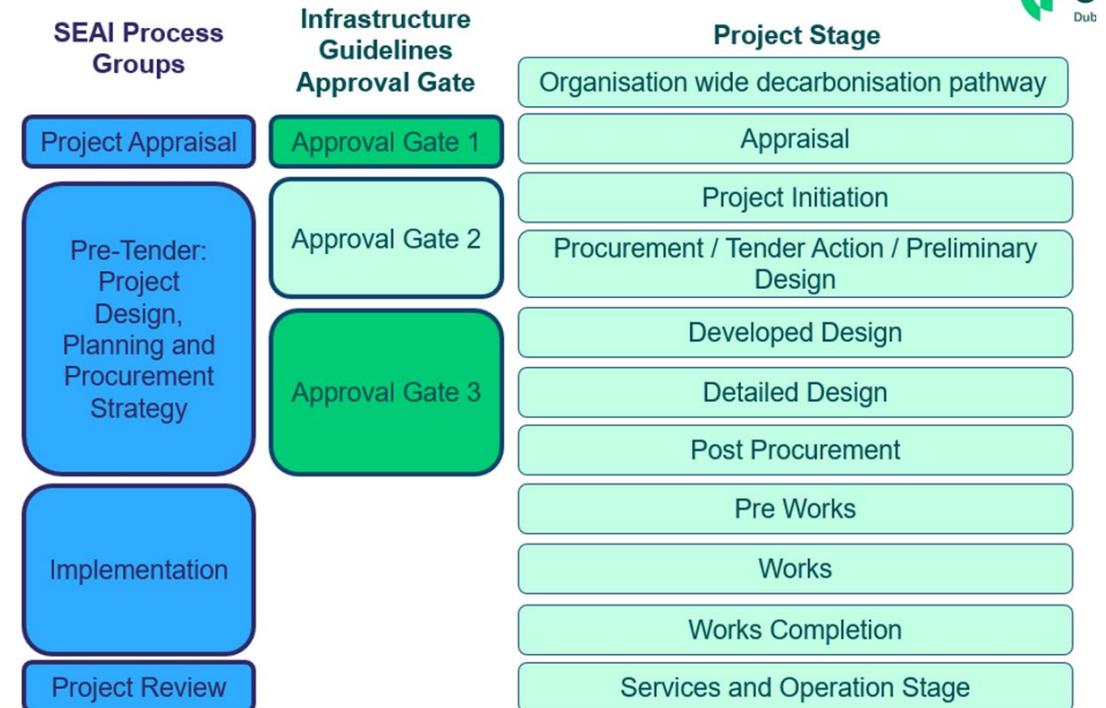


Why the System Moves Faster

Speed comes from **simplified decision-making.**

Key features:

- portfolio-level planning
- clear project stages
- standardised procedures and documents
- defined responsibilities
- risk transfer – outcome focused
- Projects move more predictably from **identification** → **procurement** → **contract award.**





Evidence from Delivery- SDCC EPC

Project Type: Building Decarbonisation (live buildings)

Client: South Dublin County Council

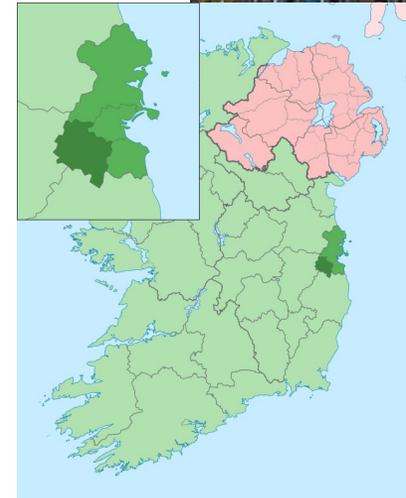
Project value: €9.2 million

Project scope:

- 6 buildings: Civic Offices, smaller offices, theatre, 2 leisure centers
- Holistic upgrades including, heat pump, BMS, LED, Solar PV, pump replacements etc.
- Fabric measures not considered viable

Key Metrics:

- 878 tonnes of CO₂ saved every year
- Individual buildings achieve reductions of 39–58%
- €599,718 of energy cost savings every year
- 10 year contract





Evidence from Delivery- KCC EPC

Project Type: Building Decarbonisation (live buildings)

Client: Kildare County Council

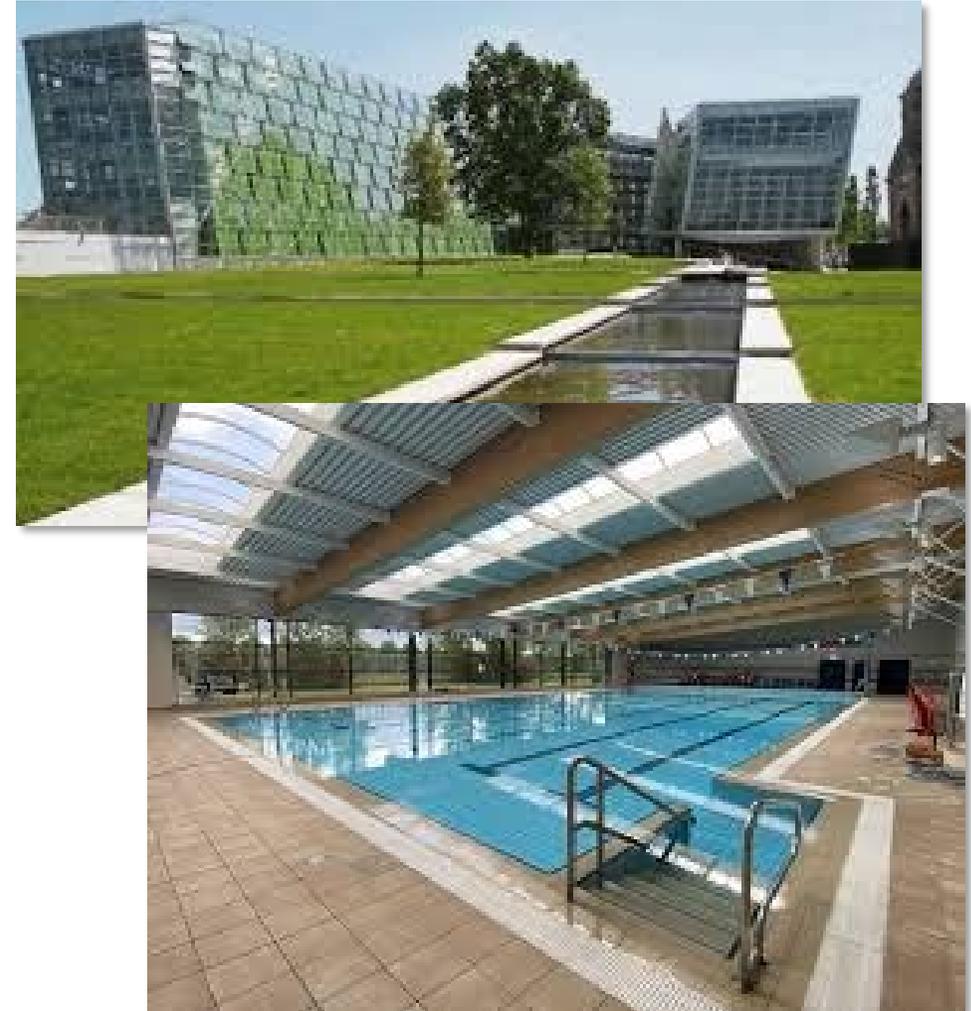
Project value: €4.9 million

Project scope:

- 3 buildings: Civic Offices & 2 leisure centers
- Holistic upgrades including, heat pump, BMS, LED, Solar PV, pump replacements etc.
- Fabric measures not considered viable

Key Metrics:

- 574 tonnes of CO₂ saved every year
- €276,925 of energy cost savings every year
- 8 year contract





Evidence from Delivery- KCC EPC

Project Type: Building Decarbonisation (live buildings)

Client: Meath County Council

Project value: €5.1 million

Project scope:

- 2 leisure centers
- Holistic upgrades including, heat pump, BMS, LED, Solar PV, pump replacements etc.
- Fabric measures not considered viable

Key Metrics:

- 743 tonnes of CO₂ saved every year
- €420,163 of energy cost savings every year
- 8 year contract





DeliveREE Project - In Numbers

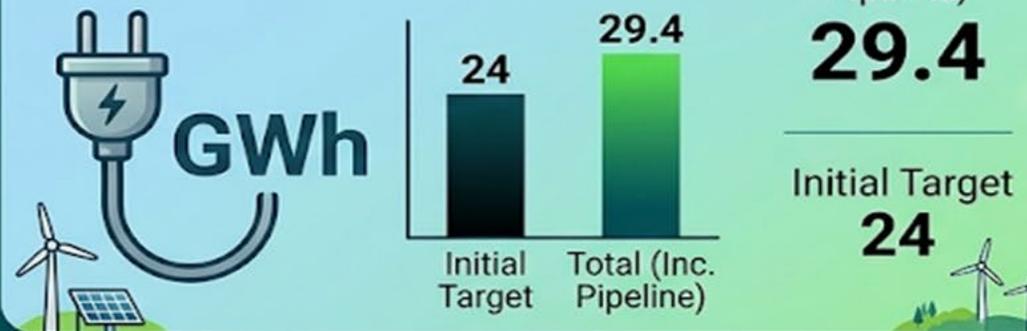
TOTAL INVESTMENT & CONTRACTS



PRIVATE INVESTMENT (Targeted Approach)



ENERGY SAVINGS (GWh/yr)

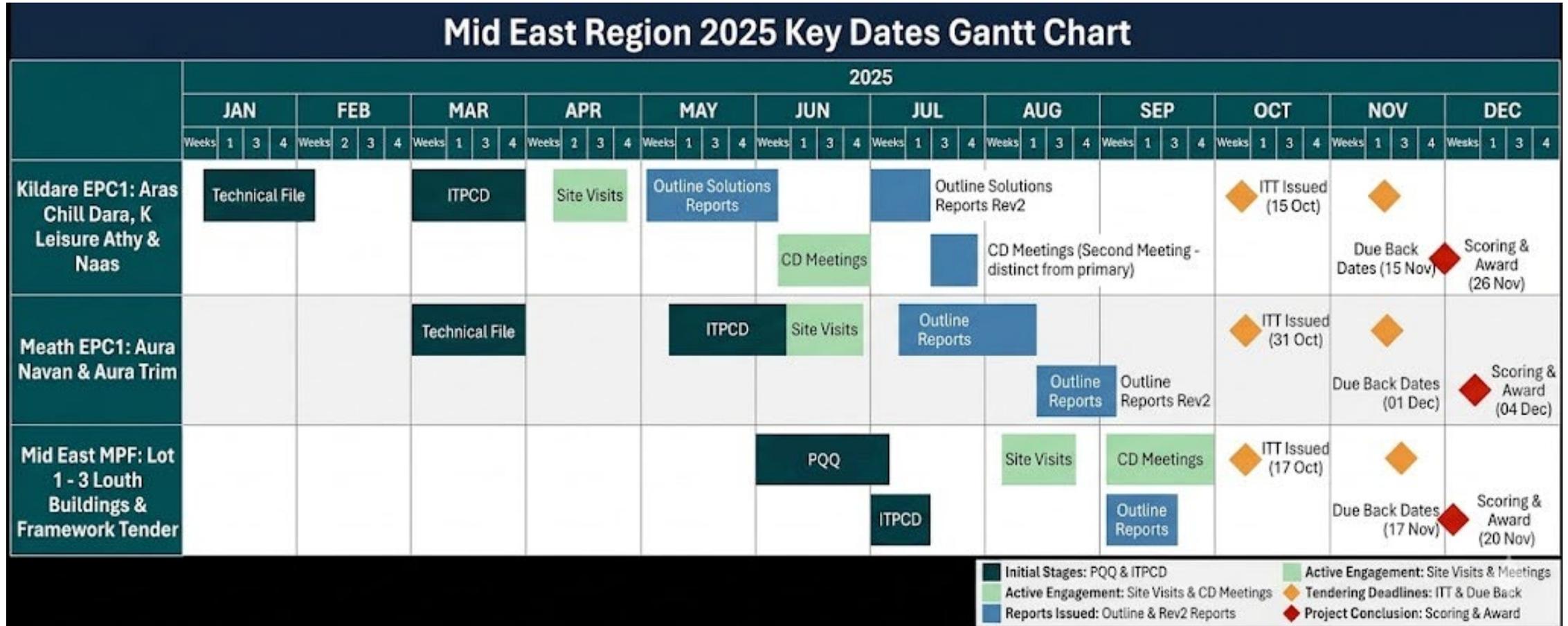


CO₂ REDUCTION (CO₂/yr)





Evidence from Delivery – Project Development Time





Why the Model Enables Financing



DeliveREE addressed the key barriers investors face:



Project scale

→ aggregation of building portfolios



Performance risk

→ Energy Performance Contracts with guaranteed savings



Transaction costs

→ standardised procedures and procurement



Delivery capability

→ dedicated Project Implementation Unit (PIU)



Key Lessons Learned

Decarbonisation speed depends on delivery architecture

decarbonisation accelerated because decision-making structures, procurement pathways and risk allocation were clarified

What DeliveREE shows:

- structure enables scale
- risk allocation enables investment
- simplified governance enables speed

Thank You





DeliveREE Project - In Numbers

