

Free webinar

A proven decarbonisation delivery model: Final results of the DeliveREE project

A performance-backed framework accelerating building energy upgrades

Thursday, 14th May 2026

10:00am - 11:00am

Zoom webinar



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101032833



Housekeeping

- Participant audio and video muted
- This session is being recorded
- Submit questions via chat
- Slides will be sent by email after the session
- Q&A Session / Discussion at end



Today's Agenda



1. Speeding Up Building Decarbonisation: Lessons from DeliveREE (Joe Hayden)
2. Replicating Building Decarbonisation at Scale (Gráinne Mac Namara)
3. Discussion, Q&A session

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 expertise



Energy planning,
policy and research



Public sector
obligations



Best-practice
engagement



Large-scale
project roll-out



Project funding
and facilitation



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

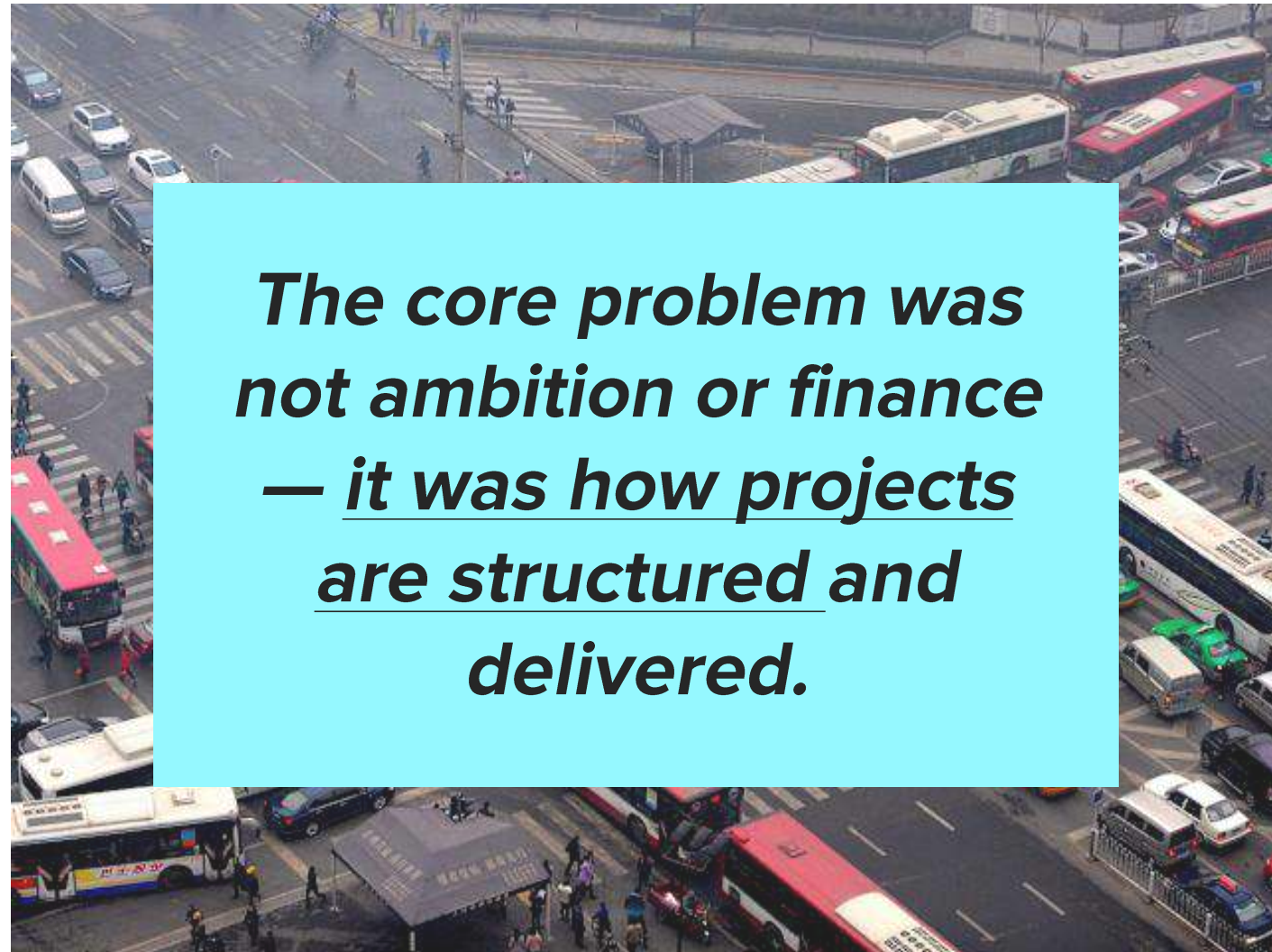
Metric	Initial Target	Current Result (awarded contracts)	Total (Inc. 2026 Pipeline)
Total Investment / Contracts	€20.4m	€21m	€46m
Private Investment	€9.75m	€2.9m	€6.7m
Energy Savings (GWh/yr)	24.0	15.5	29.4
CO2 Reduction (tCO2/yr)	3,977	2,797	6,269



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





What DeliveREE Set Out to Test

DeliveREE tested four key elements:

- Portfolio aggregation
- Standardised procedures
- Contractor-led performance contracts
- Projects defined by outcomes, not technologies

Key Assumption:

- that clear project structures would unlock speed, scale, and financing flexibility





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.

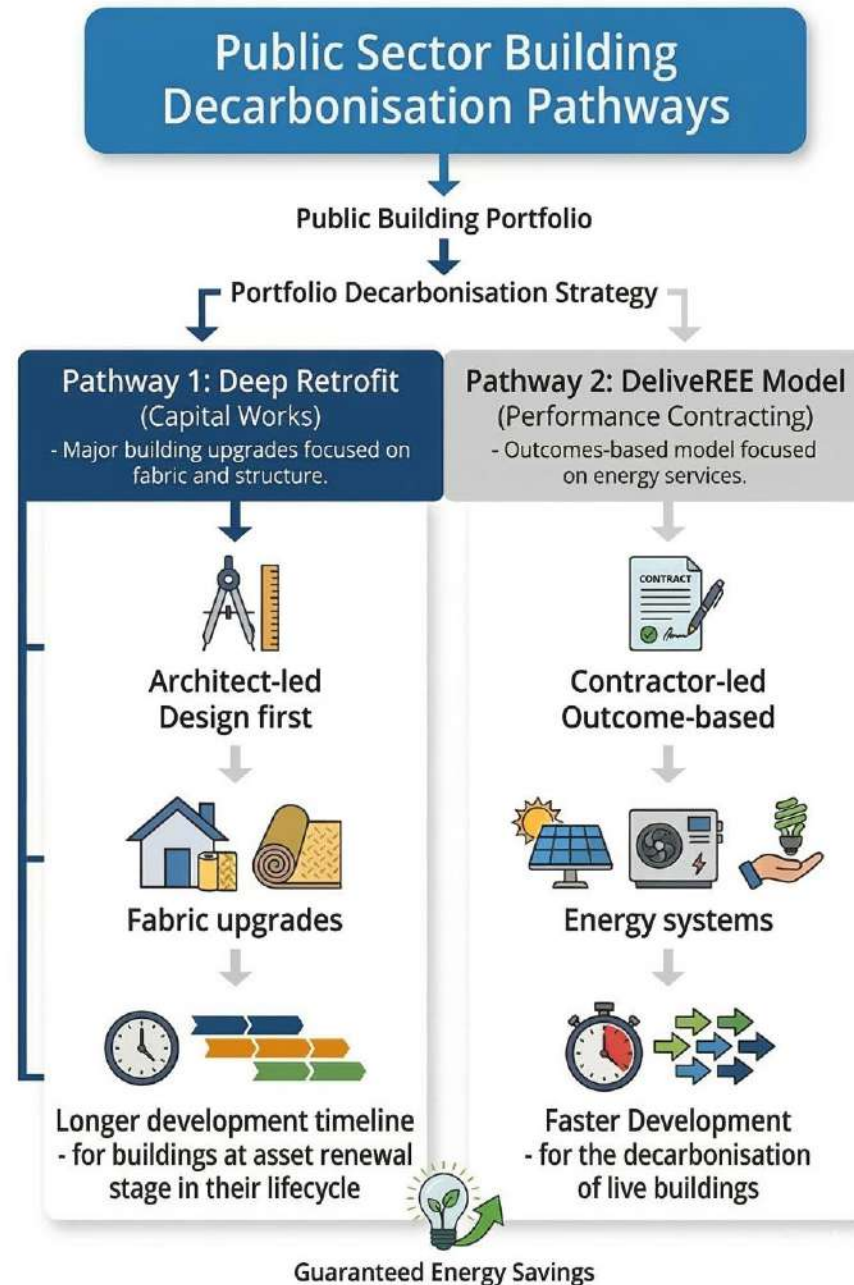


Procurement: Presenting projects to the market - the importance of balancing risk and reducing bid cost



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

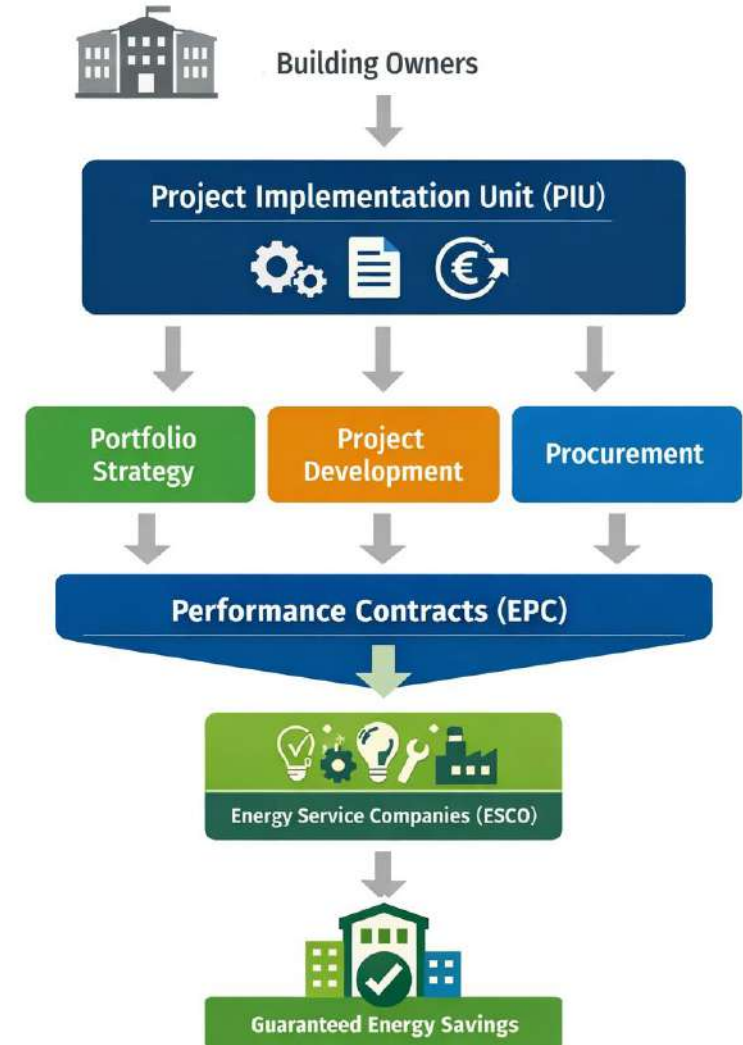




The DeliveREE Model - PIU

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

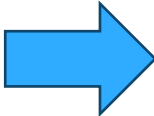




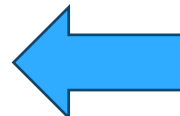
DeliveREE Delivery Model



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
- Appox - €100k to €1.5m.
- Cascade System - contractor No.1 gets first offer of every project.

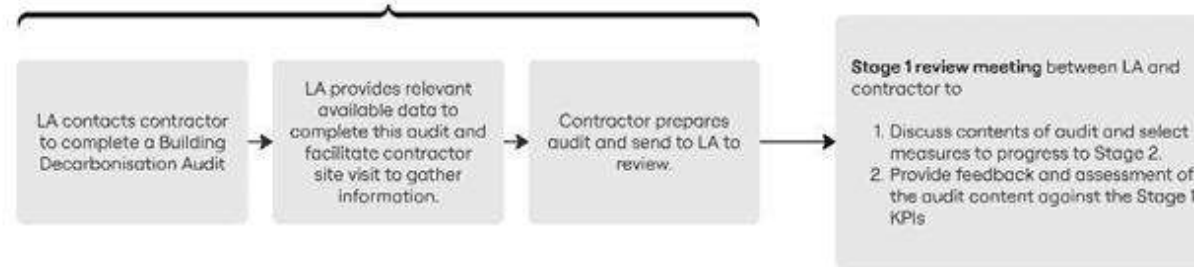


(MEEU example – 40 buildings)

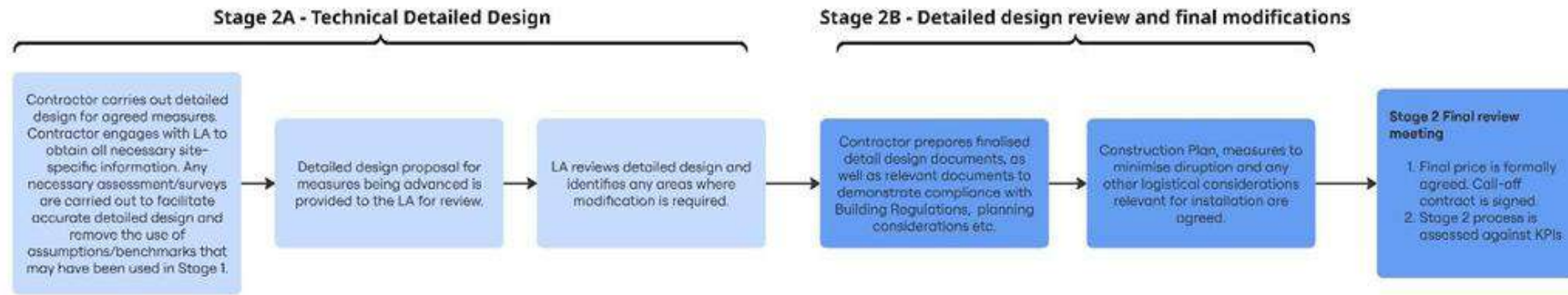




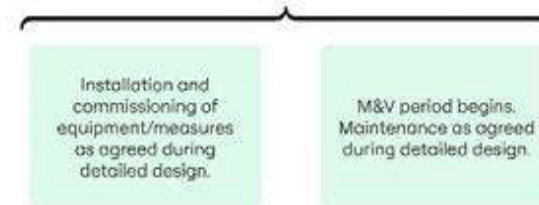
Stage 1 - Building Decarbonisation Audit



Stage 2 - Detailed Design



Stage 3 - Implementation, M&V





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*



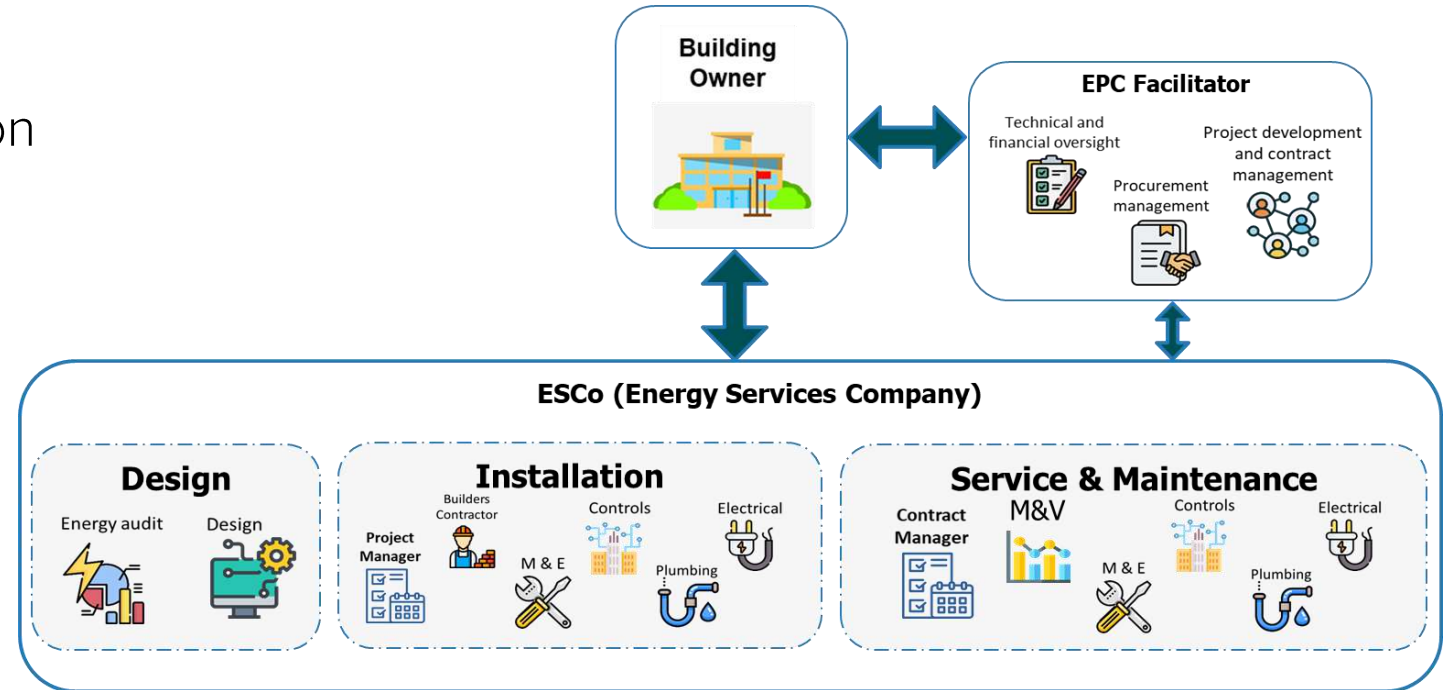
Contractor-Led Delivery

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

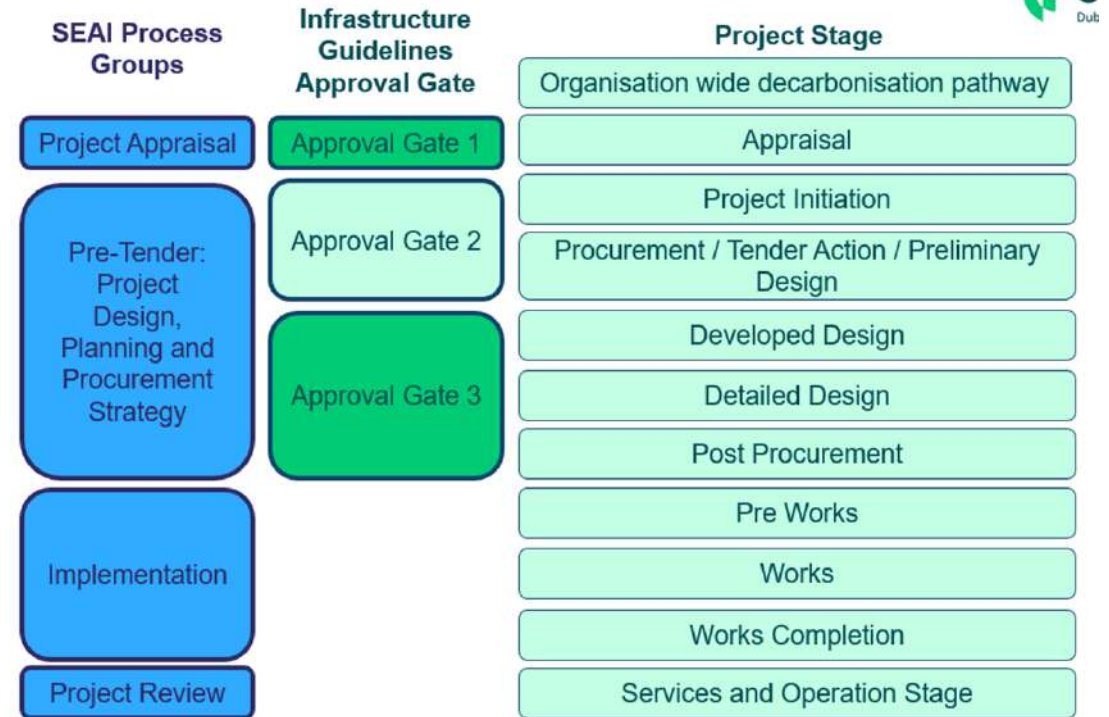


Why the System Moves Faster

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

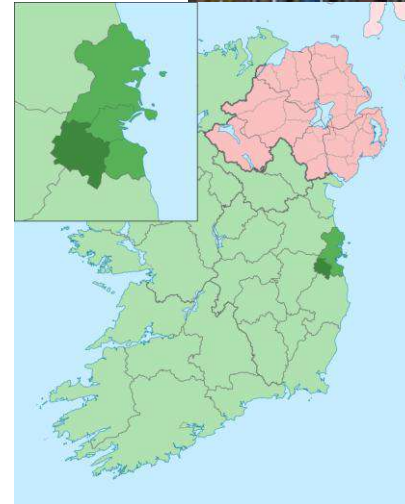
Project value: €9.2 million

Project scope:

- 6 buildings: Civic Offices, smaller offices, theatre, 2 leisure centres
- 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- MCC 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



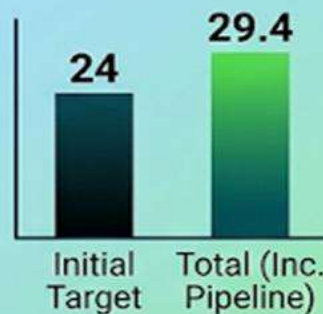
Total (Inc. 2026 Pipeline)
€46m
Initial Target
€20.4m

PRIVATE INVESTMENT (Targeted Approach)



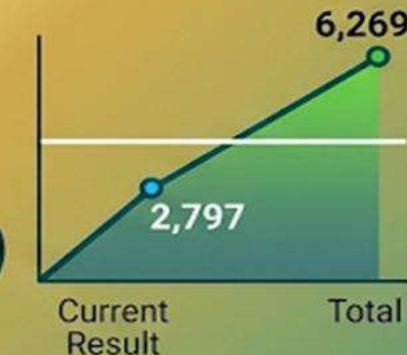
Target
€9.75m
Total (Inc. 2026 Pipeline)
€6.7m
Initial Target
€9.75m

ENERGY SAVINGS (GWh/yr)



Total (Inc. 2026 Pipeline)
29.4
Initial Target
24

CO₂ REDUCTION (CO₂/yr)

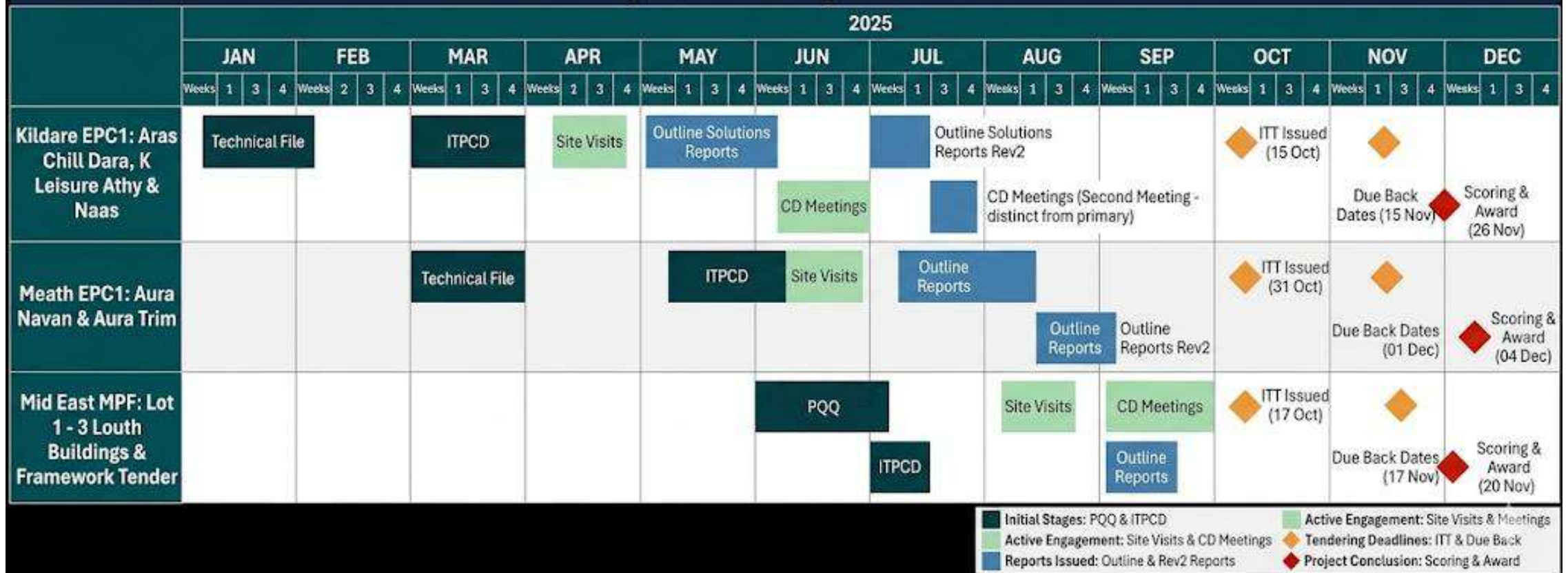


Total (Inc. 2026 Pipeline)
6,269
Initial Target
3,977



Evidence from Delivery – Project Development Time

Mid East Region 2025 Key Dates Gantt Chart





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



Replicating building decarbonisation at scale





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**



DeliveREE Project Background



How can facilitators replicate the DeliveREE model? Use our suite of DeliveREE Procedures and Templates

The Aim

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

Project Stage	Deliverable/Activity	DeliveREE PUI	SIOC	Other Lic	SEA	Pathfinder Steering Group	Client	Technical Advisor Team	PM	QS*	ERC	Deliverable Description
Approval	Organisation and coordination pathway	Lead					Overnight	Approve				
	Gap to Target	Lead					Overnight	Approve				High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Declaration Assessment Report	Support			Overnight	Overnight	Lead	Support				High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
Project Initiation	Project Preliminary Business Case	Support			Overnight	Overnight	Lead	Support				High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Site and Assessment	Support			Overnight	Overnight	Lead	Support				High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Pathfinder Checklist	Overnight			Lead	Approve	Overnight					High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
Procurement/Design	Temporary metering (collector data and define baseline)	Lead					Support		Support	Support		High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Project Execution Plan (Preliminary)	Lead					Overnight		Support	Support		High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Team establishment and Client Decision to Proceed to Market Engagement	Support					Lead	Approve				High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
Action Items	Sanitary	Support					Lead	Approve				High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Prequalification Questionnaire	Lead					Overnight	Support			Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Technical File	Lead					Support				Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
Final Procurement	Final Client Requirements or Works specifications	Lead					Overnight	Support			Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Invitation to Participate in Competitive Dialogue	Lead					Overnight	Support			Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Outline Solutions Report/Concept design	Support					Support				Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
Final Procurement	Invitation to tender	Lead					Overnight	Support			Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Technical Advisory and QS Team Recruitment	Lead					Overnight	Support			Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Contract Award	Support					Approve				Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
Final Procurement	Tender Evaluation Report	Support					Approve	Overnight			Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Project Selection Report EPC (A2)	Support					Lead	Approve	Overnight		Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Project Selection Report EPC (A2)	Support					Lead	Approve	Overnight		Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
DeliveREE Project Final Milestone												
Developed Design	M&V Plan	Overnight					Approve	Overnight			Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Developer Design Report	Support					Support	Lead	Support	Support	Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Challenge and Analysis (1)	Support					Support	Lead	Support	Support	Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
Detailed design	Detailed Design Report	Support					Support	Overnight		Support	Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Challenge and Analysis (2)	Support					Support	Lead	Support	Support	Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Final Business Case	Support					Lead	Support	Support	Support	Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
Final Procurement	Project Selection Report (A2)	Overnight					Approve	Overnight			Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Funding Drawdown Request (First Payment)	Support					Approve	Lead			Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	The Works EPC Assessment	Overnight					Support	Lead	Support	Support	Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
Pre-Works	Outline Planning Applications	Overnight					Support	Lead			Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Works Planning	Overnight					Support	Lead			Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Final Procurement Approval Plan	Overnight					Support	Lead	Support	Support	Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
Works	Commissioning plan	Overnight					Support	Lead	Support	Support	Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Project Execution Plan (Final)	Lead					Support	Lead	Support	Support	Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Site Inspection Reports	Support					Support	Lead	Support	Support	Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
Works	Quarterly Approved Project Programme Report	Lead					Support	Lead	Support	Support	Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Commissioning Report	Support					Support	Lead	Support	Support	Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	EPC Project Summary Report	Overnight					Support	Lead	Support	Support	Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
Works Completion	Final Works EPC Assessment	Support					Support	Lead	Support	Support	Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.
	Final Works EPC Assessment	Support					Support	Lead	Support	Support	Support	High-level analysis and mapping of energy structural plan and distribution of energy capacity to the site. The Pathfinders business case analysis to the ERC. The Pathfinders business case analysis to the ERC.



JAN

FEB

Mar

Apr

May

Jun

Jul

Aug

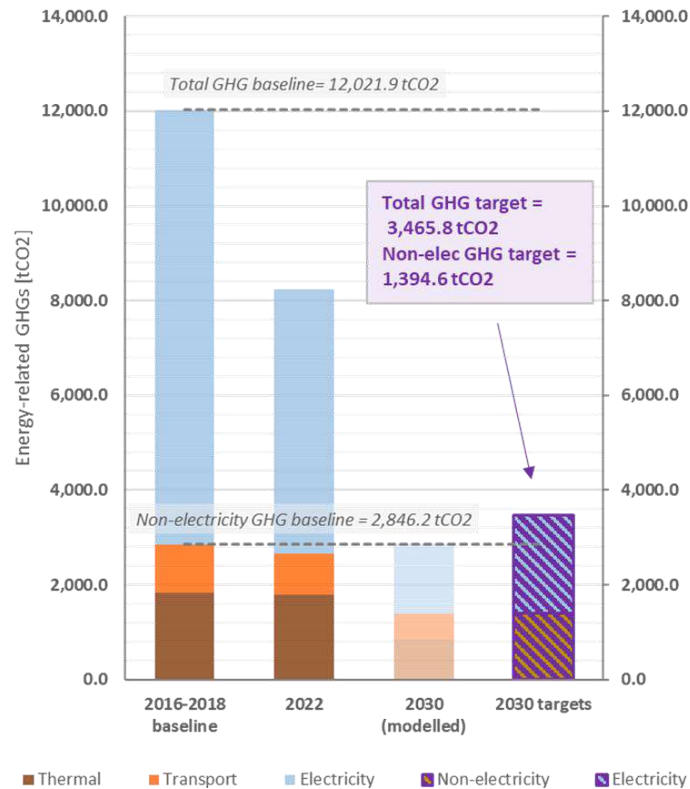
Sept

Oct

Nov

Dec

Project Initiation – Appraisal, Approval, Aggregation



- **Gap-To-Target analysis** to identify where projects should be concentrated to meet organisation-wide targets
- **Decarbonisation Assessment** (audit) and project appraisal
- Explore and define the outcomes of the project (Is this a **Deep Retrofit or Decarbonisation** project?)
- **Select procurement route**
- Internal approval to proceed with project
- **Pathfinder Approval Gate 1 (AG1)**



Jan

Feb

MAR

APR

MAY

JUN

Jul

Aug

Sept

Oct

Nov

Dec

Competitive Dialogue



- **Pre-Qualification Questionnaire, or Mini-competition** from Framework Agreement if in place
- ITPCD, Technical File and **Client Requirements** provided to tenderers
- Site visits conducted and **Outline Solutions Reports** prepared by tenders
- **Competitive Dialogue** meeting held to review solution report iterations. Updated versions of the Client Requirements are provided to tenderers based on meetings.

Once satisfied that the **required outcomes can be reached**, and potential solutions have been discussed – an **Invitation to Submit Final Tender** is released



Jan

Feb

Mar

Apr

May

Jun

JUL

AUG

SEPT

OCT

Nov

Dec

Tender evaluation and Contract finalisation

- Submitted tenders are evaluated against award criteria (A - Pass/Fail, B - Quality, C – Savings and Guarantee)
- Prior to contract award an additional **Value for Money assessment** is carried out, in line with the Infrastructure Guidelines
- **Contract award** and standstill period
- Contract amendment as necessary. **Legal review** and contract signing





Detailed design

- **Detailed design** commences
- **ESCO becomes Project Manager**. Regular project team update meetings. EED and QS act on behalf of local authority
- Additional metering installed as required and final baseline updates
- QS prepares **EPC Detailed Design and Cost Evaluation Report**, in line with AG3 requirements
- Any compliance, planning requirements etc. addressed prior to works

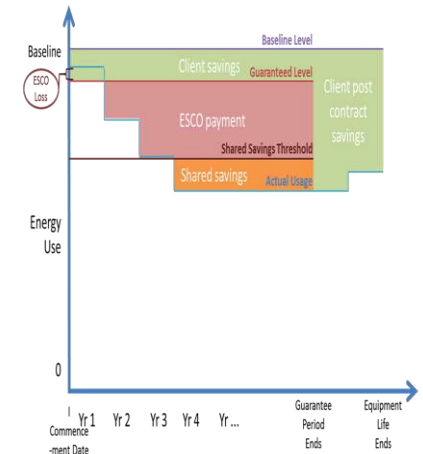


Works/Installation



Services and maintenance period

M&V and payment reconciliation for duration of contract





Ongoing challenges and considerations



Resource intensity of Competitive Dialogue



Risk perception and familiarity with the “traditional” approach



Electrical capacity increases



Understanding of the Guarantee, Shared Savings and payment mechanisms

Thank You

