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New Buildings Energy Renovation Business Models incorporating dual energy services

NOVICE

Grant Agreement No: 745594

Collaborative Project

First Training Planning and Activities Report

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No & name	Task 8.4 Internal and External Training Activities		
Status	Final	Due	M19
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Author(s)			
Description of the related task and the deliverable in the DoA	<p>This task has a twofold aim. Firstly it aims to prepare the NOVICE consortium and relevant stakeholders for the validation of the project outcomes under specific test cases (WP5 and WP6). Secondly, it will enable the conduction of a series of training workshops and webinars with the final beneficiaries of the project to increasing their knowledge on the novel NOVICE business model and facilitate and smoothen their fast adaptation, towards being applied in real-market conditions. The process will entail the realization of a series of workshops and webinars to raise awareness, knowledge and familiarity with NOVICE results, while training them on the novel elements introduced and, thus contributing to the fast adoption and market uptake of the NOVICE concept and business model. For each workshop a short summary report with recommendations will be written that will be further informed from desktop based research focusing on the current activities, roles and features of EPC facilitators. The preparation of the workshops will be informed from the outcomes of T3.2 (SWOT analysis for joint services), T3.3 and Task 4.3 (End-users requirements and provisions). Tailor-made material, addressing the needs of the different stakeholders will be prepared during this task, while all courses will be also made available online through the NOVICE web portal. Specifically, three workshops will be held in the partner countries that will host the respective three last project meetings (M25, M31, M36). Additionally, three webinars will be organised at months M13, M25 and M36 that will inform both the interested stakeholders and the wider public on the outcomes of the NOVICE project. The first webinar's topic (M13) will be on technologies and regulations of providing dual energy services, the second's (M25) on the new enhanced EPC template and its benefits while the third one (M36) and last will present the complete NOVICE business model on building renovation.</p>		
Comments			
V	Date	Authors	Description
0.1	09/11/2018	J Southernwood	Initial TOC
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1 EXECUTIVE SUMMARY

This report details the training activities that have been undertaken in the first 18 months of the NOVICE project to disseminate and communicate the project activities to relevant stakeholders. It also presents a preliminary plan for further training activities that will take place during the next 18 months of the project. These activities will be critical to achieving one of NOVICE's primary objectives - to engage and train new actors and stakeholders (aggregators, ESCOs, technology providers, FMs, engineering consultants) in an augmented building renovation process that will increase the market value of building renovation and increase the available capital funding reserves for investments in building renovation.

The objectives of this report are:

- To review progress against the projects targets and KPIs for engagement activities outlined in the NOVICE proposal.
- To outline the plan for future activities that will lead to the achievement of KPIs relating to engagement activities.

NOVICE has already delivered the following training activities:

- A **stakeholder workshop**, (held in London during M8). This introduced NOVICE as a novel business model in building retrofit and energy services, aiming to create synergies between ESCOs and Demand Response service providers. Participants gained insights into the value chain and product bundling techniques they could benefit from in the future either as supplier or as customers.
- A **webinar**, (held during M11), on combining energy efficiency and demand response using Energy Performance Contracting. This webinar introduced the fundamentals of demand side response and reviewed the status of Energy Performance Contracting in the EU. The business case for the NOVICE EPC model, which combines revenues from Energy Efficiency and Demand Response services was presented.
- An **internal workshop** for members of the NOVICE project team, (held in Vienna in M13). This workshop allowed members of the NOVICE project team to share their expertise on the demand response market, the capability and expected outputs from EnergyPlus modelling, and the key variables and market conditions that must be considered during scenarios modelling.

Further detail about each of these events is given in Section 4 of this report.

NOVICE successfully applied for support via the Common Dissemination Booster (CDB) Service. This free service offered by the European Commission encourages projects to come together to identify a common portfolio of project results and shows them how to best disseminate their results to end users, whilst keeping in mind exploitation opportunities. Projects are required to apply in a group, and the NOVICE project applied together with SEAF and ICP EU projects. The support made a number of recommendations for ways that the three projects could work together and support each other to achieve their dissemination targets which include:

- Jointly developing a common slide deck that can be used by all projects at events and conferences
- Delivering a joint webinar
- Cross promotion of project activities on social media

- Joint press releases

Participating in the Common Dissemination Booster and working with projects that share the common objective of improving access to finance for building renovation projects with an energy efficiency focus will help the NOVICE project to achieve its training and dissemination objectives.

By the end of the NOVICE project, the NOVICE team will deliver a further 2 webinars and 4 stakeholder workshops. The aim is to engage with over 300 professionals from stakeholders across the whole NOVICE value chain. The proposed webinars and workshops are described in more detail in section 5 and summarised below in Table 1-1.

Table 1-1: Proposed NOVICE webinar and workshops

Activity	Target delivery date	Description
Webinar	M25	Contractual considerations for dual energy services
Webinar	M36	Case studies for dual energy services
Workshop	M24	Results from Dual Energy Services Scenario Modelling
Workshop	M27	ESCO, Aggregator and End User Collaboration
Workshop	M31	Facilitating enhanced EPCs
Workshop	M36	Presentation of the validated NOVICE business model

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3 INTRODUCTION

3.1 NOVICE IN BRIEF

NOVICE will develop and demonstrate a new business model in building renovation to better monetize energy efficiency by consolidating services and subsequent revenue streams from both energy savings and demand response. This dual revenue stream will facilitate faster payback of energy efficiency measures thus improving return on investment and increasing the number of viable building renovation projects. Successful roll out of the business model will require acceptance by stakeholders across the whole value chain, therefore engagement with stakeholders through dissemination and communication activities is critical to meeting the project's KPIs.

3.2 SCOPE AND OBJECTIVES OF THIS DELIVERABLE

This report details the training activities that have been undertaken during the first 18 months of the NOVICE project to disseminate and communicate the project activities to relevant stakeholders. It also presents a preliminary plan for further training activities that will take place during the next 18 months of the project. These activities will be critical to achieving one of NOVICE's primary objectives - to engage and train new actors and stakeholders (aggregators, ESCOs, technology providers, FMs, engineering consultants) in an augmented building renovation process that will increase the market value of building renovation and increase the available capital funding reserves for investments in building renovation.

In total, NOVICE will carry out 5 workshops for stakeholders and we anticipate that more than 100 professionals from the whole value chain of stakeholders will attend and be trained in the different aspects of the proposed dual energy services model. In addition to the workshops, 3 webinars will be held targeting an accumulated audience of more than 200 attendees to be educated in the NOVICE approach in building energy upgrades. As a complementary outreach activity, the project team has also carried out of 3 surveys of ESCOs, Aggregators and End Users.

The objectives of this report are:

1. To review progress against the projects targets and KPIs for engagement activities outlined in the NOVICE proposal.
2. To outline the plan for future activities that will lead to the achievement of KPIs relating to engagement activities.

4 ACTIVITIES ALREADY UNDERTAKEN

The following paragraphs describe in more detail the training activities undertaken by the NOVICE project team during the first 18 months of the project.

4.1 STAKEHOLDER WORKSHOP: LONDON

This first NOVICE stakeholder workshop was held in London on 17th January 2018. The aim of this workshop was to promote a discussion among key stakeholders of the market drivers, barriers, regulatory considerations that need to be considered by organisations considering making use of the NOVICE business model and to brainstorm ideas on particular use cases that would be suitable for the deployment of dual services. A summary of the event is given in Table 4-1.

Table 4-1: Event Summary – Stakeholder workshop in London

Title	Innovation in building retrofits for energy efficiency and demand response
Date	17 th January 2018
Duration	3.5 hours
Audience	ESCOs, Aggregators, Building Owners, Regulatory Bodies, Policy makers
Location	London
Registrations for the event	36
Number of Attendees	23
Description	The workshop introduced NOVICE as a novel business model in building retrofit and energy services, aiming to create synergies between ESCOs and Demand Response service providers. Participants gained insights into the value chain and product bundling techniques they could benefit from in the future either as supplier or as customers.
Objectives	<ul style="list-style-type: none"> • Promote a discussion among key NOVICE stakeholders and gain their perspective of: <ul style="list-style-type: none"> ○ The market drivers incentivising dual energy services. ○ Barriers to implementing a dual energy services model. ○ Regulatory considerations that may affect implementation. ○ Use cases that would be suitable for the deployment of dual services. • Use the outcomes of the discussions to inform WP3 deliverables and in particular D3.1.
Outcome	After a presentation outlining the dual energy service concept, the participants were split into 4 groups and discussed each of the topics above facilitated by a NOVICE project partner. At the end of the session, the participants shared their key findings with the entire group. Key ideas and questions raised in each group were recorded and used to inform D3.1.

4.2 SCENARIOS WORKSHOP (INTERNAL): VIENNA

Following the GA meeting in Vienna in June 2018, the project partners held a half day workshop to ensure that the entire project team developed a deeper understanding of the demand response

market and how energy efficiency and demand response technologies could be deployed together in practice. A summary of the event is given in Table 4-2.

Table 4-2: Event summary – Scenario Workshop in Vienna

Title	NOVICE scenarios workshop
Date	20 th June 2018
Duration	4.5 hours
Audience	NOVICE project partners
Location	Vienna
Registrations for the event	10
Number of Attendees	10
Description	<p>During this workshop, members of the NOVICE project team presented to each other to share their expertise on the following topics which would inform the development of WP5.</p> <ul style="list-style-type: none"> ○ Overview of the demand response market and products. ○ Overview of first demonstration site in Dublin. ○ Overview of EnergyPlus modelling including how the models are constructed and the type of results that can be expected. ○ Discussion of key variables, market conditions, etc that need to be modelled. ○ Brainstorming potential scenarios for modelling.
Objectives	<ul style="list-style-type: none"> ● Learn more about the various demand response products and markets. ● Understand how aggregators typically decide on which sites and which equipment is suitable for participation in particular demand response products/markets. ● Learn how aggregators typically build portfolios of suitable sites. ● Understand how a typical EPC works. ● Learn about the characteristics of the first demonstration site in Dublin. ● Learn about how an EnergyPlus model is set up and the outputs that can be achieved from modelling. ● Discuss the range of scenarios that can be modelled under WP5.
Outcome	<p>The project team learned about demand response markets, EPCs and EnergyPlus modelling by sharing their expertise with each other. This allowed them to begin detailed discussions on how to carry out the energy and financial modelling required for the delivery of WP5. The discussion was highly valuable as it ensured the whole team now has the understanding required to decide on appropriate energy efficiency and demand response scenarios for modelling that represent realistic situations that could be found in real-world buildings and markets.</p>

4.3 WEBINAR: COMBINING ENERGY EFFICIENCY AND DEMAND RESPONSE

The NOVICE project team organised a webinar in April 2018 that aimed to raise awareness of the NOVICE approach to Energy Performance Contracting. The webinar was designed to inform participants of the challenges currently faced by the ESCO market, the opportunities that the demand response market presents to building owners and propose the new business model of combining

energy efficiency with demand response via an EPC. This webinar was held earlier than anticipated in the project plan as the project team decided that it was an excellent way of attracting potential stakeholders to the NOVICE newsletter and social media accounts.

Table 4-3: Event summary – First NOVICE webinar on Combining Energy Efficiency and Demand Response

Title	Combining Energy Efficiency and Demand Response Flexibility using new Energy Performance Contracting Schemes
Date	16 th April 2018
Duration	1 hour
Audience	ESCOs, Aggregators, Building Owners, Regulatory Bodies, Policy makers
Location	Online
Registrations for the event	65
Number of Attendees	35
Description	<p>This webinar discussed the fundamentals of Demand Side Response and addressed the question of how it can be integrated with energy efficiency measures to provide flexible grid balancing services whilst generating additional revenue for building owners. The status of Energy Performance Contracting in the EU was reviewed, including the current benefits and challenges offered by a traditional EPC model. Finally the business case for the NOVICE EPC model, which combines revenues from Energy Efficiency and Demand Response services was presented. The agenda included:</p> <ul style="list-style-type: none"> • Introduction: Energy Performance Contracting (EPC): Current Status and challenges - Christof Amann • Novel potential for EPC: Demand Flexibility, what is it, why use it, how to benefit? - Mircea Bucur • The NOVICE model – An integrated solution to the above questions - Jo Southernwood
Objectives	<ul style="list-style-type: none"> • To raise awareness internationally of the dual energy services approach to EPCs.. • To boost registrations to the NOVICE newsletter. • To engage key stakeholders including ESCOs, aggregators, building owners, regulatory bodies and policy makers in the NOVICE project.
Outcome	<p>Statistics from the webinar hosting platform showed that there were 35 individual sign-ins for the webinar, 44% from the UK and Ireland, 28% from other European countries, 8% from the USA, 3% from South Africa, 3% from India, 3% from Australia. This shows that the NOVICE network has reached an international audience.</p>
Webinar recording views	<p>79 views on YouTube https://www.youtube.com/watch?v=ouNcLR8GScK</p>

5 TRAINING PLAN

5.1 TRAINING STRATEGY

The widespread implementation of the NOVICE model is fundamentally linked with the adoption of the dual energy services model by ESCOs and aggregators and its acceptance by financing institutions, EPC Facilitators, building owners and FM companies. NOVICE's consortium includes participants from the entire value chain of stakeholders involved in building renovation. Beyond the NOVICE partners NOVICE aims to reach more than 300 professional from at least 12 Aggregators, 24 ESCOs, 12 FM companies and 6 Engineering Consultants during the project's implementation. The NOVICE partners will be involved in training and communicating the NOVICE model to these market stakeholders through a series of webinars and workshops as described in the rest of this chapter. The commercial success of the business model developed in NOVICE will be the critical milestone for the presence of demand in training for that model while the subsequent experience acquired by the NOVICE partners guarantee the effective delivery of the training.

5.2 TRAINING ACTIVITIES

5.2.1 Common Dissemination Booster

NOVICE successfully applied for support via the Common Dissemination Booster (CDB) Service. This free service offered by the European Commission encourages projects to come together to identify a common portfolio of project results and shows them how to best disseminate their results to end users, whilst keeping in mind exploitation opportunities. Projects are required to apply in a group, and the NOVICE project applied together with SEAF and ICP EU projects. All three projects aim to boost the level of private investment in energy efficiency projects through innovative actions to remove the barriers to investment. The CDB support made a number of recommendations for ways that the three projects could work together and support each other to achieve their dissemination targets as described in Table 5-1.

Table 5-1: Summary of recommendations from the Common Dissemination Booster

Action	Description	Action Owner	Timing
Common presentation slide deck featuring synergy and results	<ul style="list-style-type: none"> Develop a joint slide deck (6-10 slides maximum) to be used at events/conferences. This should synthesise the objectives and results of the projects, including logos and links to the projects' websites. Include very clear messaging for Primary stakeholders. SMEs and large companies need to understand immediately what is relevant and of interest for them. By creating stakeholder-specific slides, there will be greater buy-in for these stakeholders. Include Testimonials or Success stories from early adopters clearly stating the added value that projects have brought them. The slide deck should be concluded by a clear call to action ('Follow us on our next events', 'Test the demo', 	SEAF Project	Jan 2019

	'Register on our website', 'Follow us on social media' etc.) for the stakeholders.		
Joint webinars	<ul style="list-style-type: none"> • A joint webinar that targets common stakeholders and disseminates information relevant to each project will help the project group to connect to real people no matter their location. • Webinars are less costly to organise than physical events with potential for the same size or larger audience. 	SEAF	Mar 2019
Social media cross promotion	<p>General</p> <ul style="list-style-type: none"> • Appoint one person to oversee the coordination of social media accounts. • Create a "content inventory" spreadsheet of existing and planned online dissemination assets and their links that can be posted online. <p>Twitter</p> <ul style="list-style-type: none"> • Include images/graphics as much as possible in posts to increase visibility and interest. The simplest way to have visuals without having to create them is to post slides from the joint slide-deck. • Identify a list of relevant hashtags to be used in daily Twitter activities, depending on the targeted stakeholder group. • In the run up to an event use as excerpts or teasers from planned presentations or papers to generate interest. <p>LinkedIn</p> <ul style="list-style-type: none"> • The Project Group can take advantage of the Article creation feature on LinkedIn to create long-form, blog-style posts. This can be a useful way to generate further awareness about various topics or secure more space on search engine results. • List high priority organisations your project group wants to engage with, connect with the relevant individuals and engage with them through direct messages or inviting them personally to the project group's LinkedIn group. 	NOVICE	Ongoing
Press releases	Press Releases are an effective way to present the Project Results to a broad, general audience. Joint press releases should be prepared once major results are developed and ready to launch, or when the project group organise or participate in strategic events.	ICP	Ongoing

5.2.2 Webinars

The NOVICE project team plans to deliver a further 2 webinars as described in Table 5-2 and Table 5-3:

Table 5-2: Proposal for second NOVICE webinar

Topic	Contractual considerations for dual energy services
Target Date	M25
Expected Duration	1 hour
Target Audience	ESCOs, Aggregators, Building Owners, Facilities Managers, Finance Provider, EPC Facilitators
Location	Online
Description	The NOVICE partners have developed an enhanced EPC template and ESCO/Aggregator MOU template for dual energy services. This template can be modified as necessary for the particular requirements of the participating parties but the template covers the main principles, key considerations and important clauses. This webinar will share the templates with other stakeholders such as ESCOs, aggregators and building owners who may enter into such a contract and with finance providers and EPC facilitators who may need to understand the intricacies of the contractual arrangement in order to facilitate the deployment of the dual services business model.
Objectives	<ul style="list-style-type: none"> • To disseminate to key stakeholders the results of WP4 • To describe the enhanced EPC template and ESCO/Aggregator developed by NOVICE to potential stakeholders. • To explain how the enhanced contract minimises the risks associated with the added contractual complexity and leads to a positive outcome for all parties involved. • To engage with EPC facilitators and explain how they can deliver additional value to their clients by facilitating a dual services EPC.

Table 5-3: Proposal for third NOVICE webinar

Topic	Case studies for dual energy services
Target Date	M36
Expected Duration	1 hour
Target Audience	ESCOs, Aggregators, Building Owners, Facilities Managers, Finance Provider, EPC Facilitators, Policy Makers
Location	Online
Description	By the end of the project, the NOVICE partners will have demonstrated the NOVICE business model in different buildings and countries. This webinar will present the results and outcomes from these demonstration sites and the key learning points and best practice recommendations that should be applied to future projects. This will assist ESCOs, aggregators and building owners that are considering a dual services approach to make decisions with confidence having learned from a real life example. The case studies will also demonstrate to policy makers how building renovation rates can be achieved through creating market conditions that accelerate the uptake of EPCs.
Objectives	<ul style="list-style-type: none"> • To disseminate to key stakeholders the results of the NOVICE project and in particular WP6 and WP7.

	<ul style="list-style-type: none"> • To present the results of real life examples of dual energy services in practice to a wider audience of stakeholders to promote the use of the dual services model. • To share best practice and key learning points with stakeholders from a range of sectors, countries and markets.
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5.2.3 Workshops

The NOVICE project team plans to deliver a series of 4 further workshops as described in Table 5-4 to Table 5-7. The workshops will target stakeholders across the whole EPC and demand response value chain. This ensures that results are disseminated to as wide an audience as possible and brings together stakeholders that would not normally interact (e.g. ESCOs and Aggregators, Policy makers and finance providers, EPC facilitators and aggregators) to promote discussion and learn from the collective experience. The locations for each workshop will be determined by the project partners but are likely to be held in countries with mature EPC and demand response markets as stakeholders in these locations are the most likely to implement the dual services approach in the short term.

To reduce costs and increase participation from the widest audience possible, the NOVICE project team will consider co-locating workshops with other EU events or other related projects where it is possible and sensible to do so. The workshops could also be timed to coincide with national or international events or 'themes' to engage a wider audience. The NOVICE project team will consider the following events (as well as any other opportunities that present themselves over the course of the project) in terms of location and timing when planning the workshop and webinar schedule.

- Covenant of Mayors Investment Forum – Energy Efficiency Finance Market Place, 19-20th February 2019, Brussels <https://ec.europa.eu/energy/en/events/covenant-mayors-investment-forum-energy-efficiency-finance-market-place>
- Sustainable Energy week – 17-21 June 2019 https://ec.europa.eu/info/events/eu-sustainable-energy-week-2019-jun-18_en
- EU Green Week 13 to 17 May 2019 https://ec.europa.eu/info/events/eu-green-week-2019_enhttps://ec.europa.eu/info/events/eu-green-week-2019_en

Table 5-4: Proposal for second NOVICE workshop

Topic	Results from Dual Energy Services Scenario Modelling
Target Date	M24
Expected Duration	Half day
Target Audience	ESCOs, Aggregators, Building Owners, Facilities Managers, Finance Provider, EPC Facilitators, Policy Makers
Location	To be confirmed
Description	<p>Work package 5 focusses on constructing building energy models and financial models to predict the impact of dual energy services on:</p> <ul style="list-style-type: none"> • the energy consumption of the building • the thermal comfort of building occupants • the return on investment of the enhanced EPC <p>The results of this modelling will be shared with key stakeholders to demonstrate what could be achieved in suitable buildings located in countries that have mature EPC and demand response markets and validate the assumptions made during the modelling.</p>
Objectives	<ul style="list-style-type: none"> • To disseminate the results of WP5 to NOVICE key stakeholders.

	<ul style="list-style-type: none"> • To validate the results of the modelling by sharing the results with key stakeholders and experts and prompting a discussion of the key assumptions and techniques used. • To demonstrate to key stakeholders the potential value of enabling and embracing a dual energy services approach to EPCs.
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Table 5-5: Proposal for third NOVICE workshop

Topic	ESCO, Aggregator and End User Collaboration
Target Date	M27
Expected Duration	Half day
Target Audience	ESCOs, Aggregators, Building Owners, Facilities Managers,
Location	To be confirmed
Description	This half day workshop will bring together ESCOs, aggregators, and building owners/managers in the same room to present to them the NOVICE model and the results of the project to date. The workshop will explain the key principles of dual energy services, the benefits of the model and the tools developed by the NOVICE team (e.g. the enhanced EPC template and ESCO/Aggregator MOU) to assist with the process of procuring an dual services EPC.
Objectives	<ul style="list-style-type: none"> • To facilitate a discussion among ESCOs, aggregators and building owners interested in the idea of implementation of a dual services EPC. • To disseminate and demonstrate the tools developed by the NOVICE project team to key stakeholders who may make use of them. • To provide support to those organisations wishing to implement the NOVICE approach in their own business. • To gain feedback from key stakeholders on the tools and ideas developed by the NOVICE project

Table 5-6: Proposal for fourth NOVICE workshop

Topic	Facilitating enhanced EPCs
Target Date	M31
Expected Duration	Half day
Target Audience	EPC Facilitators, Policy Makers, Finance Provider,
Location	To be confirmed
Description	This half day workshop will bring together EPC facilitators, policy makers/advisors and finance providers to present to them the NOVICE model and the results of the project to date. The workshop will explain the key principles of dual energy services, the benefits of the model and the best practice recommendations for facilitating uptake of this model as well as demonstrating the tools developed by the project.
Objectives	<ul style="list-style-type: none"> • To train key stakeholders that can influence and/or assist ESCOs, aggregators and building owners/managers to implement the NOVICE business model.

	<ul style="list-style-type: none"> • To influence policy makers to set energy policies that promote uptake of EPCs and develop the market for demand response. • To disseminate the tools and best practice recommendations for EPC facilitators developed by the NOVICE project team.
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Table 5-7: Proposal for fifth NOVICE workshop

Topic	Presentation of the validated NOVICE business model
Target Date	M36
Expected Duration	Half day
Target Audience	ESCOs, Aggregators, Building Owners, Facilities Managers, Finance Provider, EPC Facilitators, Policy Makers
Location	To be confirmed
Description	The final NOVICE workshop will present the validated business model for dual energy services and present the business case for the implementation of an Enhanced EPC to key stakeholders across the value chain. The case studies from each of the demonstration sites, tools developed by the NOVICE team and best practice recommendations will be shared with all stakeholders.
Objectives	<ul style="list-style-type: none"> • To showcase the NOVICE approach as a validated business model that could be adopted by ESCOs, aggregators and building owners/managers as part of building renovation projects. • To bring together all stakeholders to capture their opinions of the project results and promote discussion between sectors that do not normally interact.

5.2.4 Online material

To ensure the dissemination of NOVICE results to the widest possible range of stakeholders, the training materials developed for the above webinars and workshops will be made available online via the NOVICE website. The NOVICE Twitter and LinkedIn Social Media accounts and the NOVICE newsletter will be used to reach additional stakeholders with project partners sharing posts via their own company and personal accounts where relevant. It is anticipated that the following materials will be available via the NOVICE website following each workshop or webinar.

- Presentations delivered during each workshop and webinar
- Recordings of each webinar available via YouTube
- Case studies for each NOVICE demonstration site
- All publically available NOVICE deliverables

5.3 EVALUATION OF TRAINING ACTIVITIES

The success of each training activity will be evaluated to ensure that improvements can be made to each subsequent event. A summary of the method of evaluation is given in the following sections for webinars and workshops.

5.3.1 Webinars

The success of each webinar can be determined by monitoring statistics such as the number of attendees and time at which each participant joined and left the webinar. It is often difficult to obtain

specific feedback on content from webinar participants but webinar platforms often allow users to simply rate the webinar using a score of one to five stars. A webinar platform will be selected that can capture the following information:

- Webinar invitation email open rate and click through rate.
- Number of registrations for the webinar.
- Number of webinar attendees.
- Drop off rate (point at which attendees left the webinar).
- Location of attendees.
- Attendee company details (if attendee is willing to share them).
- Feedback from webinar attendees, directly after the webinar has ended in the form of:
 - A rating of webinar quality.
 - A rating of webinar content.
- Number of views of the webinar recording.
- Any comments from participants noted in the chat function of the webinar platform
- Number of questions asked by participants and/or level of engagement during the webinar.

5.3.2 Workshops

The success of a workshop can be determined by both monitoring workshop attendance statistics and by asking participants for feedback during or after the event. All workshops will be made available to participants free of charge. The following information will be captured about each event:

- Workshop invitation email open rate and click through rate.
- Number of registrations for the workshop.
- Number of workshop attendees.
- Attendee company details (if attendee is willing to share them).
- Feedback forms asking participants to rate:
 - The quality of the speakers and presentations.
 - The venue and facilities.
- Number of downloads of presentations following the event.

6 CONCLUSION

The NOVICE project team plan to engage with over 300 professionals across the energy services supply chain during the course of the project. During the first 18 months of the project, the NOVICE team has delivered one stakeholder workshop and one webinar, engaging 58 individuals in total. A further 2 webinars and 4 workshops are planned over the coming 18 months which will target the various stakeholder groups in the NOVICE value chain including ESCOs, aggregators, building owners, facilities managers, finance providers, EPC facilitators and policy makers.

The NOVICE project has taken advantage of support from the Common Dissemination Booster, in collaboration with the SEAF and ICP EU projects. All projects share a common objective to increase the level of private finance provided to energy efficiency focussed building renovation projects by removing some of the barriers that prevent ESCOs and building owners from accessing the investment needed to finance projects. Working together to identify and engage with common stakeholders will assist all the projects to achieve their dissemination and training goals.

The NOVICE project will ensure that all training materials developed as part of workshops or webinars will be made available online via the project website. Recordings of webinars will be made freely available via YouTube and project results, presentations, tools and deliverables will be available for download to ensure that stakeholders can continue to access these resources beyond the end of the project.