

EmPowerIngUs

Innovative Transfer Network

Continuity Plan for the City of Getafe



URBACT



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Index

Continuity is something that some projects are born with, and once they are developed, it becomes an integral part of them. Sometimes this continuity is contagious, and projects become linked, “infecting” the next ones with continuity, ensuring that “this new way of doing things” remains forever and we do not allow ourselves to lose momentum.

Continuity cannot always be reflected in a plan, and if it is reflected in one, it does so as an episode in a series of several seasons.

This continuity plan is part of the episode that begins with the protagonist going out into the world in search of answers after meeting his travelling companions and ends just as a promising answer appears before him just before the final credits. There we are. Wishing for the next season to be broadcast already.

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1. THE POLICY CONTEXT

1.1 Needs analysis in the territorial context

The Getafe City Council, like many other city councils, has been working for many years to combat energy poverty, even before its definition was agreed upon. In any case, these interventions had usually been sporadic, unconnected and without a specific strategy.

We moved from local initiatives to regional ones, and with ERDF funds and the national recovery, transformation and resilience plan, the framework for more ambitious initiatives began to take shape.

However, it was not until 2019, with 2 neighbourhoods already defined as vulnerable by the regional government, that we in Getafe realised that it was not enough to consider the construction aspect of residential renovation without taking into account the characteristics of the people living in these homes.

At that point, we put forward the Energy Poverty Intelligence Unit proposal to the 4th European Urban Initiative (EUI) Urban Innovative Actions (UIA) call for proposals and were selected along with eight other partners.

Unlike the technical data on the buildings, which was relatively easy to obtain, the socio-demographic part of the household analysis was unknown. There was no data that could link the needs of families with the tailor-made solutions we wanted to design for them, and if there was, it was not of sufficient quality to be analysed. So, we set out to find it, structure it and even create it through sensor data acquisition or simulation.

Without data science, we would not have been able to move forward. In fact, we are continuing to move forward and feed a municipal “data lake” that not only has the potential to draw conclusions from the analysis, but also enables the various departments of the City Council to access and exploit it to improve services to citizens.

1.2 A The policy response

There is no longer a ‘one size fits all’ solution. There is no solution to energy poverty because it takes so many different forms that the only way to get it right is to define a bespoke approach to each household’s unique circumstances.

Given that energy poverty manifests itself differently depending on the territory, the response that is defined must necessarily be adapted to that territory. Although the territory of good practice is local, the municipality is also part of higher territorial units (regional, national or European) that also categorise, or establish categories with common characteristics, needs and solutions. Energy poverty requires specific solutions that cannot be addressed directly at the municipal level, but rather through collaboration between institutions, multi-administration sectoral working groups and specific collaboration agreements.

To be addressed properly, this requires a huge amount of data, which increases further if you want your approach to energy poverty to be predictive as well as proactive. This is our principal strategic goal.

Furthermore, regardless of the territory, the target population must also be defined as: energy poverty is not limited to the most vulnerable and everyone is exposed to rising energy costs, loss of income or increased consumption due to new members joining the family. Families can quickly fall into energy poverty if a key energy-related or household income parameter changes.

The first indicator of a potential problem will be provided by monitoring the temperature of the home. But how can the administration, in this case the municipal administration, tell whether a family is not turning on the heating because they do not need it or because they cannot afford it? The only way of establishing this is

through data acquisition of a range of other factors that will inform us how well the household is performing. This requires digitalisation and introduces very significant challenges in collecting and integrating the full range of data required to identify if the household is in fuel poverty. Finding a way of capturing these multi-faceted data is the central challenge, and focus, of EPIU.

There is a tension between the responsible and inclusive use of big data/AI and meeting the laws around data protection. In fact, pursuing one may risk running foul of the other.

In parallel, there is a growing lack of trust amongst citizens to sharing personal data as they fear it will be used inappropriately. Understandably, households:

- Who are poor or struggling may be reluctant to admit this to the municipality.
- Will be reluctant to share personal data if they feel doing so might harm or embarrass them.

These concerns are valid and are not limited to citizens. Within municipalities, staff will be reluctant to collect, hold or process citizens' personal data if doing so risks them being fined (should they not adhere to privacy laws).

To overcome this lack of trust by both groups, which extends from citizens to technicians and municipality staff and onwards to politicians, there is a need for a legal, administrative and technological framework that accommodates all stakeholder groups

- within the municipality, those in data protection roles who are ultra-cautious and think that 'the most secure data is data that is not used' through to those who are more laissez-faire and
- citizens who are wary about sharing personal information for fear that their privacy will be undermined and want confidence that what they share will be appropriately protected and used.

This difficult balance must be achieved and is a key focus of the EPIU approach

1.3 The EPIU Project

The EPIU project created a new approach to defining and identifying energy poverty. The approach adopted in Getafe brought together a range of household socio-economic data and through a novel analytical methodology, identified those households and communities that were in energy poverty but which had previously been missed (it also identified those who were previously known to be in energy poverty, but gave the municipality a much richer understanding of the challenges being faced by these households).

It was this novel proposal that led to EPIU being selected for EUI Innovative Actions Programme funding.

The methodology developed by Getafe used local data that captured the unique characteristics of the city and allowed solutions to be developed that were tailored to its citizens' needs.

The *EPIU Good Practice* represents a groundbreaking *urban innovation* that merges *data intelligence with social policy* to identify and mitigate both visible and hidden forms of energy poverty. Developed under the *Urban Innovative Actions (UIA)* programme (2019–2023), EPIU introduced an holistic, three-scale approach - *Home, Building, Neighbourhood* - operationalised through three main tools:

- an *Intelligence Unit*
- a *One-Stop Shop (Healthy Homes Office)*, and
- a suite of *Tailor-Made Solutions*.

Its innovative dimension lies in the integration of *advanced data analytics, citizen-centred design, and multidisciplinary governance*, shifting municipal services from reactive assistance to proactive, preventive action.

Innovative Actions projects are designed to be leading edge and to be adopted by other cities. By adopting an objective, *local* data-driven approach, it will always be necessary to adapt them to the characteristics of the cities choosing to adopt the model. Based on the IA project implementation, it is clear that “copy and paste” approach from a peer city will not work: if the aspiring city does not have the correct data, they will not have the intelligent data required to make robust decisions. This can be because the city:

- does not have a large enough number of analysable samples
- has poor access to existing data,
- has poor quality data, or
- has data available that are not relevant to the issue being analysed (i.e. there is plenty of data but it does not provide the city with insights into whether groups of citizens are in energy poverty).

If any of these scenarios apply, the transferring city will not be able to use the EPIU methodology effectively and will therefore not be able to maximise the benefits for its citizens.

1.4 The URBACT ITN

The **EmPowerIngUs Innovation Transfer Network (ITN)** was established to facilitate the transfer of the **EPIU – Energy Poverty Intelligence Unit** Good Practice from Getafe (Spain) to four European cities: Maia (Portugal), Trikala (Greece), Pomorie (Bulgaria), and Etterbeek (Belgium).

The strategic rationale behind this transfer lies in the increasing need for European cities to address *energy poverty* through *data-driven, socially inclusive, and cross-sectoral solutions*.

EmPowerIngUs aims to strengthen local capacities, promote mutual learning, and adapt the EPIU model to diverse socio-economic and climatic contexts, while also enhancing Getafe’s own approach through feedback from partner cities.

The EPIU UIA project achieved remarkable results within a short period of implementation:

Metric	Impact
Families participating in EPIU measures (Oct. 2024)	2,755 (through Healthy Homes Office)
Savings attributable to EPIU assistance	€900,000+
Houses rehabilitated	48
Actions in residential Buildings (building scale)	8 buildings (160 houses)
Sensored Houses	61
Energy Efficiency Kits delivered	81

The Healthy Homes Office is a central part of the three-scale approach. In Getafe, it has become a trusted, permanent municipal service, providing both technical and social support to vulnerable households through fostering interdepartmental collaboration. Beyond quantitative outcomes, EPIU demonstrated qualitative impacts withing vulnerable citizens’ households:

- improved comfort
- citizens’ enhanced trust,
- strengthened local governance, and
- new models of cooperation between social services, housing, and energy departments.

Recognised as an *URBACT Good Practice in 2024*, EPIU exemplifies how cities can leverage data and community engagement to create inclusive, sustainable, and intelligent responses to urban poverty. Through the *EmPowerIngUs ITN*, Getafe and its partners are scaling this innovation across Europe — turning local learning into a shared European solution for just and resilient cities.

2. THE INVESTMENT PROPOSAL

2.1 Evolution of the project proposal

The Getafe Healthy Homes EPIU Project has made substantial progress since being initiated in 2019 through Innovative Actions funding. It has three defining characteristics:

- A vocation for *Continuity* - it aims to transform pilot projects into structural activities within the municipality
- *Scalability* – through implementing new initiatives areas (both geographical and operational) identified as being priorities by following the EPIU methodology, and
- *Transferability* -mainly as a result of the previous two.

The strength of EPIU's influence is demonstrated by the quality of the data it has captured and acted upon to date. The UIA project made a lot of progress - it has been built-upon significantly by the URBACT ITN. Families that have been able to participate in the measures implemented by the OSS (currently organised into three coordinated service lines: *Energy*, *Energy Communities* and *Renovation*)

The additional data collected the activity of the URBACT ITN is set out in the table below.

Activity	Metric
Healthy Homes Office (Energy)	3,380 households, 8,450 citizens
Community Transition Office (Energy Communities)	49 Information Meetings delivered,
	1,836 citizens contacted
	221 citizens users (133 male, 83 female),
	5 legal entities
	Consultations:190 legal; 274 technical; 216 financial; 158 social, 178 administrative
	Six strategic studies presented.
	Creation of the first Energy Community in Getafe.
Renovations Office	40 building refurbished or in process
Accumulated savings for beneficiaries (through bill optimisation service)	€1,450,838 to date €147,540 per annum for new social electricity subsidies.
Houses/buildings under rehabilitation	Mobilised local funds (household level) of €148,000 in 2024 and €370,000 in 2025
Energy Efficiency Kits delivered	221 kits (€50-€600 each)

The Renovations Office, and its management of regional funds, warrants specific mention. Forty buildings have been refurbished or are in progress. As part of Spain's recovery and resilience plan, Getafe City Council identified a series of Residential Areas for Planned Renovation (ERRP) and submitted them as a proposal for approval to the Directorate-General for Housing and Renovation. Thanks to two ERRP awards, a total of **€7,347,712** has been mobilised for energy rehabilitation works, of which **€3,740,922** has been covered by *NextGenerationEU* funds with the balance contributed by residents of the designated neighbourhoods. A total of **€38,320** has also been mobilised from the corporate social responsibility fund of the Naturgy Foundation (an NGO linked to an energy marketing company) for a Photovoltaic Installation in one vulnerable building.

2.2 Our starting point

The City Council, as the municipal urban authority of the EPIU, has seen how some of its protocols and methodologies have been affected by the lessons learned from the UIA initiative. We can say that Getafe City Council has changed, and is still changing the way it fights energy poverty - we want other municipalities in Europe to be able to take advantage of what we have learned and tailor the EPIU approach to the needs of their cities. This is why we engaged in the URBACT Innovation Transfer Network.

Following the completion of the UIA project, the scope of the EPIU has been expanded from two neighbourhoods to cover all of the municipality's 11 neighbourhoods in the municipality. Twelve different departments of the City Council participated in the EPIU, involving more than 200 technicians, who supported the development of work packages or received training. Since the EUI – UIA project ended in August 2023, many tools, procedures and services have been maintained (mainstreamed) through funding outside of UIA.

The Council recognized the value of continuing the activities carried out at EPIU and supported the following actions being taken:

- Allocated funds to EMSV to continue developing the citizen assistance component of OHS.
- Maintained and developed the municipal data lake through other European projects, in collaboration with a former EPIU partner and [two other innovative municipalities](#) in southern Madrid.
- Promoted and supported the creation or extension of agreements with former EPIU partners so they could continue implementing the measures assigned to them by EPIU to the fullest extent possible within budgetary constraints.
- Redesigned the calls for municipal rehabilitation grants published annually by introducing EPIU energy poverty indicators.

The project starting point in terms of assets and known barriers, are summarised below.

Starting Assets:

- The [Healthy Homes Service](#) is still operational and coordinated with two other services for building rehabilitation and the promotion of energy communities.
- We have developed two [Geographic Information Systems](#), that are maps that provide visual representations of geographic and descriptive data to analyse, manage and visualise spatial information. Connecting the 'where' with the 'what', reveals patterns and relationships in order to improve decision-making. These tools facilitate the 'Self-diagnosis' of citizens and private data that allow for the orientation of social policies. The EPIU methodologies are part of the *Getafe Rehabilitation Strategy* and the development of its Urban Agenda.
- We continue to implement [tailor-made solutions](#) through agreements with former partners (from the delivery of energy efficiency kits and electrical appliances to photovoltaic installations on buildings).
- We have developed a series of [Upgrade Activities](#) as part of our daily efforts to improve innovation. We aim to ensure that these activities not only follow the strategy defined by EPIU to combat energy poverty, but also, as far as possible, have value in themselves and can even be taken as an example by other administrations.
- We continue to deepen our [efforts in the fight against energy poverty](#), improving building efficiency, assessing the city's climate and energy situation, providing public spaces with measures to reduce the impact of climate change, and promoting not only energy communities but also the offices that accelerate them. To this end, we are participating in LIFE projects, technical assistance from EPAH, EUCF, CEAH, EECF and other initiatives in preparation.
- We are [transferring the good practice](#) as Lead Partner in the URBACT ITN EmPowerIngUs.

Barriers:

- [Related to data](#): Artificial Intelligence and Data Protection are two almost opposing fields, and we find that AI specialists are external parties, usually from outside the local authority, whilst municipal data

protection officers (DPOs) are internal and typically lack experience – and in some cases even the necessary training, to manage innovative projects outside their day-to-day duties.

At least in Europe, privacy by design, data traceability, and express consent for the specific use of such data can jeopardise the viability of data-driven social initiatives. Furthermore, the data barrier extends beyond local jurisdiction, as the relevant regulations are drawn up at national level. A key benefit of implementing the EPIU project was that it forced us to organise, classify and reinforce local, direct and indirect data sources so as to get it up and running. Without a robust data system, no AI can draw useful conclusions. This preliminary work has a broader value that is not limited to the tool.

- **Participatory procedures.** You cannot work for citizens without involving citizens. If an initiative is misunderstood and citizens lose trust, it is doomed to fail. It takes a lot of time and effort to gain citizens' trust, and very little to lose it. A digital intervention that complies with regulations does not undermine trust as long as the use of their data is fully explained to citizens. In Getafe, we have always worked on participatory processes based on prior information and training. We have engaged the public, but also (at a different level) with ITN partners through numerous thematic seminars and training modules related to energy poverty.
- **Administrative silos.** National, regional and municipal administrations are not always aligned. Some believe that the most secure data is data that is not used. Mechanisms must be established so that administrations are not afraid to use data for the benefit of their citizens. Furthermore, some fields closely linked to energy poverty, such as urban planning or tax regulations, are extremely difficult to adapt to new realities, even when the three levels of government align.
- **Project planning and day-to-day management:** The regeneration of a city requires these two aspects to come together. Unfortunately, they do not always go hand in hand. The City Council is the best agent for planning the strategic direction of the city, but beyond these guidelines, the daily business of serving the public, that daily and changing management that municipalities owe their citizens, is a major consumer of resources and requires sustained political momentum over time, together with the use of a series of tools that bring it to fruition for the citizens. In any case, once local authorities begin to implement these projects, critical aspects such as the official approval of participation in them, monitoring and follow-up, and the retention of talent through the staff assigned to the project, constitute additional barriers. The tools provided by European projects such as EUI (UIA) or URBACT, with a specific timeframe, a targeted budget and rules to be followed, are excellent for keeping “our axe as sharp as possible” so that we can continue to provide a quality service to citizens.
- **Communication and diffusion:** We are failing to convey the benefits of European projects to citizens and politicians. The challenge is not only to disseminate activities, but to explain the value of innovation transfer: the strategies, methodologies, learning processes and long-term opportunities that European cooperation brings to the city. For citizens, these projects may appear distant, technical or difficult to understand, especially when their benefits are not immediate or visible in everyday life. For political representatives, the added value is not always easy to translate into clear public messages or electoral narratives. But this is in contrast with the image of Getafe within European institutions and networks. They see Getafe as innovative and forward thinking. There is a need to bridge these two perspectives as both are valuable.
- Through **collaboration with other ITN** networks, key issues relating to this topic have been identified, including: viewing communication as more than just marketing, transforming it into a long-term strategic asset; the importance of generating a real impact on the audience; ‘legacy building’ to link projects and enable capitalisation, and above all, the need to translate results into political impact.

2.3 The adapted version of the innovative practice

The EPIU concept focused on identifying and taking action against hidden energy poverty in Getafe, with strategies represented in a “3x3 matrix”:

- First, by acting on three levels (homes, buildings and neighbourhoods)
- Second, using three tools (data, assistance and tailor-made solutions) and finally,
- Third, delivering in three stages (understanding, helping and acting).

In the ITN continuity phase, the matrix is maintained, but instead of limiting its application to the fight against energy poverty, the aim is to broaden the scope to include the promotion of any data-driven social initiative. To this end:

- Access to and analysis of new data is being deepened
- The One-Stop Shop is being enhanced with more services and tools, and
- The implementation of new and existing tailor-made solutions is being maintained.

In addition to energy poverty, there is consideration of comfort and well-being, empowerment and citizen collaboration, awareness-raising and training, and improving cross-cutting working procedures between municipal delegations, as well as ensuring that all of these remain sustainable, digital and gender-equal.

Continuity strategies in progress:

The EmPowerIngUs Upgrade Activities Plan for Getafe (2027–2029) outlines a coordinated sequence of seven Activities (UAG.01–UAG.07) developed by the EMSV and the City Council of Getafe. These actions aim to strengthen digital data management, expand citizen services through the One-Stop Shop, and foster community participation to address energy poverty and enhance local resilience. The plan follows a logical progression: from digital infrastructure (UAG.01–UAG.02) to new services and grant systems (UAG.03–UAG.04), capacity building (UAG.05), interdepartmental coordination (UAG.06), and finally direct action in households (UAG.07).

In addition, there is an overarching, longer-term vision, that has emerged through Getafe's participation in, and leadership of, EmPowerIngUs. This is the creation of the [Getafe Energy Poverty Hub](#) and is developed in more detail below.

Work Plan Outline (UAG.01–UAG.07)

The work-plan comprises seven distinct work packages:

- [UAG.01 – Development of new user management tools](#) - Creation of a web-based user management and file system under EMSV control that includes the new digital forms (UAG.01a) and an online renovation guide (UAG.01b). These tools enable data integration, privacy compliance, and feed GIS maps for analysis.
- [UAG.02 – Feed the EMSV technical and social database](#) - Integration of data from UAG.01 into EMSV's GIS maps, expanding datasets with new layers (e.g., photovoltaic potential, energy demand). This strengthens municipal decision-making capacity.
- [UAG.03 – Integrate a new branch into the One-Stop Shop](#) - Incorporates a new branch for Energy Communities within the OSS, complementing the Rehabilitation and Healthy Homes services. Builds on UAG.01–UAG.02 outcomes to consolidate OSS as a permanent structure.
- [UAG.04 – Design new calls for municipal building renovation grants](#) - Uses data and tools from UAG.01–UAG.03 to launch smarter municipal grant calls, based on vulnerability and geolocation indicators. The 2026 call will be semi-automated for greater efficiency.
- [UAG.05 – School of Wellbeing](#) - Continuation of the former Energy School, promoting citizen workshops on comfort, energy savings, and healthy housing. Developed jointly with Social Services to reach vulnerable families.
- [UAG.06 – Cooling and Heating Plans 2025](#) - Establishes coordination protocols between the Health Department and EMSV for heatwave and cold alerts, ensuring joint communication and protection for vulnerable residents.
- [UAG.07 – New Energy Kits 2.0](#) - Seasonal redesign and distribution of efficiency kits (summer/winter), coordinated with the Red Cross. Delivered before extreme weather seasons, complemented by workshops and household visits.

As introduced above, [UAG.08 - The Getafe Energy Poverty Hub](#) – has been conceived as a permanent platform, coordinated by EMSV and Getafe City Council, to preserve and expand the knowledge generated through EPIU and EmPowerIngUs.

2.4 The integrated approach and the participative process

There are seven core operating principles that will be adopted when implementing the Continuity Plan. These Operating Principles are built around recognising that citizens require tailored, specialist approaches.

1 Integrated approach

Giving what is needed to those who need it.

EPIU is innovative in the sense that energy poverty is not only about people or is energy efficiency – it is only about the homes in which they live. *Both* must be integrated as a whole.

At “EPIU Getafe Hogares Saludables/ Healthy Homes”, we developed a methodology for collecting and analysing socio-demographic and technical data that allow us to identify needs and implement tailor-made solutions without the beneficiary having to advance the money or manage the works. All of this is combined with personalised attention based on highly standardised procedures.

Traditionally, the aid provided by local councils is monetary, covering part of the expenditure that families have already made on measures to improve the energy efficiency of their homes, provided that they meet certain eligibility requirements (mainly relating to family income and the purpose of the renovation itself). Unfortunately, many people who are eligible on the basis of low income do not have the financial capacity to advance the cost of the work, so they cannot be beneficiaries even though they are target citizens. Overcoming this obstacle of upfront investment is key to getting the aid to those who really need it.

The innovation lies in how to make this seemingly simple idea “Giving what is needed to those who need it.”, replicable and transferable.

But why is it difficult to give what is needed to those who need it without leaving anyone behind?

2 Recognise that not everyone is going to raise their hand

So we developed a household cluster approach, based on an analysis of the population and housing of Getafe, to determine their level of energy vulnerability.

*Innovation here involves the management of data under an administrative and legal umbrella that allows artificial intelligence and data protection to coexist. AI models, especially deep learning models, learn from enormous amounts of data. These data often include **personal or sensitive information**. Without the data, AI cannot improve, but using it can lead to breaches of the GDPR (General Data Protection Regulation), especially the criteria of data minimisation or the principle of purpose limitation required by data protection laws. **If the data owner is the administration, many of these obstacles are more easily overcome.***

3 Recognise that not everyone can identify the most effective measures for them and their situations

That is why we defined a catalogue of measures to address energy poverty and linked it to each of the clusters. This approach enabled us to identify the optimum set of measures that were best-suited to each population cluster.

A lack of basic knowledge and awareness among citizens prevents them from making the most of the financial resources that the City Council can make available to them.

In this case, innovation comes from the design of decision trees that guide citizens in their decision-making process and, at the same time, reduces the intervention of technicians to areas that are absolutely necessary, thereby optimising the use of municipal resources. Soon, this methodology for assigning the most effective measures for each home, will be systematised. With the help of AI, it will no longer require the exclusive knowledge of experts and the completion of energy audits in homes. It will be implemented automatically, based on data and with less dependence on technical personnel.

4 Recognise that not all citizens have access to aid

We designed a One Stop Shop (OSS) that not only provides information, but also helps citizens through the process and gains their trust. If a family requests help, but the request is made to a service that cannot respond to that problem, it can be difficult for them to obtain information, technical resources or assistance they need. This is why EMSV have designed a One-Stop Shop that not only provides information but also helps citizens to complete paperwork, especially around family's needs and locating the resources necessary to meet them. This support is provided regardless of the municipal areas involved. Finally, as the Office shares data and has access to the data lake, it can also monitor and evaluate the effectiveness of a broader range of assistance measures and make sure they are having the required effect.

Here, the innovation lies in how personalised attention is linked to the systematisation of methodologies and data collection. By 'systematising methodologies', we mainly refer to linking the needs identified in users to the measures required to address them. However, we also refer to other complementary methodologies such as: common training for all office workers; the definition of user referral channels between different areas (energy, rehabilitation, energy communities); or the establishment of a service catalogue with defined workflows. We also collect data in a standard and consistent manner so that all decisions made are 'data-driven' and reliable.

5 Recognise that not everyone has the financial capacity to fund renovations of their homes.

This is a key challenge and one that will face all cities, especially in the current economic climate.

In response, we are designing a series of innovative renovation grants which, unlike traditional grants, do not require families to pay the cost of improving their homes in advance. Instead these families benefit from soft measures (advice) or hard measures (architectural renovation) free of charge which lowers the barriers to action.

In future financial years, EMSV's objective is to simplify calls for proposals by using clear indicators such as income and energy consumption and linking these through an Energy Poverty Indicator. We will maintain the more comprehensive system with all the data on energy poverty and location in line with what has been delivered to date, including the management of more complex calls for proposals which will also generate more learning for the future.

In 2027, the objective is to move towards multi-year calls for "aid in kind" which will allow the execution of works by EMSV as delegated promoter. We will build on the approach adopted successfully within the scope of the EPIU Getafe Healthy Homes project, but will now include a specific focus on integrating the multi-year calls into mainstream municipal operations.

6 Recognise that we cannot always quantify the improvement

We cannot always quantify the improvement in Energy efficiency performance of homes after our interventions have been made. There is a balance to be struck between capturing data on energy performance and interfering in peoples' lives. There must also be a recognition that improvements in household comfort may not all be quantitatively measurable.

We are redeploying (reusing) the energy data capture system used in EPIU and applying it to new renovation projects. This will allow us to assess the improvement in the energy performance of homes occupied by members of our new energy communities and, separately, buildings that have been equipped with solar photovoltaic installations. This will provide continuity in the EPIU methodology and will help to identify the changes in our approach that lead to better outcomes.

Going from a *reactive* to a *proactive* approach requires a huge amount of data, which increases even further if you want your approach to energy poverty to be predictive. The ultimate goal is to be able to anticipate citizens' needs and be prepared to provide solutions before their needs arise.

7 Participation is at the heart of the EPIU process

People are at the heart of innovative processes, whether they focus on technology, services or data. When we talk about innovative cities, we are not just talking about physical buildings or technological processes, but also about participatory processes and critically about how these benefit citizens' lives.

Citizen-centred projects such as EPIU ultimately focus on benefitting people, but do so through extensive and intensive use of data and artificial intelligence. We maintain this citizen focussed approach as behind every regulation, technology and public service, there are human decisions, values and lives that intersect.

We often think of the city as a set of systems, organisations or services, but the city is, above all, the sum of its inhabitants. It is not the data that gives it meaning, but the people who generate it and the life experiences it reflects.

Cities are shaped by people, ruled by people and enjoyed by people. If there are good decision-makers, good project managers and a engaged citizens, any city, regardless of its "innovation" starting point, has the potential to improve its services and the lives of its citizens.

Even though the UIA EPIU project ended almost three years ago, its project interventions continue to improve people's lives with new calls for renovation, new tools to combat energy poverty and new projects to maintain momentum. For Getafe, the 12 city council departments, 40+ technicians engaged in the project and the more than 3,000 families assisted are all proof that this integrated, data-driven approach works and is effective.

The following sections delves deeper into the proposed actions comprising the Continuity Plan

3. THE ADAPTED INNOVATION PROJECT

3.1 The Value Proposition

The value proposition respects three key principles:

- *A participatory approach in which we do not work for citizens but with citizens;*
- *Monitoring cross-cutting URBACT themes (Green, Digital and Gender Equality); and*
- *the Governance System.*

Why is EmPIU necessary?

Energy poverty is a problem that exists in all cities and affects large groups of the population (typically [25%](#)). The usual methodology adopted by local authorities systematically excludes those who suffer from ‘hidden’ energy poverty. *Hidden* energy poverty does not always appear in studies but can be inferred through using indicators that are not normally included in the “list of four¹” energy poverty criteria.

- [Excessive expenditure](#), where energy poverty manifests itself in energy costs that are excessive relative to income, which may deprive people of other basic needs.
- [Insufficient expenditure](#), where energy poverty leads to self-rationing due to an inability to meet energy costs adequately, resulting in only minimal needs being met.
- Inability to maintain an [adequate temperature](#) in the home.
- [Delays in paying bills](#) as a sign of an inability to meet this cost.

A proactive system to combat energy poverty is essential, but requires comprehensive household data to be effective. If you can gather these data, the effectiveness of the aid provided increases, as does the ability to measure its effects - this dramatically increases the effectiveness of the Municipality’s investments.

What are the specific areas of added value that EmPIU provides to your city?

Leveraging private investment in GHG reduction at city level through engaging the general population in:

- Awareness-raising,
- Training on energy poverty and energy efficiency

Social measures are proposed based on data, not on localised complaints or subjective perceptions.

Focusing on data-driven customer service does not preclude the analysis of subjective data collected from users of the OSS. Unlike reactive policies shaped in response to recurring complaints or protests, feedback gained through the OSS semi-structured interviews process are positive, balanced and can also be quantified and analysed to inform the best response. Measures taken following this approach are based on fact and inform better decisions. This is because our process allows for data traceability and transparency - if a local authority social initiative is called into question, analysing the underlying data underpinning the decision is always possible.

The ability to monitor and evaluate an initiative’s outcomes, in addition to optimising resources, can be a lever for obtaining more funding for energy poverty within the competitive funding environment with which municipalities operate. It is important to note that European projects, including those focused on knowledge transfer, *generate economic benefits for the city*.

The EPIU methodology, due to its transparency and traceability, generates trust among citizens which helps the initiative to reach more people.

¹ REPORT ON MEASURES TO COMBAT ENERGY POVERTY AND UPDATE OF INDICATORS 2018–2024. Ministry for Ecological Transition and Demographic Challenge. Government of Spain

There is recent evidence that EU citizens, especially the most disadvantaged and those who are most dependent on municipal assistance, distrust the use of personal data. In the case of EPIU, this trend has not been observed, because the data collected for analysis is collected face-to-face at the office and citizens sign a consent form covering its use. The involvement of social and administrative workers trained in dealing with vulnerable people in the process reinforces a sense of trust.

Who will benefit most from EmPIU and how will the project benefit them?

Urban authorities: It provides innovative and genuine communication elements that highlight the value of municipal management and aligns the government team with innovative initiatives, resulting in better communication between politicians and citizens.

Administration staff: It allows them to be more effective in the provision of services. The systematisation of processes and access to data without the intervention of the aid reduces management times and optimises human resources.

Citizens: Social policies can also reach those who do not apply for aid due to lack of knowledge or capacity. When they do, they also provide specific solutions to citizens' needs as a result of the analysis of their socio-demographic and building characteristics.

Associations and NGOs: By considering energy poverty as a condition that affects all citizens, it is possible to strengthen contact with users or members, enhancing the effectiveness of the actions of these associations.

Business community: private companies, mainly construction companies, energy managers, installers of air conditioning equipment or thermal insulation materials can respond to the new demands for energy efficiency products that have emerged in light of the training and awareness campaigns carried out as part of the project. This new energy market, which is necessary to respond to residents committed to energy efficiency, provides these private companies with the opportunity to open new lines of business, train their staff and access a wider audience. Public companies can establish themselves as innovative agents, obtain financing and retain talent.

Which of the most recent or long-term challenges can it tackle that cannot be tackled by other initiatives?

Getafe has made a significant shared effort to establish sustainable development and promote innovation from different local perspectives in order to leverage sustainable development economically, socially and environmentally.

However, and generally, without detracting from the achievements of others, initiatives in municipalities similar to Getafe *do not* explicitly link diagnosis with intervention or technical data with socio-demographic data. The EUI EmPIU project identified that these links are critical for the effective identification of *real* household energy poverty - without the implementation of these cross-cutting measures and their monitoring, the diagnosis of energy poverty remains partial and incomplete.

To our knowledge, no other municipality has implemented as comprehensive an approach where citizens are the central focus and are placed at the heart of the assessment. This generates a level of community buy-in and participation that is unmatched elsewhere. It has given the project novel, high-quality household quantitative data that complements the qualitative data that has been collected to date. This structured, quantitative cross-departmental data is central to the EmPIU approach, and places it in a unique position to be able to identify and address real household energy poverty.

There are major initiatives under development in Getafe linked to the development of an urban agenda that aims to base urban decisions on evidence obtained from data analysis. These are pursued by the municipality to improve efficiency and transparency in municipal management and optimise the social,

economic and climate impact of urban development. The lessons learned from EPIU are being taken into account in the design of the [Getafe Urban Agenda](#).

What is unique about EmPowerIngUs that doesn't exist in existing or planned local delivered by you, your partners and other stakeholders?

The potential for transferability and scalability has been built into EPIU / EmPowerIngUs from the outset. We do not believe that other initiatives incorporate methodologies for cross-sector collaboration, a commitment to sharing data and metrics across diverse activities, or the ability to bring people and technologies together; and even when they do, this has not been done with a focus on energy poverty.

If households in real energy poverty are to be identified, then it is essential that cross-departmental data is collected and organized in a consistent way and with strong engagement from the citizen. EmPIU enables this to happen efficiently and effectively.

What would you gain by implementing EmPIU that you would not gain through other initiatives?

EPIU played a leading role in the fight against energy poverty and in the just energy transition, achieving notable success both within and outside Getafe. Although this question is more directed at project partners, for us as Lead Partner, implementing the upgrade activities defined in this Continuity Plan is key to extending the impact achieved through EPIU. This growth is not just time-based – it also covers a larger geographical area of the city.

3.2 [The workplan](#)

The set of *Upgrade Activities* developed by EMSV and Getafe City Council form a progressive roadmap, where each action feeds into or enables the next. The Plan's project schedule started in June 2025 and is expected to continue indefinitely - however EMSV has established a three-year budgetary horizon from September 2026 covering medium-term implementation. The Plan brings together technology, data management, citizen participation and social action to reduce energy vulnerability in the municipality, as can be seen in the testing actions described in *Upgrade Activities GETAFE Report*. [These form the basis of the seven Upgrade Activities areas being taken forward within this Continuity Plan:](#)

- UAG.01. Development of new user management tools.
- UAG.02. Feed the EMSV technical and social database.
- UAG.03. Integrate a new branch into the One-Stop Shop:
- UAG.04. Design new calls for municipal building renovation grants.
- UAG.05. "Escuela del Bienestar" "School of Wellbeing":
- UAG.06. Cooling and heating plans for 2025.
- UAG.07. New Energy Kits 2.0.

The chronological and functional order of the Upgrade Activities shows a logical evolution: from digitisation and data management (UAG.01–02) to service expansion (UAG.03–04), citizen training (UAG.05), health coordination (UAG.06) and practical action in homes (UAG.07). Additionally, UAG.08 - The Getafe Energy Poverty Hub – has been conceived as a permanent platform, coordinated by EMSV and Getafe City Council, to preserve and expand the knowledge generated through EPIU and EmPowerIngUs.

This phased model ensures consistency, institutional continuity and a real impact on improving energy well-being in Getafe.

1. UAG.01 – Development of new user management tools 07/2025-Ongoing

At its heart, the EmPIU model is built on data. Part of its novelty is that it brings together different Municipal departments which collect (new) data in a consistent way. The starting point of the Plan is the development of a new version of the user and file management system, based on web forms and a centralised application that replaces the old, stand-alone, Excel records.

This system, managed by the EMSV (until an eventual hand-over to the Municipality), will enable the recording, protection and analysis of data on households served by the Healthy Homes Office (HHO), the Office for Communal Transformation and the Energy Efficiency Renovation Office.

Two key products will be derived from this:

- **UAG.01a:** File management application (first hosted locally but with a view to connecting to the municipal database when these become available). First version was completed in August 2023 – this has been updated with the most recent (third) version issued in 2026.
- **UAG.01b:** Public web guidance on energy renovation advice, which will serve as a basis for future grants. European funds granted in June 2026, which will allow the recruitment of external technical assistance to develop a new open tool. The primary challenges will be to:
 - systematise and validate EPIU's decision trees and questionnaires;
 - convert these into a user-centred interactive tool for automated triage with recommendations (energy poverty and severe energy poverty); and
 - set the follow-up protocol for the One-Stop-Shop/Healthy Homes Office and social services which will have a priority focus on the just energy transition.

2. UAG.02 – Feeding the EMSV's technical and social database (July 2025 – Ongoing)

All data generated by the new system (UAG.01) has been integrated into the *EMSV GIS data and map viewer*, reactivating the updating of socio-energy information.

Initially, two websites were launched: a public website offering data on the municipal register and land registry to the general public; and a separate private website (for the municipality) displaying social and technical indicators relating to energy poverty and energy efficiency in graphic form.

Subsequently, based on the private website, more layers of information have been added to include:

- the shading of public spaces
- the potential for photovoltaic installations on roofs and their relationship with energy communities, and
- another on solar radiation in the municipality's buildings.

These constitute the *core information* on which the following Upgrade Activities (subsidies, services and campaigns) will be based.

3. UAG.03 – Integration of a new branch in the One-Stop Shop (July 2025 – Ongoing)

With the digital infrastructure already operational (UAG.01–02), the *One-Stop Shop* comprehensive service can be expanded to include a *third branch dedicated to energy communities*:

- The EMSV organises rehabilitation and retrofitting issues around three main elements:
- the Healthy Homes Office (OHS),
- the Rehabilitation Offices, and the promotion of Energy Communities and shared self-consumption, all of which together form a One-Stop Shop.

The OHS mainly deals with citizen care and support, by helping citizens to sign up for residential energy service contracts, as well as optimizing energy bills (rates, capacity charges, and taking advantage of promotional offers, if applicable) as a one-stop shop. This aspect is key to the functioning of the Rehabilitation Offices, which are positioned as a more general unit for the entire municipality's services and other specific units for programmes, the latter offering very specific and technical support on energy. A third level also includes assistance and advice on Energy Communities and shared self-consumption (originally the OTC - IDAE programme).

The aim is to unify citizen services, provide advice on self-consumption, aerothermal energy and storage, and facilitate the creation of local shared energy networks.

This integration lays the foundations for a *stable and permanent municipal structure* for energy transition.

4. UAG.04 – Design of new calls for renovation grants (May 2026 – Ongoing)

Taking advantage of the tools and data generated by UAG.01, UAG.02 and UAG.03, *new calls for municipal grants* for building renovation are being designed.

Although it was initially planned to be implemented in the 2026 calls for proposals, it will be at least 2027 before applications are processed using smart forms connected to the municipal data lake, allowing selection criteria to be based on the energy vulnerability index (income + energy expenditure).

Once developed and verified, it will be possible to publish an innovative call for proposals, optimising resources and focusing public investment.

5. UAG.05 – School of Well-being (September 2025 – Ongoing)

In parallel with the deployment of digital tools, the *School of Well-being*, building on the EPIU project's 'Energy School', is being launched.

Through face-to-face workshops delivered in conjunction with Social Services, awareness of thermal comfort, energy saving and healthy habits will be promoted.

This action acts as an *educational and support component* for families benefiting from OSS aid or services.

6. UAG.06 – Heating and cooling plans (Sept 2025 – Ongoing)

Interdepartmental coordination between *Municipal Health Area* and *EMSV* is strengthened with the creation of *joint protocols for heat and cold waves*, sharing alerts, information materials and workshops.

This action depends in part on the OSS structure (UAG.03) and the user base managed in UAG.01, enabling the most vulnerable households to be identified and engaged effectively.

7. UAG.07 – Energy Kits 2.0 (October 2025 – Ongoing)

The *Energy Efficiency Kits* programme designed during EPIU, has been continued through a formal agreement between Red Cross and EMSV. The kits have been designed with input from the Red Cross. Based on pilot feedback, the timing of the kits' distribution is critical. In the warmer months, kits focus on helping households keep cool while in the colder months, they are designed to help households keep warm (if kits for the "wrong" season are issued, recipients don't see their purpose).

The redesign of the kits, aligning their content with external ambient temperature and coordinating their delivery with the Red Cross, complement the training activities of the School of Wellbeing (UAG.05) and the health and thermal comfort measures of UAG.06. This closes the Plan's cycle with direct interventions that support the most vulnerable households.

8. UAG.08. - The Getafe Energy Poverty Hub

Strictly speaking, this is not a specific action area, rather it will see a very significant evolution of the project and it will have a critical influence on the overall impact deriving from EmPowerIngUs. Its objective is to consolidate Getafe as a European reference location for integrated energy poverty policies, combining data, housing, health, energy and social support.

It will comprise a permanent cooperation, knowledge-sharing and city-support platform coordinated by EMSV and Getafe City Council. Building on the experience of EPIU and EmPowerIngUs, it will preserve and update their methodologies, support their adaptation to different urban contexts and strengthen Getafe's position as a European reference in the fight against energy poverty.

The Hub will combine a resource repository, initial technical guidance, training, city-to-city exchange, support for pilot actions and the development of new European partnerships and projects.

The Hub will help other cities to assess their needs and progressively adapt their tools and methodologies. Its main activities will include creating a knowledge repository, providing initial guidance to cities, promoting peer learning, delivering training, supporting pilot actions and developing new European partnerships and projects.

The Hub will operate as a cross-cutting activity linked to all actions in the Continuity Plan, using their results and international experience to improve Getafe's policies. Its implementation is expected to begin during 2027 (with a minimum feasible service), followed by an initial operational phase in 2028 and consolidation from 2029 onwards.

Its success will be assessed according to its capacity to maintain cooperation, generate useful knowledge, mobilise funding and improve public policies and services for citizens.

3.3 Governance and delivery model

Getafe is delivering the Upgrade Activities Plan (UAG.01–UAG.07) through a *light, accountable governance structure* led by EMSV and anchored in the *One-Stop Shop (OSS)* ecosystem. The model is designed to ensure continuity beyond the project by embedding Upgrade Activities into existing municipal service pathways under the umbrella of just energy transition (energy poverty support, housing rehabilitation and energy communities), rather than treating them as isolated pilots.

Governance and delivery principles

The governance and delivery model follows five principles:

- **Service integration:** Upgrade Activities strengthen day-to-day service delivery (OSS), avoiding parallel structures.
- **Cross-department coordination:** energy poverty requires joint work between technical, social and health-related services.
- **Data responsibility:** roles and procedures ensure robust data quality and compliant data handling.
- **Learning loops:** each Upgrade Activity generates usable outputs and feedback for continuous improvement.
- **Scalability:** outputs are designed to be replicable and expandable after the testing phase.

Governance structure and decision-making

Three governance elements ensure effective future delivery.

1 EMSV Steering & Coordination (Working Group)

A dedicated EMSV working group - linked to the “Projects and Innovation” and “Residential Energy Rehabilitation and Regeneration Management” departments - coordinates all TAGs. It provides strategic direction, secures resources, aligns partners, and validates key deliverables (tools, protocols, datasets and monitoring outputs). Where needed, the group mobilises legal/financial and administrative support (procurement, agreements, budgeting, compliance).

2 Operational delivery via the One-Stop Shop (OSS)

Implementation is anchored in the OSS as the core interface with households and communities. The support is organised around three coordinated service lines:

- [Healthy Homes Office / energy advice](#) (front-office intake, guidance and follow-up),
- [Rehabilitation Offices](#) (technical pathway towards renovation),
- [Energy Communities support](#) (Office for Communal Transformation – OTC).

This structure ensures that pilots translate into *real workflows*: intake → assessment → support → follow-up.

3 Delivery partners and external support

Each testing activity engages a bespoke combination of internal municipal units and external partners (service providers, NGOs and knowledge partners). Partnerships are formalised through appropriate agreements or procurement procedures, ensuring continuity, accountability and clear responsibilities.

Delivery responsibilities per TAG (summary)

- [UAG.01 – User management tools](#): led by EMSV/OSS; delivered with IT/technical support to improve intake, case management and follow-up workflows.
- [UAG.02 – Database & GIS visualisation](#): led by EMSV/OSS; delivered with data/GIS support to structure, map and interpret energy poverty data and related layers for diagnosis and monitoring.
- [UAG.03 – OSS expansion \(Energy Communities branch\)](#): led by EMSV/OTC; delivered through the OSS to integrate community energy support in a single service pathway.
- [UAG.04 – New renovation grants](#): led by EMSV with the Municipality; uses UAG.01–03 outputs to design smarter, more targeted and monitorable support schemes.
- [UAG.05 – School of Wellbeing](#): jointly led with Social Services; delivered with partners to strengthen empowerment and behaviour change linked to OSS referrals.
- [UAG.06 – Cooling & heating plans](#): jointly led by the Health Department and EMSV; delivered through seasonal protocols and targeted outreach.
- [UAG.07 – Energy Kits 2.0](#): delivered by EMSV with the Red Cross (agreement-based delivery) to enable targeted distribution and follow-up.

Mini-RACI :

- [Accountable \(A\)](#): EMSV (overall accountability for TAG delivery and integration into OSS).
- [Responsible \(R\)](#): TAG Leads within EMSV/OSS (execution and day-to-day management of each TAG).
- [Consulted / access to their data \(C\)](#): Municipality departments (Social Services, Health, IT, Legal/Procurement, Finance) and key delivery partners (e.g., Red Cross, technical providers).

- **Informed** / feedback given **(I)**: municipal leadership, relevant stakeholders and the wider OSS ecosystem (for alignment, uptake and scaling).

Coordination and reporting routines

Coordination is ensured through regular working group meetings and TAG-level check-ins, focusing on: (i) progress against milestones; (ii) risk management and dependencies; (iii) quality control of outputs (data, tools, protocols); and (iv) documenting lessons learned to support scaling and transferability

3.4 Overall project schedule

The project activities and dependencies can be summarized as follows.

Code	Action	Lead Team	Collaborators	Timeline	Dependencies
TAG.01	User management tools.	HHO / EMSV	IT Dept, Khora Urban Thinkers, UC3M.	Jul 2025–Ongoing	Independent
TAG.01a:	File management application.	HHO / EMSV	IT Dept, Khora Urban Thinkers, Astibot, UC3M.	Dec 2025 – Ongoing	Independent
TAG.01b:	Public web guide for energy renovation advice.	HHO / EMSV	EMSV, We Are Strings.	June 2026 – Feb 2027	Independent
TAG.02	Database integration	HHO / EMSV	EMSV, IT Dept	Jul 2025– Ongoing	TAG.01
TAG.03	OSS new branch	OTC / EMSV	Energy Communities	Jul 2025– Ongoing	TAG.01–TAG.02
TAG.04	New renovation grants	EMSV / Municipality	Getafe Municipality, EMSV.	May 2026– Ongoing	TAG.01–TAG.03
TAG.05	School of Wellbeing	EMSV / Social Services	Naturgy Foundation	Sep 2025– Ongoing	Independent
TAG.06	Cooling & heating plans	Health Dept. / EMSV	EMSV, UPM.	Jul 2025– Ongoing	TAG.01–TAG.03
TAG.07	Energy Kits 2.0	EMSV / Red Cross	EMSV / Red Cross	Oct 2025– Ongoing	TAG.05–TAG.06

4. BUDGET

4.1 Project costs

Code	Action	Lead Team	Budget
UAG.01	User management tools	HHO / EMSV	229.200,00 €
UAG.01a:	File management application.	HHO / EMSV	312.000,00 €
UAG.01b:	Public web guide for energy renovation advice, ,	HHO / EMSV	296.400,00 €
UAG.02	Database integration	HHO / EMSV	580.800,00 €
UAG.03	OSS new branch	OTC / EMSV	289.800,00 €
UAG.04	New renovation grants	EMSV / Municipality	70.200,00 €
UAG.05	School of Wellbeing	EMSV / Social Services	49.680,00 €
UAG.06	Cooling & heating plans	Health Dept. / EMSV	181.200,00 €
UAG.07	Energy Kits 2.0	EMSV / Red Cross	229.200,00 €
TOTAL			2.009.280,00 €

4.2 Investment sources

Detail on the potential investment sources is included in Appendix 1.

5. MONITORING AND EVALUATION

5.1 The Monitoring and evaluation approach

The monitoring and evaluation framework for EPIU is structured around a “logic model”. This shows the relationship between the:

- **Activities** – are the actions implemented by the Municipality
- **Outputs** – are the tangible measures that can be attributed to the *Activities* that are delivered.
- **Outcomes** – are what will be achieved through others acting in response to the Municipality’s Activities
- **Impacts** - are the long-term improvements or changes in energy poverty and disadvantage that the Municipality strives to achieve.

To differentiate between *Outputs* and *Outcomes*, we have used the following definitions:

- The Municipality has control (through its delivery) over the Outputs.
- The Municipality does not have control over the Outcomes – the achievement of these requires others (usually the target groups/beneficiaries) to take an action that is stimulated by their engagement on the Municipality’s activities and outputs.

The monitoring and evaluation framework is structured around two distinct activity areas:

- **Monitoring** progress against outputs and activities set out above.
- **Evaluation** - An evaluation of the effectiveness of the full set of interventions delivered over the three years from 2027-2030.

5.2 Monitoring & Evaluation

Project Monitoring

EMSV will introduce a programme of data capture and measurement designed to record progress against activity targets. Where possible, these progress measurements will be collected automatically through the design (coding) of the data lake system. This will capture not just the activities of EMSV but also those of other municipal departments. *Activity* and *Output* measures collected in this way will require technicians to record their interactions on to the evolving EPIU management system. These data will include information on vulnerable groups, households, and citizens. Engagement to date with other municipal departments has been good and it is anticipated that their ongoing support in maintaining good quality management systems for vulnerable groups will continue.

EMSV will review progress formally every 12 months. This assessment will be included as part of the wider municipal integrated progress audit structure. These annual performance data will be analysed and presented in a progress report. This will show progress of activities, outputs and outcomes, along with an assessment of the relevance and validity of the measurement criteria being used.

Project Evaluation

A project evaluation will be undertaken in 2030. It will assess the delivery of the work programme, its progress against plan, and the outputs and outcomes generated. It will look explicitly at the improvement of the municipality’s delivery of support to those in energy poverty. Given the (notable) reach of the EPIU methodology, and the effect it is having on other municipal departments through engaging them in the adoption of new processes and capturing data that can be added to the municipal data lake, the evaluation could aim, where appropriate, to identify the value that has been derived by other municipal departments.

Specifically, the evaluation will consider how the EPIU model has benefited the municipality's wider engagement of vulnerable groups and its delivery of services to meet their needs.

An executive summary of the evaluation report may be made public.

(A tabular representation of the Continuity Plan logic model is provided below).

Topic	Activities	Outputs	Out comes	
			Short-term	Long-term
UAG.01	Develop new user management tools			
	Develop the user and file management system Engage actively cross municipality teams	New File Management application created New households added to database Municipal teams/departments engaged in the development of the new systems	New vulnerable households engaged with the Municipality	Increase in the number of files created per office staff member Regular progress reports available.
	App Development	New Public Web Guidance produced and published	Public App launched	Phase II and III : OHS/ EMSV users Simulations.
UAG.02	Feed the EMSV's Technical & Social Databases			
	Integration of Municipality Technical and Social databases	https://hub.urbanstudio.es/urban-plan	Urbanstudio GIS database	single municipal GIS viewer: Public portal Restricted portal (staff and stakeholders)
	Integration of Municipality Technical and Social databases	https://visorprivadoemsv.emsvgetafe.org/	EMSV GIS Visor privado database	
UAG.03	Integrate a new activity branch into One Stop Shop			
	On-going integration of energy service support and advice. This will include advice on <i>Energy Communities</i> and <i>self consumption</i> .	Enhancements to the municipality's intelligence systems that allows for greater data-sharing and intelligence gathering on vulnerable households Energy Communities contacts Self Consumption Households contacts Access to European funding through participation in European projects.	New system moves from EMSV control to the Municipality (i.e. adopted by the Municipality) Energy Communities created or expanding Self Consumption Households acquiring self energy systems 04 New EU Funded Projects	New system moves from EMSV control to the Municipality (i.e. adopted by the Municipality) Energy Communities created or expanding Self Consumption Households acquiring self energy systems New EU Funded Projects initiated
UAG.04	Renovation Grants - Programme of new calls			
	Continued refinement of the datalake	More comprehensive datalake Households identified as potential Grant beneficiaries Grant funding sources identified	Grant funding attracted for Renovation projects New PV installation grants Budget Line	Grant funding attracted for Renovation projects Promoting self-consumption: complementary measures to the installation of PV systems (e.g. making rooftops available to energy communities).
	Design of new smart forms	New 'smart forms" produced & finalised. Vulnerable households are receiving support to complete new application forms. Households on existing Municipal systems will be transferred (in new form structure)	New 'smart forms" formally adopted by Municipal departments Households express interest in new Grants Households apply for new Grants	Analysis of the data from the application forms yields lessons learnt.
	Identify priority groups to target	An agreed set of priority target groups identified Initial, bespoke, service offers developed for key groups	(covered above)	New initiatives and funding schemes are designed, and budgets are reallocated from other, lower-priority areas.
UAG. 05	School of Well-being			
	Review design, activity and effectiveness of <i>Energy School</i> . Work with Social Services Department to identify key design elements of a new <i>School of Well-being</i> that will have a broader offer, but focused on those who need it most	Formal design strucutre for School of Well-being. Design of citizen engagement workshops Deliver citizen workshops each year Take forward actions with vulnerable households each year (through workshops)	Measure energy poverty improvement in assisted households Aim for annual bills reductions in assisted households	Users of the Energy School join the ranks of volunteers, creating a ripple effect. Check earlier text to add this
UAG.06	Heating & Cooling Plans			
	Work with Municipal Health Area to create joint protocols for hot and cold weather, sharing alerts, information and workshop delivery [Assumes UAG. 03 and UAG. 01 are already producing outputs so that vulnerable households have been identified]	Develop joint protocols produced. Municipal Departments engaged in the development of protocols	Protocols adopted by Municipal Departments	Creation of a system of personalised alerts based on local climate zones, the quality of the building in which they live, and their age and any disability they may have.
UAG. 07	Energy kits 2.0			
	Distribute new Energy Kits to vulnerable households (split across summer and winter)	Distribute Summer Energy kits Distribute Winter Energy kits	Improved living conditions of vulnerable households	Improved well-being and health of vulnerable households

Appendix 1

Potential Investment Sources

Action name:	UAG.01-a: File management application.
Objective	Systematization need: Peak periods (recruitment drives, campaigns) bring the department to a standstill. Unreliable manual data entry. Lack of a public interface Compliance with data protection Compatibility with other databases
Project Type	Digital Transformation /Economic Development
Funding sources	BY CATEGORIES: Digital transformation: Digital Europe, ERDF Economic development: ESF+, ERDF BY TIMELINE Phase 1: (Pilot): URBACT Phase 2: Implementation. Horizon, LIFE Phase 3: Maintenance: Local budget
Sources fitting	EUI-IA: Capacity building. Horizon 2030: Improving public services and innovative projects for citizens. LIFE: CET Sub-program: Projects to remove market barriers that hinder the transition to energy efficiency. Local Budget: IT and digital administration / EMSV OSS ERDF: Competitive & Smarter administration, locally-led development, digital transformation. Digital Europe: Digitization of public services and businesses.
Co finance / Match Funding	Local Funds: Improves office productivity. Reduces staff costs. Revenues: Municipal management contract / revenue from cooperation agreements with other municipalities.
Timeline	Phase 1: (Pilot): - Phase 2: Implementation. - EUI-IA Phase 3: Maintenance. - Local budget: OSS.
Key Partners and Stakeholders	Key Partners & Stakeholders. - IT municipal Area. - Housing Delegation. - Urban planning Delegation - Private companies: Astibot - UC3M University

Action name:	UAG.01-b: Digital diagnostic and decision-support tool
Objective	• Lack of a technology partner • Lack of data • Lack of a public interface • Definition of customized solutions. • Compliance with urban planning regulations / data protection
Project Type	Green transition / Digital Transformation / Social Innovation.
Funding sources	BY CATEGORIES: Social innovation: ESF+, Philanthropy Digital transformation: Digital Europe, ERDF Economic development: ESF+, ERDF BY TIMELINE Phase 1: (Pilot): URBACT Phase 2: Implementation. Horizon, LIFE Phase 3: Maintenance: Local budget
Sources fitting	URBACT: <i>EmPIU Conceptualization.</i> Horizon 2030: <i>Improving public services and innovative projects for citizens.</i> LIFE: <i>CET Sub-program: Projects to remove market barriers that hinder the transition to energy efficiency.</i> Local Budget: <i>IT and digital administration.</i> ESF+: <i>Social inclusion, modernization of social protection systems (Rehabilitation grants)</i> Philanthropy: <i>Community foundations and CEL multiplier effect.</i> ERDF: <i>Economic development: creating demand for energy efficiency renovations.</i> Digital Europe: <i>Digitization of public services and businesses.</i>
Co finance / Match Funding	EUI: <i>Price improvements through the consolidation of projects. Reducing uncertainties lowers the project budget.</i> EPAH: Energy Poverty Advisory Hub: <i>Technical Assistance: Phase 1</i>
Timeline	Phase 1: (Pilot): • Conceptualization: URBACT. • Pilot: EPAH III. Phase 2: Implementation. • Horizon 2026. • LIFE 2025 Phase 3: Maintenance. • Local budget: OSS.
Key Partners and Stakeholders	Key Partners & Stakeholders. • IT municipal Area. • Housing Delegation. • Private companies: Strings. • Getafe Potencia LEC. • ...

Action name:	UAG.02: Database integration
Objective	• Lack of a technology partner • Lack of data • Lack of a public interface / Governance system • Compliance with data protection
Project Type	Digital Transformation
Funding sources	BY CATEGORIES: Digital transformation: Digital Europe, ERDF, NextGenerationEU (national funds) BY TIMELINE Phase 1: (Pilot): UIA Phase 2: Implementation. Horizon, LIFE, EUI-IA. Phase 3: Maintenance: Local budget
Sources fitting	<i>URBACT: EmPIU Conceptualization.</i> <i>Horizon 2030: Improving public services and innovative projects for citizens.</i> <i>LIFE: CET Sub-program: LIFE-2026-CET-DIGITAL</i> <i>Local Budget: IT and digital administration.</i> <i>ESF+: Social inclusion, modernization of social protection systems (Rehabilitation grants)</i> <i>Philanthropy: Community foundations and CEL multiplier effect.</i> <i>ERDF: Economic development: creating demand for energy efficiency renovations.</i> <i>Digital Europe: Digitization of public services and businesses.</i>
Co finance / Match Funding	
Timeline	Phase 1: (Pilot): • Conceptualization: URBACT. • Pilot: EPAH III. Phase 2: Implementation. • Horizon 2026. • LIFE-2026-CET-DIGITAL Phase 3: Maintenance. • Local budget: IT Department
Key Partners and Stakeholders	Key Partners & Stakeholders. • Mayors Office. • IT municipal Area. • Housing Delegation. • UC3M University • ...

Action name:	UAG.03: OSS new branch
Objective	• Co-ordinating energy communities as a cross-cutting, bespoke solution. • Reach out to citizens who are not necessarily vulnerable • promote citizen-led energy • Support and scale-up of RECs • Professionalisation of energy communities. • Improve citizen participation and empowerment • Promote municipal renewable energy generation • Energy demand flexibility
Project Type	Social Innovation/ Green transition / Digital Transformation / Economic Development
Funding sources	BY CATEGORIES: Social innovation: ESF+, National Grants (CE Oficinas, Red Actua), Philanthropy Digital transformation: Digital Europe, ERDF Green transition: Horizon Europe, LIFE, Green Bonds Economic development: ESF+, ERDF BY TIMELINE Phase 1: (Pilot): CE Oficinas (NextGenerationEU) Phase 2: Implementation. Horizon, LIFE, Local budget Phase 3: Maintenance: Local budget
Sources fitting	URBACT: <i>Identifying partners</i> Horizon 2030: <i>HORIZON-CL5-2026-03-D3-23: AI-driven forecasting algorithms for Grid and Consumer friendly Energy Sharing – Societal Readiness pilot, GOVERNANCE INNOVATION FOR ENERGY COMMUNITIES (Award).</i> LIFE: <i>LIFE 2026 CET ENERPOV (Nest +1) CET ENERCOM 2025 (ECOss): Projects to remove market barriers that hinder the transition to energy efficiency. ENERGY CITIZEN ADVISORY HUB (Panel + TA),</i> Local Budget: <i>EMSV Getafe</i> Philanthropy: <i>Community foundationsRenewable Energy Community (REC) multiplier effect.</i>
Co finance / Match Funding	Local Energy Communities: <i>Access to specific grants / They can participate as partners in other funded initiatives</i> Aggregation of savings: <i>Via Energy Saving certificates and Energy Demand Flexibility</i>
Timeline	Phase 1: (Pilot): • URBACT. / • CE Oficinas (NextGenerationEU) Phase 2: Implementation. • HORIZON-CL5-2026-03-D3-23 • LIFE CET ENERCOM: ECOss. Phase 3: Maintenance. • European energy communities' facilities. ENERCOM. • Local budget: OSS. Phase 3: Scale UP • Local budget: OSS.
Key Partners and Stakeholders	Key Partners & Stakeholders. • EMSV One Stop Shop, Getafe Potencia REC, Housing Delegation, GISA (Public company).

Action name:	UAG.04: New renovation grants
Objective	Remove barriers to citizens applying for financial assistance. Ensure the efficient use of public resources Transform social spending into permanent social initiatives Reduce households' energy dependence. Design more targeted and straightforward calls for applications for renovation grants.
Project Type	Green transition / Digital Transformation / Social Innovation.
Funding sources	BY CATEGORIES: Social innovation: ESF+, Philanthropy Digital transformation: Digital Europe, ERDF Green Transition: Horizon Europe, LIFE, BY TIMELINE Phase 1: (Pilot): UIA / URBACT Phase 2: Implementation. Horizon, LIFE, EUI, Local budget. Phase 3: Maintenance: Local budget
Sources fitting	URBACT: <i>EmPIU Conceptualization.</i> Horizon 2030: <i>Improving public services and innovative projects for citizens.</i> LIFE: <i>CET Sub-program: Projects to remove market barriers that hinder the transition to energy efficiency.</i> Local Budget: <i>Housing delegation.</i> ESF+: <i>Social inclusion, modernization of social protection systems (Rehabilitation grants)</i> ERDF: <i>Economic development: creating demand for energy efficiency renovations.</i>
Co finance / Match Funding	Private co-financing: <i>Grants cover up to 100 per cent of the cost, but only in certain cases; in other cases, private co-funding is capped at 25 per cent.</i> Aggregation of savings: <i>Via Energy Saving certificates</i>
Timeline	Phase 1: (Pilot): • Conceptualization: UIA EPIU • Conceptualization (II): URBACT ITN Phase 2: Implementation. • Local budget: EMSV Phase 3: Maintenance. • Local budget: EMSV
Key Partners and Stakeholders	Key Partners & Stakeholders. • Mayors Office • Housing Delegation. • Private Housing owners. • Property managers

Action name:	UAG.05: School of Wellbeing
Objective	To build on successful measures tested within the EPIU Healthy Homes programme. Maintain links through collaboration agreements with former partners in innovative projects. Continue awareness-raising activities on poverty and energy efficiency that are fundamental and independent of other current or future projects. Establish a complementary point of entry to facilitate public access to OSS services. Improve people's lives.
Project Type	Green transition /Economic development/ Social Innovation.
Funding sources	BY CATEGORIES: Social innovation: ESF+, Philanthropy Economic development: ESF+, ERDF Green transition: LIFE. BY TIMELINE Phase 1: (Pilot): UIA EPIU / URBACT EmPowerIngUs • Conceptualization: UIA EPIU • Conceptualization (II): URBACT ITN Phase 2: Implementation. Local Budget / Philanthropy Phase 3: Maintenance: Local budget / Philanthropy
Sources fitting	URBACT: <i>EmPIU Conceptualization.</i> LIFE: <i>CET Sub-program: Projects to remove market barriers that hinder the transition to energy efficiency. ENERPOV.</i> Local Budget: <i>EMSV Getafe / Naturgy Foundation</i> ESF+: <i>Social inclusion, modernization of social protection systems (Rehabilitation grants)</i> Philanthropy: <i>Naturgy Foundation</i> ERDF: <i>Economic development: creating demand for energy efficiency renovations.</i>
Co finance / Match Funding	Private funding: Naturgy Foundation: <i>Corporate social responsibility</i>
Timeline	Phase 1: (Pilot): • Conceptualization: UIA EPIU • Conceptualization (II): URBACT ITN Phase 2: Implementation. Local Budget: EMSV Getafe / Naturgy Foundation Phase 3: Maintenance. Local Budget: EMSV Getafe / Naturgy Foundation
Key Partners and Stakeholders	Key Partners & Stakeholders. • Social Services delegation • Housing Delegation. • Naturgy Foundation • ...

Action name:	UAG.06: Cooling & heating plans
Objective	Adapt the Madrid Regional Community's cooling and heating plans to the specific characteristics of Getafe Provide information to help vulnerable sections of the population protect themselves. Use climate change adaptation as a means of engagement between citizens and the local council. Support the microclimatic assessment of the city. Protect people's lives.
Project Type	Green transition / Social Innovation.
Funding sources	BY CATEGORIES: Social innovation: ESF+, Philanthropy Green transition: LIFE. BY TIMELINE Phase 1: (Pilot): UIA EPIU / URBACT EmPowerIngUs • Conceptualization: UIA EPIU • Conceptualization (II): URBACT ITN Phase 2: Implementation. Local Budget Phase 3: Maintenance: Local budget
Sources fitting	URBACT: <i>EmPIU Conceptualization.</i> LIFE: <i>projects that enhance climate adaptation efforts, reinforce resilience, and reduce vulnerability and reinforce adaptive capacity and reduce vulnerability to unavoidable climate impacts. science-based adaptation strategies and revision of national and local climate plans</i> Local Budget: <i>EMSV Getafe / Health delegation</i>
Co finance / Match Funding	
Timeline	Phase 1: (Pilot): • Conceptualization: UIA EPIU • Conceptualization (II): URBACT ITN Phase 2: Implementation. Local Budget: EMSV Getafe / Health delegation Phase 3: Maintenance. Local Budget: EMSV Getafe / Health delegation
Key Partners and Stakeholders	Key Partners & Stakeholders. • Health delegation • Housing Delegation. • Hospital de Getafe • ...

Action name:	UAG.07: Energy Kits 2.0
Objective	To build on successful measures tested as part of the EPIU Healthy Homes programme. Maintain links through collaboration agreements with former partners in innovative projects. Implement tailored solutions for undocumented migrants who are unable to access other forms of support. Establish energy efficiency measures with limited but immediate impact. Serve as a gateway for families living under the stigma of poverty
Project Type	Green transition /Economic development/ Social Innovation.
Funding sources	BY CATEGORIES: Social innovation: ESF+, Philanthropy Economic development: ESF+, ERDF Green transition: LIFE. BY TIMELINE Phase 1: (Pilot): UIA EPIU / URBACT EmPowerIngUs • Conceptualization: UIA EPIU • Conceptualization (II): URBACT ITN Phase 2: Implementation. Local Budget / Philanthropy Phase 3: Maintenance: Local budget / Philanthropy
Sources fitting	URBACT: <i>EmPIU Conceptualization.</i> LIFE: <i>projects that enhance climate adaptation efforts, reinforce resilience, and reduce vulnerability and reinforce adaptive capacity and reduce vulnerability to unavoidable climate impacts. science-based adaptation strategies and revision of national and local climate plans</i> Local Budget: <i>EMSV Getafe / Red Cross Getafe</i> Philanthropy: <i>Red Cross Getafe</i>
Co finance / Match Funding	Private funding: Naturgy Foundation: <i>Corporate social responsibility</i>
Timeline	Phase 1: (Pilot): • Conceptualization: UIA EPIU • Conceptualization (II): URBACT ITN Phase 2: Implementation. Local Budget: EMSV Getafe / Red Cross Getafe Phase 3: Maintenance. Local Budget: EMSV Getafe / Red Cross Getafe
Key Partners and Stakeholders	Key Partners & Stakeholders. • Social Services delegation • Housing Delegation. • Red Cross Getafe • ...