Inspiring Cases for citizen-led renovation projects - Phase II

The Valencia Energy Office (Oficina de l'Energia de València)

1. Descriptive Analysis

1.1. Inspiring cases author and organisation

This inspiring case study has been written by James Roscoe from Ricardo Energy and Environment. The Valencian Energy Office has been identified as a leading example due to its innovative approach to community-driven energy renovations and its replicability potential for other municipalities. The recognition of Valencia as European Green Capital 2024 acknowledges years of efforts mobilising citizens around a common vision for the city's future. Alejandro Gómez Gil who works at València Clima i Energia was interviewed to provide inputs.

1.2 Executive overview

The Valencia Energy Office (Oficina de l'Energia de València), operated by the València Clima i Energia Municipal Foundation, stands out as a pioneering One-Stop-Shop for citizen-led renovation (CLR). Established in 2019 and now operating through three decentralised offices and a mobile advisory unit, the initiative provides free, personalised, and trusted guidance on energy renovation, renewable energy, and energy poverty alleviation for the city's 800,000 residents.

Its mission is to build citizen trust in the energy transition by combining technical expertise, social engagement, and municipal legitimacy. Through more than 44,000 personalised consultations and over 500 workshops, the office has normalised energy renovation, catalysed the creation of 11 energy communities, and empowered both vulnerable households and proactive prosumers to take concrete steps toward cleaner and more affordable energy.

The office's innovative governance model combines strong municipal leadership, integration with social services, and participatory approaches that treat citizens as active co-creators rather than passive recipients. Its financing blends municipal budgets with EU funding from Horizon Europe, Interreg, and the Recovery and Resilience Facility, enabling service expansion and the development of digital tools such as Valencia's interactive solar map.

The impacts are both quantitative and qualitative. In 2024 alone, the office supported nearly 15,500 beneficiaries, generating estimated household savings of €268,701, while significantly expanding citizen awareness and engagement. Environmentally, the initiative contributes to Valencia's broader trajectory as European Green Capital 2024, achieving reductions in carbon emissions and enabling widespread renewable uptake. Socially, the office directly addresses energy poverty, strengthens community networks, and supports collective learning through innovative formats such as citizen schools and energy-themed events.

Valencia's Energy Office has become a permanent feature of the city's energy transition landscape, with ambitions to scale further and replicate its model across Spain and Europe. Its success demonstrates the transformative potential of locally embedded, citizen-centred structures for accelerating CLR and delivering just, inclusive energy transitions.

1.3 Relevance and applicability vis-à-vis the CLR component

The Valencia Energy Office demonstrates a highly relevant and practical model for advancing Citizen-Led Renovation (CLR) in an urban European context. The core fundamental of the Energy Office are

free renovation services within a municipally funded and trusted public structure, which ensures long-term legitimacy and stability, while directly addressing barriers that typically prevent citizens from engaging in energy renovation, such as financial complexity, technical uncertainty, and lack of reliable information.

The initiative is directly applicable to CLR objectives in several ways. First, it operationalises the One-Stop-Shop (OSS) approach that CLR seeks to promote across Europe, offering end-to-end support that includes energy assessments, technical guidance, contractor connections, grant applications, and post-renovation follow-up. This integrated model simplifies a process that is often fragmented and inaccessible for ordinary citizens. In addition, they have successfully combined individual and collective dimensions of renovation. Tailored services such as socio-energy audits and bill optimisation enable households to act on immediate needs, while workshops, neighbourhood assemblies, and support for establishing energy communities encourage citizens to move towards collective renovation and shared renewable generation. This alignment between personal and community-level action mirrors CLR's ambition to make renovation both socially inclusive and scalable.

The three fixed offices, complemented by a mobile unit, also help to ensure that citizens across the city (including vulnerable households) can access services regardless of their location or capacity to navigate administrative systems. This is reinforced through cooperation with social services, schools, and neighbourhood associations, making the initiative particularly strong in addressing energy poverty, one of the key pillars of CLR.

1.4 Name of CLR initiative and geographical scope

The Valencia Energy Office (Oficina de l'Energia de València), managed by the València Clima i Energia Municipal Foundation geographical scope operates across the city of Valencia, Spain, covering a population of approximately 800,000 residents. It currently operates through three fixed offices located in the neighbourhoods of Torrefiel, Ayora, and Parque del Oeste, supplemented by a mobile unit that visits other neighbourhoods across the municipality, ensuring broad accessibility.[1] The Energy Office serves all citizens, from those struggling with energy poverty to early adopters of renewable technologies, with a strong focus on inclusion, accessibility, and education.

[1] The Energy Office of the Valencia City Council, among the best public energy initiatives in Spain

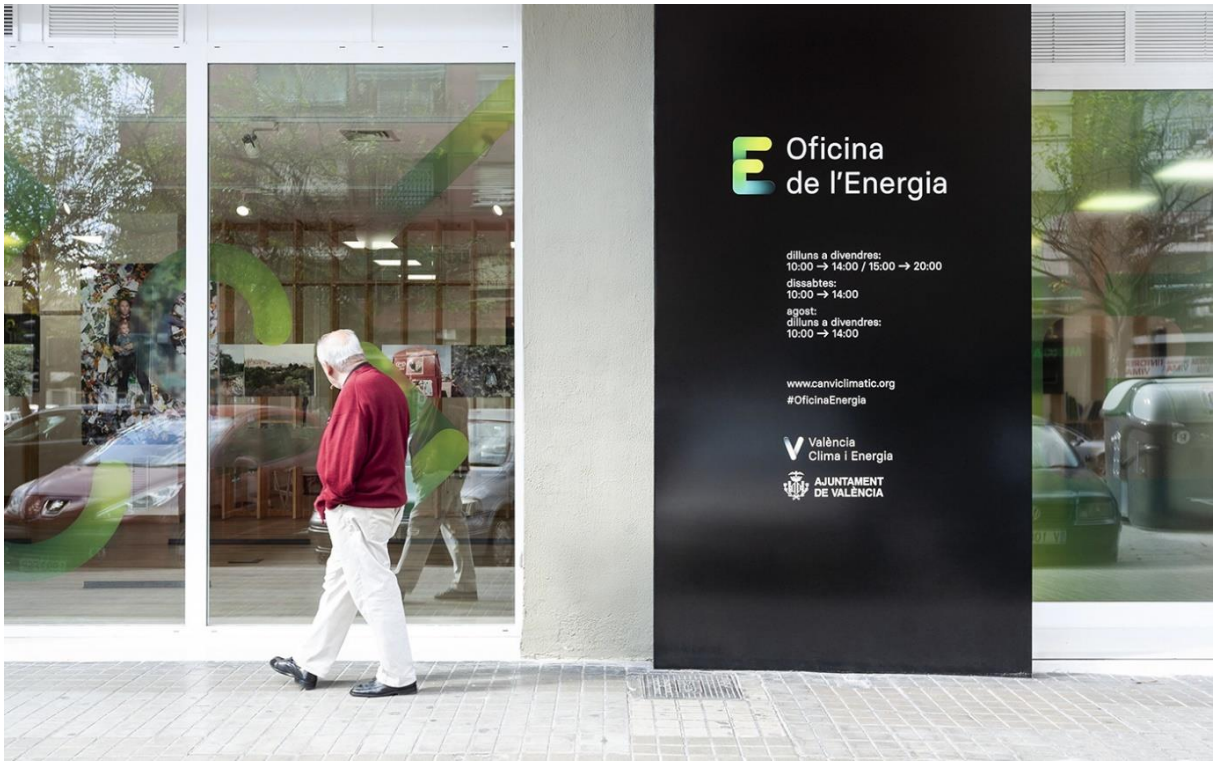

Figure 1: Valencia Energy Office

1.5 Citizen-Led Renovation focus, services and technologies

The Energy Office serves as a One-Stop-Shop (OSS) for energy transition, offering a comprehensive and personalised approach to supporting citizens in improving energy efficiency and adopting renewable energy solutions. An OSS is a centralised hub designed to simplify the renovation process, making it more accessible, cost-effective, and efficient for residents.

What a One-Stop-Shop Does

A One-Stop-Shop for Citizen-Led Renovation consolidates multiple services into a single point of contact, offering assistance at every stage of the renovation journey. It simplifies the process by:

1. **Providing tailored energy assessments**
    - Citizens receive free, customised advice on their energy consumption, renovation needs, and available financial incentives.
    - Free energy audits to determine which interventions will have the most impact on reducing costs and emissions.
2. **Guiding households through the renovation process**
    - Many homeowners face complex paperwork, high costs, and lack of technical knowledge. The OSS acts as a facilitator, guiding residents through:
        - Understanding legal and administrative steps for renovation.
        - Choosing reliable contractors and service providers.
        - Navigating the technical aspects of retrofits, including insulation, heating systems, and solar installations.
3. **Assisting with financial and grant applications**

- Helps households apply for municipal, regional, national and EU grants, and subsidies.
- It connects citizens with affordable loan options and helps comparing and understand different private financing products that homeowners might receive to reduce upfront costs.

4. **Connecting residents with certified contractors and technical experts**
   - The OSS connects homeowners with a regional network of trusted professionals, ensuring that renovations are performed to high-quality standards.
   - Within the NEST project, it also aims at coordinating multiple renovation projects within the same neighbourhood, achieving economies of scale and cost reductions.
5. **Ensuring post-renovation support and impact monitoring**
   - After renovations, the OSS tracks energy savings, efficiency improvements, and financial benefits for residents.
   - It provides ongoing guidance to ensure that residents maximise the benefits of their energy upgrades.

The Energy Office focuses on five key thematic areas:

- Renewable energy and energy communities
- Energy renovation and savings
- Energy poverty (framed as the “right to energy”)
- Energy culture and education
- Energy billing (considered a cross-cutting theme)

Activities include both one-on-one consultations and collective monthly workshops. The Energy Office has advised over 44,000 people by offering free, personalised consultations, practical workshops, and socio-energy audits. Citizens can request individual appointments for tailored support or participate in open workshops, typically held three to four times per month on each topic. The Energy Office has successfully organised and delivered more than 500 workshops to local residents. Workshops are generally open to the public and not directly linked to individual appointments. However, it’s common for participants to attend a workshop and later request a personal consultation, or vice versa. These workshops are practical, informative and interactive, encouraging participants to share their needs and experiences. For example, the Energy Office launched a package of workshops aimed to helping residents establish their own energy communities under the campaign slogan “Local Energy Communities: beyond sharing panels”. They provided the practical knowledge to those interested in shared self-consumption of renewable energy installations:

- Energy for all, efforts to guarantee the right to energy of vulnerable people
- Understand your electricity bill, steps to follow to pay less.
- Understand your gas bill, tips to pay only what is fair.
- Save energy in your home, spend less and live better.
- Energy rehabilitation, renew your home with good energy.
- Connect to the Sun, how to self-produce the energy you need.
- Generate energy in your neighbourhood, be part of an energy community.

The Energy Office has successfully replicated its model through the opening of two new offices in 2023 (total of 3 offices). The team also conducts numerous outreach activities in schools and neighbourhoods. For example, initiatives include My School in Transition, a dedicated programme for

high schools, and Citizens' School for the Right to Energy, which takes a collective approach to working with vulnerable households, helping participants understand that energy poverty is a systemic issue, not an individual failing.

In addition, the Energy Office targeted two neighbourhoods with vulnerable populations, where it facilitated bottom-up participatory processes to inform residents about energy communities and support them in forming legal associations. The Energy Office helped citizens create governance structures, draft statutes, and develop financing strategies for photovoltaic (PV) panel installations. Over time, this initiative expanded, and as of today, there are 11 energy communities in Valencia. However, only one is currently operational and self-consuming energy; the others continue searching for suitable rooftops. Due to difficulties securing private land to install PV systems, mainly because of decision-making complexities in multi-family buildings, the municipality is now preparing to allocate public rooftops to these communities through a formal tendering process. This marks a shift from proactive outreach to more reactive support, as citizens now increasingly approach the Energy Office seeking help to establish their own communities.[2]

1.6 Objectives, motivation, and establishment Process

The initial motivation to establish the Energy Office dates back to 2016, though the idea had been developed earlier through a participatory municipal working group called *Connect with Energy*. This group brought together actors from the public, private, and third sectors to identify challenges and potential solutions for the energy transition in Valencia. A key insight from that process was the widespread lack of transparency and trust in the energy sector, which was seen as overly technical and influenced by large corporate interests. Initially, the local context presented several significant barriers: widespread scepticism about renewable energy, misconceptions regarding its economic viability, and lingering challenges from Spain's economic crisis, which left citizens and local administration wary of ambitious new projects. Many citizens faced a significant knowledge gap, with many misinformed or confused about actions such as installing PV panels. The Energy Office was created to address this by offering a publicly funded, transparent, and trustworthy service staffed by professionals who could provide accessible and unbiased energy advice. The overarching aim was to build trust and support citizen empowerment in energy matters to nurture a new, inclusive energy culture.

Key moments of collective action and local leadership significantly shaped the initiative. The Energy Office proactively built trust by engaging directly with citizens in public spaces, markets, and neighbourhood events using its roaming advisory service powered by an electric vehicle. Local leadership was crucial in transforming these initial activities into sustained momentum. Valencia City Council's active promotion of the initiative, combined with the Energy Office's transparent, participatory approach, successfully shifted public perception. Citizens who initially doubted the practicality or affordability of renewable energy installations began actively pursuing community solar projects and home energy renovations. This is exemplified with the exceptionally high satisfaction levels (100% of surveyed participants indicated they would recommend the service), demonstrating the inspiring effectiveness of Valencia's citizen-centred approach.

1.7 Key actors and stakeholders

[2] La Transición Energética avanza en la València Capital Verde Europea | Valencia Plaza

The Valencia Energy Office's inspiring success was driven by collaboration among diverse actors and stakeholders, each playing a critical role. The initiative was spearheaded by the València Clima i Energia Municipal Foundation, working closely with the Valencia City Council's Department of Climate Improvement. This strong municipal backing ensured political support and secured the necessary resources to establish and sustain the office, embedding it firmly into local governance structures. Local political leadership, particularly from Councillor for Climate Improvement and Energy Efficiency, Carlos Mundina, provided visible and committed advocacy, facilitating community buy-in and amplifying the initiative's visibility at regional, national, and European levels.

Crucially, the Energy Office also engaged deeply with face-to-face interactions with citizens and neighbourhood associations, involving them as active participants rather than passive recipients. In order to reach vulnerable households, partnerships were also developed with the local social services to help identify these citizens and reach out to them directly to offer support services. The University of Valencia and the Polytechnic University have also been involved, primarily in research, while high schools and other educational institutions have supported the Energy Office's outreach and energy education activities. Other important collaborators include neighbourhood associations and technical partners, such as professional schools for architects, engineers, and condominium managers. For instance, collaborations with innovative local companies, such as ImpactE, enabled the development of the interactive solar mapping tool, employing cutting-edge artificial intelligence to empower citizens and local businesses in decision-making for renewable energy installations.

1.8 Organisational structure

The Energy Office team is made up of 14 staff members, who are mostly women, and has a range of skill sets - environmental educators, social workers, renewable energy technicians, an energy efficiency technicians and administrative staff. This team develops the different lines of work in a complementary manner and develops synergies with the residents and actors of the neighbourhood and the city in coordination with the rest of the actions of the València Clima i Energia Foundation (European projects) and the Valencia City Council (social services, urban planning, etc.). This collaboration is a governance model that combines municipal leadership/legitimacy with active grassroots involvement.

A defining feature of the initiative's organisational approach is the establishment of the office as a one-stop-shop for the city's energy transition. This innovative structure ensures access for citizens to an extensive range of energy services, including personalised consultations, technical support, socio-energy audits for vulnerable households, and ongoing educational workshops. Its decentralised model (three fixed neighbourhood offices complemented by a mobile unit) ensures inclusive access, actively reaching communities that might otherwise face barriers to participation.

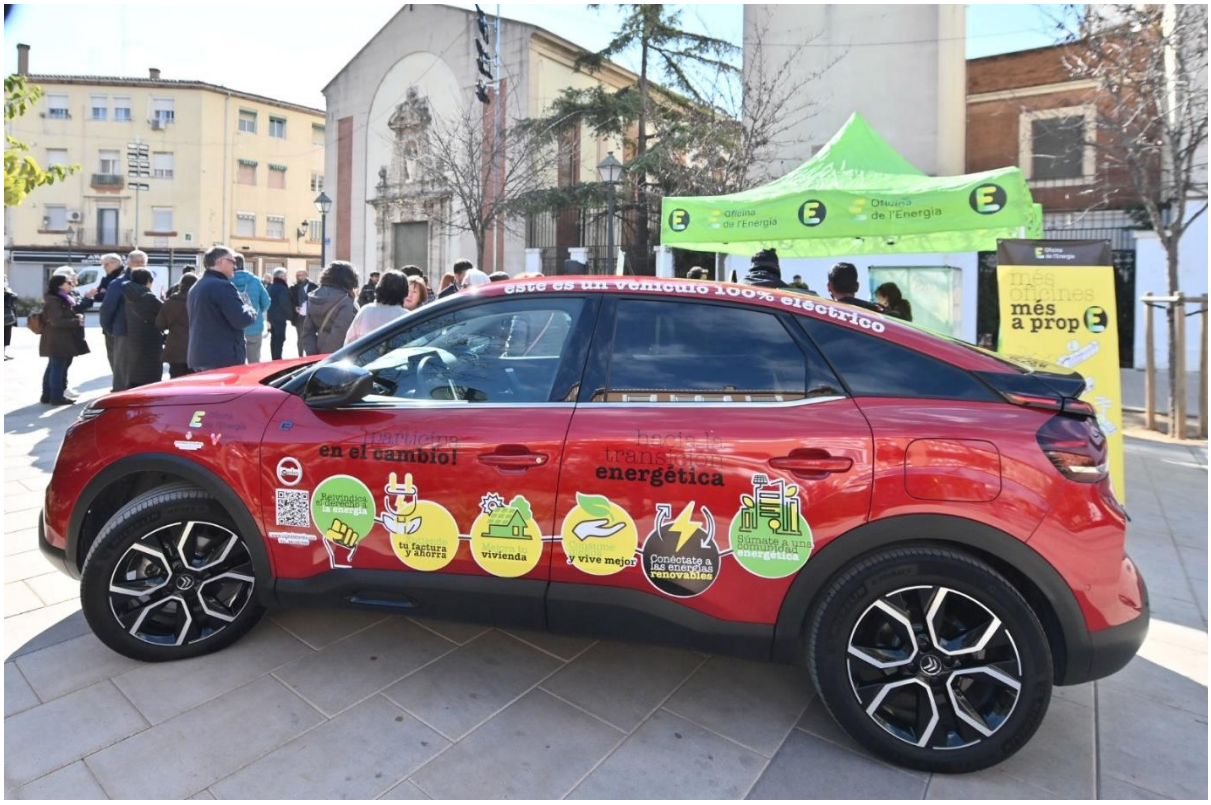

Figure 2: Mobile unit that reaches communities to provide support services

Governance and decision-making mechanisms within the office emphasise transparency and responsiveness to citizen needs. Regular dialogue with community members, local associations, and stakeholders ensures that the office's services remain relevant, adaptive, and closely aligned with community priorities. Workshops, such as the “Citizen Schools” for energy rights or housing rehabilitation, explicitly encourage collective decision-making and shared learning, building local capacity and leadership.

1.9 Financing

The financial model of the Energy Office stands out due to its innovative blending of municipal budgets, strategic European funding, and creative local financing mechanisms. The initiative is primarily funded by the València Clima i Energia Municipal Foundation, which allocates approximately €670,000 annually to maintain the operation of its energy offices, including the salaries of staff members. Despite a change in government, political support has remained strong and even increased, allowing the Energy Office to expand its activities and open new branches. This highlights the importance of institutional backing in the long-term success of citizen-led energy services.

One inspiring aspect of Valencia’s approach is the strategic leveraging of European project funding. Over the past three years alone, the foundation secured around €1.2 million from European programmes such as Horizon Europe and Interreg Europe, through participation in projects like PowerUp, Save The Homes, WellBased, and EBENTO. It enabled the development of knowledge, tools, materials, and new service models, and facilitated the hiring of two architects who now work full-time in this area. The municipality also creatively integrates national and European recovery funding into

practical tools accessible to all residents. For example, Valencia's interactive solar map, funded through Spain's IDAE (Institute for Energy Diversification and Saving) under the EU's NextGenerationEU Recovery and Resilience Facility, demonstrates a powerful model for making technical data approachable, empowering citizens to confidently invest in solar solutions.

At a community level, the office encourages citizen-driven financial participation through energy communities, exemplified by the pioneering Castellar l'Oliveral energy community. The Energy Office covered the costs for three vulnerable households in the energy community, working in coordination with social services. In upcoming communities, there are plans to require participating energy communities to fund the inclusion of vulnerable members (identified by the municipality) as part of their access to public rooftops.

1.10 Customer journey

The Energy Office provides a thoughtfully designed and inspiring customer journey, guiding participants from initial awareness to sustained involvement and satisfaction. The process begins with proactive outreach and engagement efforts, through workshops, interactive community events, and mobile advisory units that meet citizens in their own neighbourhoods. Most citizens learn about the Energy Office through word of mouth, which has proven to be the most reliable communication channel. Many users also discover the service via the Municipality's social media and newsletters. The Energy Office also maintains its own digital communication channels, but these have a smaller reach. Creative approaches, including energy-themed escape games, interactive family gymkhanas, and local neighbourhood tours using thermal imaging cameras ("Rehabilitatours"), further inspire and engage community members, making energy concepts approachable and compelling.

Once engaged, participants benefit from comprehensive, personalised support. People come to the Energy Office for a variety of reasons. Some arrive with specific, well-developed projects in mind (e.g., insulation or PV installation), while others seek more general guidance on reducing energy consumption. In the case of energy poverty, users are often referred by the municipality's social services or partner NGOs, which are typically the first point of contact for vulnerable households. A particularly successful communication campaign featured a real local user alongside a staff member, highlighting how the service helped the user save €400 per year on energy bills. This campaign was notably more effective than traditional messaging using generic images or slogans.

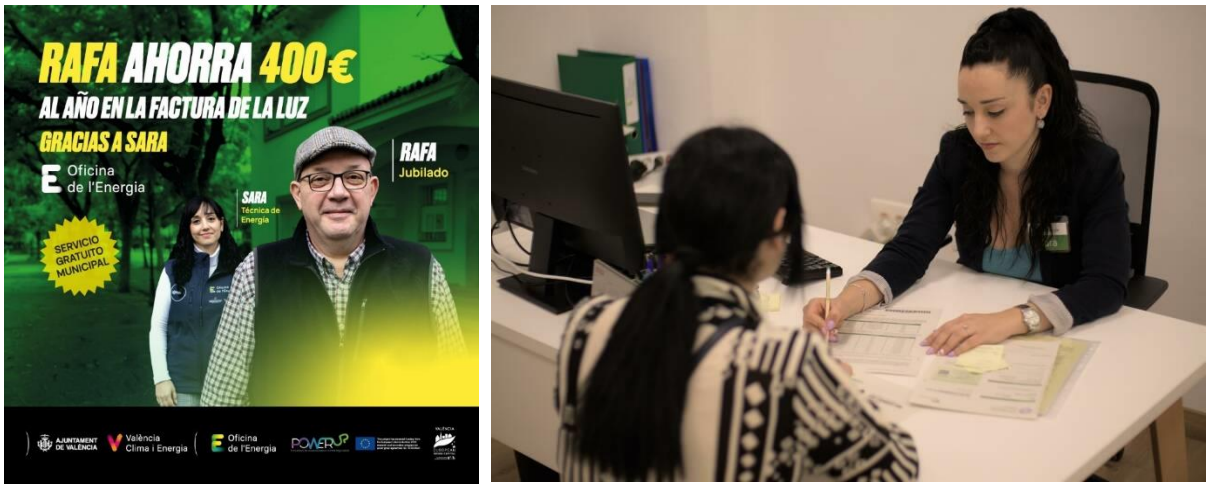

Figure 3: Left: Valencian Energy Office Campaign Advertisement (Source: Provided by the Valencian Energy Office), Right: A staff member from the office providing one-to-one support to a citizen

The Energy Office has established several protocols to follow and is working toward digitalising its services. When someone expresses interest, either by phone or email, an administrative staff member schedules an appointment with the appropriate expert, usually within one week. If relevant events or activities are coming up, the citizen is also invited to attend. During the appointment, a staff member will create a technical file that includes household details, energy bills, technical aspects of consumption, potential costs, and estimated savings. They use various in-house tools, such as a solar map, a renovation planning tool, an energy bill optimisation tool, and a tool for identifying potential energy-saving interventions. Staff assess specific household needs, provide tailored recommendations for energy improvements, and deliver practical tools like LED bulbs, timers, and weather-stripping kits. This personalised approach builds trust and empowers residents to confidently pursue renovations, particularly for households experiencing energy poverty.

Citizens are also encouraged to progress from individual household improvements towards collective action, joining local energy communities or neighbourhood-based energy renovation projects. Clear guidance has been crucial to inspire participants to join energy communities and become active prosumers[3] of renewable energy, promoting replication elsewhere in Valencia.

In terms of monitoring, currently there is no formal follow-up protocol in place. Typically, once users engage with public contractors for renovation works, they no longer seek support from the Energy Office. However, in the past year, they have started making follow-up phone calls to supported citizens and sending emails to ask whether they went through with their renovations and whether they encountered any difficulties.

2. Impact Analysis

2.1 Environmental, economic, and social benefits

[3] A prosumer both produces and consumes their own energy.

Environmental benefits

The Energy Office have delivered impressive and measurable environmental outcomes, significantly reducing the city's carbon footprint. For the year 2024, there has been an estimated energy saving potential[4] of 410,052 kWh and a CO_2 saving potential of 168,493 kg.

Economic benefits

In 2024, the Energy Office experienced significant growth, with a 23% increase in the overall impact of its activities compared to 2023. During this year, the reach expanded to 15,490 beneficiaries across its five core service areas. This progress stems from expanded capacity, service development, and the momentum of Valencia's Green Capital initiative. Efforts to diversify topics and audiences attracted a broader range of participants, while networking and collaborations with various organizations remained key to the Office's success. Continuous evaluation and service improvements have reinforced high user satisfaction (4.8/5) and activity impact. The initiative has delivered tangible economic benefits directly to citizens, particularly through enhanced energy efficiency measures that lower household energy bills and improve financial literacy around energy costs. Participants in socio-energy audits and workshops regularly achieve immediate reductions in energy expenditure due to tailored, low-cost efficiency improvements provided by the office. Through expanding their services, it has resulted in a total economic savings (potential) of €268,701 in 2024.

For future plans, at a city-wide scale, Valencia's upcoming solar plans could yield an estimated €207 million in annual savings on electricity costs for households, local businesses, and municipal facilities.[Error! Bookmark not defined.] Additionally, Valencia's investment in community-based energy renovations has driven local economic resilience, creating employment opportunities for local contractors, renewable energy installers, technical experts, and workshop facilitators. The continuous expansion of services, now delivered through three fixed offices and a mobile advisory unit, also ensures sustained local job creation within the green economy.

Social benefits

The social impacts of the Energy Office are inspiring, driven by its commitment to inclusivity and equity. Its tailored support programmes address energy poverty directly through socio-energy audits, distributing free energy-saving kits to vulnerable households, substantially improving their living conditions and comfort. There has been an 82% increase in citizen engagement (visits) since 2022 (including in-person visits, appointments, workshops, the mobile energy office, events, and school activities). Crucially, the initiative has successfully engaged a diverse cross-section of the population (from vulnerable groups experiencing energy poverty to enthusiastic renewable energy adopters), contributing to developing community cohesion and social trust in renovation projects. Interactive events, workshops, and innovative outreach methods have significantly improved local energy literacy, empowering residents through collective knowledge-building and shared experiences. For instance, the establishment of 11 energy communities embodies this implementation of collective action among residents, enhancing social cohesion, and encouraging peer-to-peer learning.

[4] Difficult to obtain fully accurate data.

One particularly impactful element is the way the Energy Office brings together individuals facing energy poverty and helps them understand that their situation is part of a broader systemic issue. This collective understanding has made participants feel more empowered and supported.

Assessment of Additional Benefits Compared to Standard Renovations

Compared to standard renovation practices, the citizen-led approach has generated several qualitative social benefits. In participating neighbourhoods, the initiative has helped build new social connections through shared energy-related interests and activities, creating a sense of community and empowerment. Alejandro Gomez highlighted “While difficult to quantify, energy communities and renovation offers clear social advantages. The energy office has strengthened community networks, enabling people to connect through shared concerns about energy and sustainability. Many participants have gained the confidence to take action thanks to the offices’ capacity-building efforts.”

However, Alejandro noted that key barriers still persist. For instance, financial constraints remain significant, as home renovations require substantial investment, and public subsidies are inconsistent and often insufficient. Additionally, there is a cultural gap where many residents in Valencia are not familiar with the benefits of energy renovation. Decision-making in condominiums also presents a major challenge, as residents often have differing priorities, which has also been one of the main barriers for the energy communities to get renewable energy installations up and running on private roofs.

3. Highlights of drivers and success factors

3.1 Contextual, financial, and organisational factors

Alejandro also highlighted that the team itself working at the office has been one of the key success factors. They successfully assembled a multidisciplinary team with technical, environmental, and social expertise. This diverse skill set has been essential in building trust among citizens and effectively addressing a wide range of energy-related issues. However, it was noted that this was a challenge that had to be overcome, where recruiting staff with the right combination of social and technical skills. It is difficult to find professionals who can effectively support citizens across such a broad spectrum of energy-related issues. In addition, the use of digital tools has been a key driver as it enables staff to make accurate audits for citizens and provide them with accurate information that works for them, which then builds trust in the community.

Securing sufficient and stable financing to sustain activities has been a key success factor, where despite a change in political leadership in the city they were able to maintain funding. Alejandro noted the importance of a stable political environment to provide this funding, as without it the Energy Office would be unable to carry out its support services for local citizens. In addition, they regularly exchange knowledge and best practices with other regions and cities across Spain, and have hosted several visits from interested stakeholders. For instance, Valencia has hosted the first national meeting of green offices in May 2025, bringing together more than ten energy offices to exchange experiences and share lessons learned. This knowledge sharing of best practices increases the learning speed and enables further development of similar energy offices across other parts of the country. While other energy offices exist in Spain, many of them are housed within housing departments and focus primarily on building renovation. In contrast, the Energy Office originates from the climate and environment department. In some cities, energy offices are run by social services, with a focus on energy vulnerability.

Looking to the future, the Energy Office envisions itself becoming a permanent public service in Valencia and ideally, wants to see the model replicated in other cities. Similar to libraries or sports centres, it aims to be a recognised and valued part of the urban fabric, supporting citizens through ongoing energy and climate challenges. There are plans to expand further in terms of both physical locations and staffing, in order to serve more districts and reach more citizens.

4. Lessons learned and practical recommendations

4.1 Lessons learned and recommendations

The Energy Office provides a compelling example of a citizen-led, municipally embedded initiative that bridges the technical, social, and political dimensions of the energy transition. Its success has been driven by strong municipal leadership, inclusive service design, multidisciplinary staffing, and consistent citizen engagement. However, challenges such as financial constraints, cultural barriers, and collective decision-making hurdles have required adaptive strategies.

Key success factors:

- **Municipal political leadership and institutional continuity**, even across electoral cycles, ensured stable funding and governance.
- **Multidisciplinary team** combining technical, social, and educational expertise fostered community trust and inclusive service delivery.
- **Flexible, decentralised service model** (three fixed offices and a mobile unit) improved accessibility and outreach.
- **Targeted, practical support** for vulnerable households integrated with social services helped address energy poverty as a systemic issue.
- **Strategic use of digital tools** (solar maps, renovation planning apps) reduced complexities of the renovation process and empowered citizens with actionable data.
- **Proactive and participatory outreach**, including workshops and school programmes, normalised energy transition discourse and stimulated collective action.
- **Knowledge-sharing with other municipalities** positioned Valencia as a national leader and accelerated cross-regional learning.

Challenges facing citizen-led renovation:

- **Recruitment difficulties** for staff with both social and technical skills were addressed by prioritising interdisciplinary collaboration and internal capacity-building with sets of procedures to follow.
- **Complexity in condominium decision-making** was mitigated by shifting to the use of public rooftops and formalising their allocation through tenders. Also, the close collaboration and training organised for condominium managers has been a key element to smooth these processes.
- **Citizen scepticism** was overcome through sustained visibility, workshops, word-of-mouth endorsements, and reliably well-received support.
- **Inconsistent grant access and bureaucratic hurdles** remain barriers, highlighting the need for long-term funding mechanisms.

Recommendations for CLR initiators and developers:

1. **Embed CLR initiatives within trusted municipal or community structures** to build long-term legitimacy and secure institutional backing.

2. **Assemble interdisciplinary teams** that balance technical acumen with social and communication skills; invest in upskilling where the labour market is constrained.
3. **Prioritise inclusive outreach** by combining static OSS models with mobile units to ensure broad demographic coverage.
4. **Invest in digital tools** that visualise technical data in citizen-friendly formats to facilitate decision-making.
5. **Use participatory methods** (e.g., co-design workshops, neighbourhood assemblies) to align services with real community needs and strengthen buy-in.
6. **Cultivate peer-led advocacy** to increase reach and credibility, where local testimonials outperform generic campaigns in building trust.
7. **Start with small wins** (e.g., bill optimisation or basic audits) to build momentum toward deeper engagement in renovation or community energy.

Recommendations for policymakers:

Locally:

- **Provide stable municipal funding** for CLR services and embed them into climate or environmental departments to maximise cross-sectoral impact.
- **Facilitate rooftop access** (particularly for public buildings) as a key enabler for energy communities in dense urban areas.
- **Develop local partnerships with universities, schools, and social services** to extend reach and relevance.

Regionally:

- **Support inter-city networks of energy offices** to facilitate peer exchange, capacity-building, and joint innovation across municipalities.
- **Co-fund training programmes** to address skills shortages in the interdisciplinary energy transition workforce.
- **Develop standardised monitoring tools** to track citizen engagement and energy outcomes at the regional level.

Nationally:

- **Simplify access to subsidies and renovation grants**, especially for low-income households and energy communities.
- **Expand legal frameworks for community energy** to ease the creation and operation of shared self-consumption models.
- **Establish a national platform** to coordinate OSS, consolidate learnings, and accelerate replication.

EU level:

- **Ensure continuity and scaling of funding mechanisms** (e.g., Horizon Europe, NextGenerationEU) targeting integrated social-technical models like the Valencia Energy Office.

- **Support the development of best practices** in CLR delivery through EU guidelines, training modules, and benchmarking tools.
- **Encourage municipalities to adopt citizen-led frameworks** in their National Energy and Climate Plans (NECPs), supported by EU-level metrics for citizen engagement and inclusion.
- **Promote transnational replication** by supporting networks of green offices and peer exchanges across EU Member States.

5. Where to learn more

Additional material to explore:

- Valencia shows in Brussels the city's progress in terms of renewable energies
- The Energy Transition advances in the European Green Capital of Valencia
- The Energy Office of the Valencia City Council, among the best public energy initiatives in Spain
- The Valencia Clima i Energia Municipal Foundation awards the Energy Gala of the Valencian Community for the best initiative of social impact in energy
- Valencia promotes 'Local Energy Communities'
- Valencia hosts the First Meeting of Green Offices with experts in urban energy transition
- Valencia promotes an interactive solar map for individuals and businesses that join this energy
- Valencia highlights its work on environmental matters before the European Commission
- Valencia joins the celebration of the European Sustainable Energy Week