

[REDACTED]
[REDACTED]

From: [REDACTED] <[REDACTED]@tfl.gov.uk>
Sent: 03 April 2017 11:22
To: [REDACTED]
Subject: RE: Query regarding single supplier procurement

[REDACTED]
Thanks

[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@london.gov.uk]
Sent: 01 April 2017 18:56
To: [REDACTED]
Subject: RE: Query regarding single supplier procurement

Many thanks [REDACTED]

We'll put this up to the Deputy Mayor now – I'll Cc you for info.

Best wishes
[REDACTED]

[REDACTED]
[REDACTED]
Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: [REDACTED]
[REDACTED] [london.gov.uk](mailto:[REDACTED]@london.gov.uk)
Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

From: [REDACTED] [mailto:[REDACTED]@tfl.gov.uk]
Sent: 27 March 2017 11:36
To: [REDACTED]
Subject: RE: Query regarding single supplier procurement

[REDACTED]
Thank you for the e-mail and apologies for the delayed response, I have added some comments below.

From: [REDACTED] [mailto:[REDACTED]@london.gov.uk]
Sent: 17 March 2017 16:51
To: [REDACTED]
Subject: RE: Query regarding single supplier procurement

Hi [REDACTED]

[Regulation 13]

Have just got back up to speed for this – thanks for your answer below and time so far.

The goalposts have slightly shifted now and so I'm after further advice please. Here are the issues:

1/ The auction company who I think we'd do a SSJ for (your option 3 below) will not actually receive any payment from us I've realised. They will work on a commission basis and be paid a small % of every solar panel install (direct from the installer, not us). They will of course make money from the scheme even we don't pay them – I assume this means that we should still do an SSJ? [Yes this would still require an SSJ as the auction company are benefiting from the opportunity and we need to justify as to why we have not opened this up to other organisations. This is similar in some ways to a concession and concessions are captured under the Public Procurement Regulations.](#)

2/ In order to facilitate the scheme we will be offering 3 or 4 London boroughs a grant to cover advertising costs (in the region of £10-14k each). This I assume would be possible from a revenue budget wouldn't it? And also, could you tell me what process I'd need to through please? Some kind of grant release form? (Apologies, not done this before). [Sorry, but I am not familiar with the Grant funding process as we in commercial have no involvement in this area. Suggest you discuss locally or contact \[REDACTED\] \[REDACTED\] \(TfL Legal\).](#)

Many thanks

[REDACTED]
[REDACTED]
Programme Manager – Energy
Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: [REDACTED]

[REDACTED] [london.gov.uk](https://www.london.gov.uk)

Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

-----Original Message-----

From: [REDACTED] [REDACTED] [\[mailto:\[REDACTED\]@tfl.gov.uk\]](mailto:[REDACTED]@tfl.gov.uk)

Sent: 03 March 2017 08:42

To: [REDACTED] [REDACTED]

Subject: RE: Query regarding single supplier procurement

[REDACTED]
Thanks for the response. You have options:-

1. Undertake a mini-competition between 3 (or more) suitably identified suppliers.
2. Undertake a mini-competition within a suitable framework.

For both of these options I will need a Procurement Engagement Form and a specification/outline to enable to supplier to bid.

3. Complete a single source justification and at the same time obtain a cost proposal form a supplier (to support the SSJ).

Happy to discuss further but appreciate you are on leave today. I'm free till 10.00am and then again from 2pm onwards.

Regards

-----Original Message-----

From: [REDACTED] [mailto:[REDACTED]@london.gov.uk]

Sent: 02 March 2017 19:13

To: [REDACTED]

Subject: Re: Query regarding single supplier procurement

Hi [REDACTED]

Thanks for the helpful email and sorry for the late reply, tried you earlier this afternoon but you were out at a meeting.

The value will be around £45k.

I'm technically on leave tomorrow but happy to have a chat if there's a good time for you?

Many thanks

----- Original Message -----

From: [REDACTED] [mailto:[REDACTED]@tfl.gov.uk]

Sent: Thursday, March 02, 2017 08:23 AM

To: [REDACTED]

Subject: RE: Query regarding single supplier procurement

Thanks for the e-mail and happy to have a conversation with you. Any idea what the value could be for this?

What is your availability either today or tomorrow and I'm assuming we can cover this off with a call (although happy to meet face to face if that helps).

Regards

-----Original Message-----

From: [REDACTED] [mailto:[REDACTED]@london.gov.uk]

Sent: 01 March 2017 19:20

To: [REDACTED]

Subject: Query regarding single supplier procurement

Hi [REDACTED]

Would I be able to chat to you or a member of your team about a procurement query tomorrow please?

I can send more details but the issue is basically this -

We wish to procure a company to run a bulk purchase aggregation scheme for us. Similar to those energy buying clubs where demand for a tariff is aggregated from a large number of potential buyers and then put to the market, after which energy suppliers bid for the supply contract, providing the buyers with a really competitive price due to the scaled up demand. An example of this is the Big London Energy Switch.

However, we would like to run a scheme for installing solar panels. Market research shows there's only really one company around who can run such a scheme for us (they've done one before in Norwich, the only of its kind).

I just wanted to discuss options so that we perhaps can avoid a full procurement process where we almost definitely end up with this supplier anyway. At the housing association I worked at previously we might do what they called a Negotiated Tender in such circumstances if we could prove the case adequately, I wondered whether we had a similar option in the GLA Group?

A further option I suppose could be that we procure the RE:NEW support team to conduct the work (they will effectively manage it under their remit anyway) and they worry about delivery, probably having to subcontract to said specialist anyway.

I'd be grateful for your thoughts.

Kind regards



#LondonIsOpen

GREATER LONDON AUTHORITY NOTICE:

The information in this email may contain confidential or privileged materials.

For more information see <https://www.london.gov.uk/about-us/email-notice/>

The contents of this e-mail and any attached files are confidential. If you have received this email in error, please notify us immediately at postmaster@tfl.gov.uk and remove it from your system. If received in error, please do not use, disseminate, forward, print or copy this email or its content. Transport for London excludes any warranty and any liability as to the quality or accuracy of the contents of this email and any attached files.

Transport for London is a statutory corporation whose principal office is at Windsor House, 42-50 Victoria Street, London, SW1H 0TL. Further information about Transport for London's subsidiary companies can be found on the following link: <http://www.tfl.gov.uk/corporate/about-tfl/>

Although TfL have scanned this email (including attachments) for viruses, recipients are advised to carry out their own virus check before opening any attachments, as TfL accepts no liability for any loss, or damage which may be caused by viruses.

This message has been scanned for viruses by the Greater London Authority.

Click

<https://www.mailcontrol.com/sr/A2z2PluyylzGX2PQPOMvUgZ1F1vOh!vyBxMB4s!ZguE6Ltyki+Aqq!84YOpmzOTzpVKqZr1+GS0DMGoTToeXlw==> to report this email as spam.

#LondonIsOpen

GREATER LONDON AUTHORITY NOTICE:

The information in this email may contain confidential or privileged materials.

For more information see <https://www.london.gov.uk/about-us/email-notice/>

#LondonIsOpen

From: [REDACTED]
Sent: 05 May 2017 08:56
To: [REDACTED]
Subject: RE: Solar Action Plan and aggregation pilot

Thanks for letting me know [REDACTED] – do give me a shout if any comments on the draft SAP

From: [REDACTED]
Sent: 04 May 2017 18:10
To: [REDACTED]
Subject: RE: Solar Action Plan and aggregation pilot

Thanks for this [REDACTED] – looks good from a skim and I'll try to have a more in depth look over the coming days.

FYI – [REDACTED] made a couple of decent points which I've incorporated but [REDACTED] unfortunately won't have chance to look through the final version and send to SR until the weekend/Monday.

Regards

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: [REDACTED]
[REDACTED] london.gov.uk
Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

From: [REDACTED]
Sent: 03 May 2017 11:51
To: [REDACTED]
Subject: RE: Solar Action Plan and aggregation pilot

Thanks [REDACTED]

FYI attached is the draft SAP so you can see how I have referenced the reverse auction pilot – once I've had feedback from the Mayor's Office I'll send the amended version round the team but let me know if any points you'd like to discuss.

From: [REDACTED]
Sent: 03 May 2017 11:30
To: [REDACTED]
Subject: RE: Solar Action Plan and aggregation pilot

Hi [REDACTED]

Very nice thanks, and similarly could do with another!

Thanks for the update. [REDACTED] now has today as a deadline – unless [REDACTED] for some reason has another round of comments later it could go end of play (or tomorrow if he's no time for a final review) so 100% fine to say this week.

[REDACTED]

[REDACTED] [REDACTED]

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: [REDACTED]

[REDACTED] london.gov.uk

Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

From: [REDACTED] [REDACTED]

Sent: 03 May 2017 11:15

To: [REDACTED] [REDACTED]

Subject: RE: Solar Action Plan and aggregation pilot

Importance: High

Hi [REDACTED]

Hope you are well and had a good long weekend. I could do with another one!

I've sent the draft solar action plan up to Shirley & [REDACTED] so can I let them know the aggregation paper will be coming up by the end of this week? I don't need to see it beforehand but grateful if you could copy me in when you send it through.

Cheers

[REDACTED]

From: [REDACTED] [REDACTED]

Sent: 28 April 2017 13:32

To: [REDACTED] [REDACTED]

Subject: RE: Solar Action Plan and aggregation pilot

Hi [REDACTED]

Apologies, it's not going to be ready and [REDACTED] wants another read-through once it's ready (he's off today so will be next week).

His suggestion was to ask you to tell Shirley when you send the SAP that this paper will follow next week (by midweek unless the posts are moved again).

[REDACTED]

■■■■■

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 ■■■■ Mobile: ■■■■
■■■■■ london.gov.uk
Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

From: ■■■■ ■■■■
Sent: 28 April 2017 13:11
To: ■■■■ ■■■■
Subject: RE: Solar Action Plan and aggregation pilot

Hi ■■■■

Just wondering if you'd got any feedback on the aggregation pilot from ■■■■ If so could you send me your latest?

Thanks

■■■■■

From: ■■■■ ■■■■
Sent: 27 April 2017 12:26
To: ■■■■ ■■■■
Subject: RE: Solar Action Plan and aggregation pilot

Yes, hopefully just a quick read through and he's about today so will press him...

Thanks

■■■■■

From: ■■■■ ■■■■
Sent: 27 April 2017 11:12
To: ■■■■ ■■■■
Subject: RE: Solar Action Plan and aggregation pilot

Hi ■■■■

I'll see if we have any flexibility re Friday but to clarify this isn't the final draft so we'll have more time to get SAP input from ■■■■ if Shirley still keen to see latest wording by end of this week. Great if ■■■■ could look at the aggregation pilot today though – hopefully a quick job?

Cheers

■■■■■

From: ■■■■ ■■■■
Sent: 27 April 2017 10:33
To: ■■■■ ■■■■
Subject: Re: Solar Action Plan and aggregation pilot

Hi [REDACTED]

[REDACTED] floated the idea of running the Agg paper by our new strategy guy, [REDACTED] since he worked on FIT and solar for DECC.

1/ would you like him to give the SAP a quick once over and 2/ is Fri the absolute deadline to get to Shirley?

Thanks

[REDACTED]

From: [REDACTED]
Sent: Wednesday, April 26, 2017 10:19 AM
To: [REDACTED]
Subject: RE: Solar Action Plan and aggregation pilot

Cheers [REDACTED]

From: [REDACTED]
Sent: 26 April 2017 09:28
To: [REDACTED]
Subject: RE: Solar Action Plan and aggregation pilot

Hi [REDACTED]

Bit strange really as I was just following the template [REDACTED] and [REDACTED] previously drafted as assumed agreed but a slightly different structure, more details of certain aspects, timeline, risks etc. were requested etc.

All fair enough but if I'd have known from the start I could just have done a full project plan... hey ho. Will send through once [REDACTED] had another check.

[REDACTED]

[REDACTED]

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: [REDACTED]
[REDACTED] london.gov.uk
Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

From: [REDACTED]
Sent: 26 April 2017 07:11
To: [REDACTED]
Subject: RE: Solar Action Plan and aggregation pilot

Hi [REDACTED]

Thanks for that – what extra work did Shirley request?

Yes let's send both together, could you please send me a copy of the aggregation paper when you are done and I'll send both to Shirley by the end of this week.

Cheers

██████████

From: ██████████ ██████████
Sent: 25 April 2017 18:18
To: ██████████ ██████████
Subject: Solar Action Plan and aggregation pilot

Hi ██████████

Can you let me know when the SAP is due to go to Shirley?

██████████ talked her through the aggregation paper and she requested some extra work (which I've nearly completed).

The thinking is she may prefer to receive both the action plan and the improved pilot paper at the same time. If it's a way off I'll suggest the pilot paper goes sooner of course.

Many thanks

██████████

██████████ ██████████

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 ██████████ Mobile: ██████████
██████████ london.gov.uk
Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

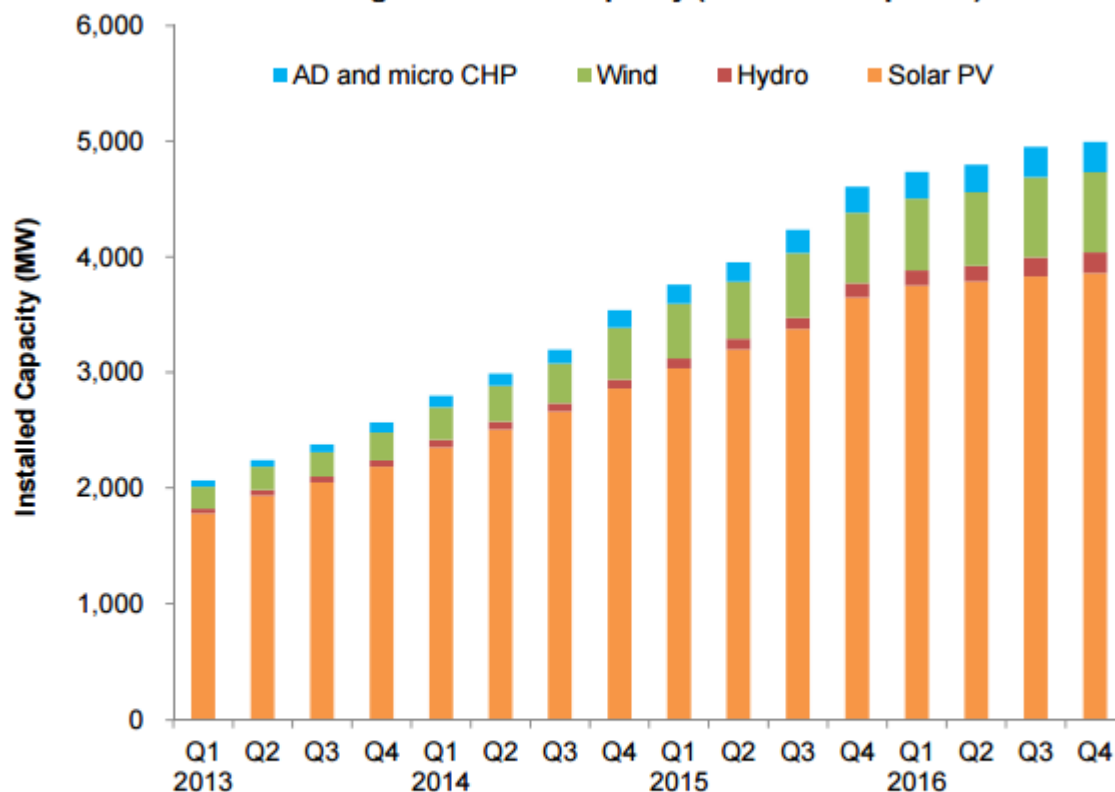
[REDACTED] [REDACTED]

From: [REDACTED]
Sent: 11 May 2017 19:15
To: Shirley Rodrigues
Cc: Patrick Feehily; [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
Subject: RE: RE:NEW solar PV community purchasing scheme pilot – for decision
Attachments: RENEW pilot home solar PV community purchasing scheme - for decision_FIN....docx

Hi Shirley

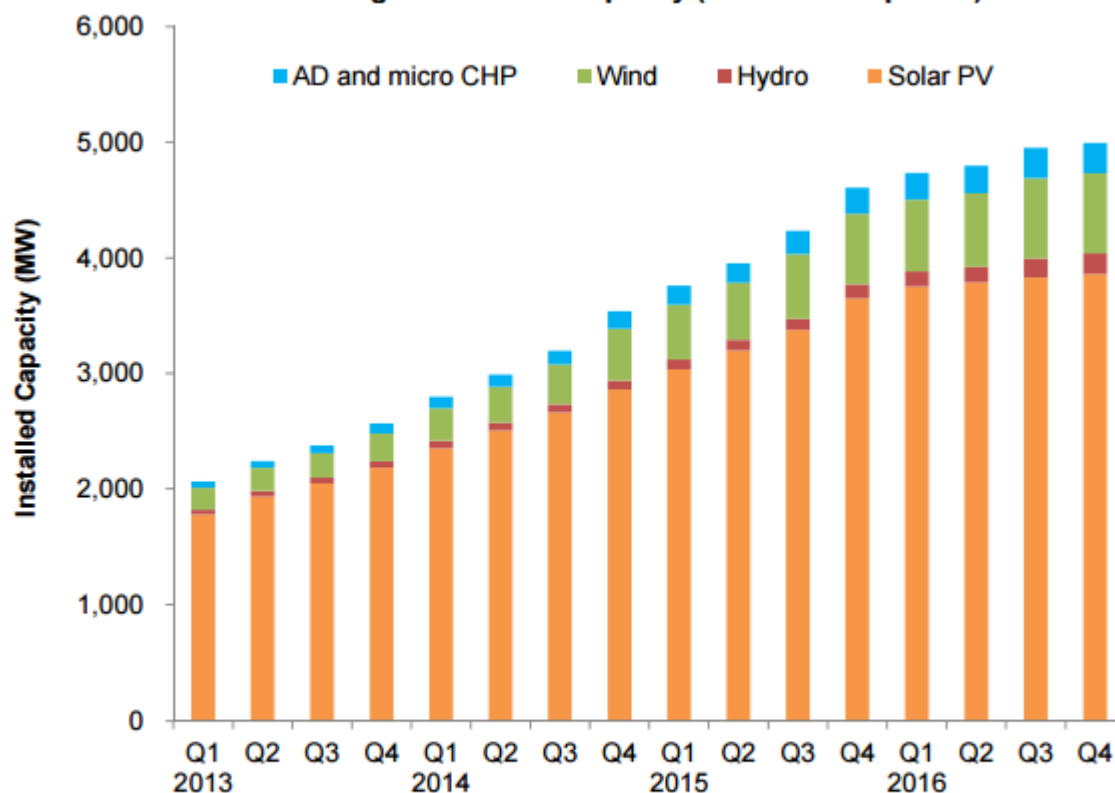
On the back of [REDACTED] paper sent yesterday on a reverse auction proposition, worth noting the below stats on renewables which came out from beis today (thanks [REDACTED] looks like solar installations have all but stopped (unless a lot is getting built and not claiming FIT, but assume all is). We'll see if we can produce a London picture of this next week.

Chart 6.5 Feed in Tariffs: eligible installed capacity (as at end of quarter)



At the end of 2016 Q4, 6.0 GW of capacity was installed and eligible for the GB Feed in Tariff (FiT) scheme⁵. This was an increase of 0.9 per cent (51 MW) on that installed at the end of 2016 Q3, and 12 per cent (660 MW) higher than the amount confirmed at the end of 2015 Q4.

Chart 6.5 Feed in Tariffs: eligible installed capacity (as at end of quarter)



At the end of 2016 Q4, 6.0 GW of capacity was installed and eligible for the GB Feed in Tariff (FiT) scheme⁵. This was an increase of 0.9 per cent (51 MW) on that installed at the end of 2016 Q3, and 12 per cent (660 MW) higher than the amount confirmed at the end of 2015 Q4.

██████████
██████████
Energy Efficiency & Green Finance Manager (Acting)

Development, Enterprise and Environment

Greater London Authority

City Hall, The Queens Walk, London SE1 2AA

Tel: +44(0)207 983 ██████████

Mob: +44(0)7825 ██████████

Email: ██████████ [london.gov.uk](mailto:██████████@london.gov.uk)

Web: www.london.gov.uk / Switchboard +44 (0)20 7983 4000

Follow us: @LDN_environment

From: ██████████

Sent: 10 May 2017 11:52

To: Shirley Rodrigues

Cc: ██████████ Patrick Feehily; ██████████ ██████████ ██████████

Subject: RE:NEW solar PV community purchasing scheme pilot – for decision

Hi Shirley

Please find attached a proposal to pilot a solar PV community purchasing scheme for homes through RE:NEW.

As ██████████ has discussed with ██████████ this reverse auction proposal would act as an early deliverable of the Solar Action Plan, which is currently being reviewed.

Happy to discuss.

Kind regards

██████████

██████████ ██████████

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 ██████████ Mobile: ██████████

██████████ [london.gov.uk](mailto:██████████@london.gov.uk)

Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

Briefing

Date: 10 May 2017

To: Shirley Rodrigues

From: [REDACTED] Programme Manager (Energy), [REDACTED]

RE:NEW solar PV community purchasing scheme pilot – for decision

Recommendation

1. To consider piloting a solar PV community purchasing scheme for homes through RE:NEW, as a key deliverable of the forthcoming Solar Action Plan.

Summary

2. A solar PV community purchasing scheme would test the extent to which a reverse auction approach can increase domestic rooftop solar installation rates above the current baseline, which is the lowest of any region in England. It is proposed that, through the RENEW programme, the GLA procure a service provider with an online platform and marketing expertise to encourage households within the private sector (owner occupiers and private landlords), to register an interest in solar PV installations¹.
3. This aggregated interest would be shared with a pre-agreed framework of solar suppliers (vetted by the service provider), which would bid in a reverse auction to deliver solar installations to those households which have expressed interest, at the lowest price possible. The scheme marketing is expected to cost up to £50,000 which would be funded through available RE:NEW Programme budget. Project management and administration support would also be provided through RE:NEW.
4. A pilot would focus on three to four boroughs² in total to prove the concept in London, and help determine whether a reverse auction approach could be delivered at scale. It would also serve as an early deliverable of the Solar Action Plan. (An identical approach has already been undertaken in Norfolk and has been a great success).

Context

5. The Mayor has committed to “make the most of the city’s roofs, public buildings and land owned by TfL for energy generation by producing a solar energy strategy.” To that end, we are developing a Solar Action Plan to be published alongside the London Environment Strategy.
6. However, without active Mayoral support for domestic solar PV in the short to medium term, delivery levels are likely to remain far behind other regions (despite public perceptions of solar PV technology improving and delivery costs reducing).

¹ Note that this service provider would not actually receive any payment from the GLA. Instead, they would work on a commission basis and be paid a small percentage of every solar installation by the installer. Given the provider would make money through the scheme, they would have to be procured in an open and fair way.

² Ten boroughs have expressed a firm interest but the final three to four will be chosen by working with the service to provider (most likely they will be neighbouring boroughs for ease of delivery)

London's solar potential and actual uptake

7. The London Assembly report '*Bring me sunshine! How London's homes could generate more solar energy*' (October 2015), noted that while London has particular barriers to solar PV in terms of demographics and home typologies, there remains untapped potential for greater uptake, especially among larger owner occupied households in the lower density outer boroughs (see **Appendix 1** for more information on London's barriers).
8. The GLA decentralised energy capacity study (Phase 1 Technical Estimate, 2011) estimated that technical solar potential could provide up to 20 per cent of London's electricity needs in 2031. The recently revised deployment viability, which takes into account the additional economic constraints (including those resulting from government policies such as the reduction to Feed-in-Tariffs) and trends in deployment between 2010 and 2016 showed that rooftop based solar is only likely to contribute a relatively small amount of total electricity demand (in the region of 5 per cent of 2050 demand equal to around 2,000 GWh).
9. In 2015 solar PV is estimated to have generated 70 GWh, 0.2 per cent of London's electricity demand, from a capacity of 82 MW. Solar panels are currently installed on around 0.5 percent of London's 3.4 million homes, and there are currently fewer than thirty installs of domestic solar PV installations being undertaken each month. As a result, London has the lowest amount of installed solar power capacity of any region in the UK, despite being the most affluent and populous part of the country, and having a favourable climate by UK standards.

Impacts of Government policy changes on Mayoral programmes

10. Since 2009, the RE:NEW programme has supported delivery of £23m of solar PV projects, in 8,900 homes, reducing carbon emissions by 1,700 tCO₂ each year.
11. However, as a result of the significant reductions to the solar PV Feed in Tariff in 2016, the rate of solar PV uptake in London's homes has slowed drastically, with 11 RE:NEW pipeline projects being cancelled as a result (totalling a projected 6,700 installs), and interest in new schemes remaining low. Only one domestic solar PV project worth £300k (treating 60 social homes in total) remains within the RE:NEW delivery pipeline.

Scheme rationale

12. Given the low levels of solar deployment in London, is it necessary to explore initiatives that can rapidly boost uptake in order to realise additional carbon savings, improve security of our energy supplies, and bring down technology costs.
13. There is strong case for a RE:NEW-led reverse auction pilot scheme:
 - **an identical reverse auction approach undertaken in Norfolk is estimated to have increased installation rates by 83 per cent**, and saved households on average 16 per cent on the installation cost of solar PV
 - **a pilot scheme across three to four boroughs could deliver between 150 and 600 domestic installations**, generating investment of between £0.6 - 2.4m, and saving between 225 - 900 tCO₂ each year. (See **Appendix 2** for more details on the Norfolk scheme and the London uptake projection)

- **eleven London boroughs, have provided in principle support for a pilot** at a workshop in September, and two more have subsequently declared an interest³.
- **a scheme could help deliver solar PV installations and increase uptake in London** through:
 - raised awareness through targeted marketing and advertising
 - reduced costs through aggregating demand for bulk purchasing
 - improved market confidence through GLA and borough endorsement
 - re-invigoration of the solar supply chain
- a scheme would also help to refine delivery and marketing approaches aimed at achieving higher uptake of solar PV, and test a delivery model which could provide a revenue stream for future delivery.

Scheme design

14. A reverse auction pilot would operate a delivery model similar to the [Big London Energy Switch](#), that is, it works on the basis of two principles: 1) aggregation of demand to create greater bargaining power than would happen individually, and 2) energy companies/installers competing to offer their best prices. This means that together they can get energy companies to compete to offer their best prices.
15. A pilot scheme would include four key steps:
 - **Step 1 Procurement of a service provider**, with an online platform and marketing expertise to encourage households within the private sector (owner occupiers and private landlords), to register an interest in having solar PV installed on their roofs
 - **Step 2 London households register interest** in installing solar on their roofs
 - **Step 3 Interest is aggregated and shared with a pre-agreed framework of solar PV suppliers** (vetted by the service provider)
 - **Step 4 Suppliers bid through a reverse auction to deliver solar installations** to those households which have expressed interest, at the lowest price possible.
16. The estimated cost of the pilot is £50,000, which would be met from the RE:NEW programme budget. The majority of this cost will be for marketing, although existing borough marketing resources will be utilised wherever possible.
17. Project management of the pilot would be undertaken through existing RE:NEW programme resources – by both the RE:NEW Support Team and GLA officers. This would be undertaken in liaison with boroughs.
18. A proportion of the budget will be used to evaluate the pilot. If deemed a success, this approach could then (funds permitting) be rolled out more widely across London. At this stage, it may then be preferable to deliver the programme through an *Energy for Londoners* branded online platform.
19. The delivery approach would therefore be designed to be repeatable, scalable and flexible (including the ability to market other energy efficiency and supply measures in the future), with the aim of providing greater delivery impact on each repeat ‘auction’.

³ Barking and Dagenham, Brent, Croydon, Ealing, Enfield, Greenwich, Haringey, Kingston, Merton, Sutton, Waltham Forest, Lewisham and Havering.

20. It is projected that a pilot of this nature would have an estimated nine month lead-in time, from Mayoral approval to delivery of the solar PV installations (see table 1).
21. Development work to date includes the following:
- analysis and modelling of trends and installation rates of solar PV in London compared with other regions to identify potential take up rates and target market (resulting in a more detailed scoping paper on which this briefing is based)
 - identification of similar UK and international schemes (including the Norfolk Together pilot, and New York City's Solarize project)
 - design of detailed delivery approach options and delivery timescales
 - soft market testing with the supply chain.

Table 1: Proposed timetable

	May	Jun	Jul	Aug	Sep	Oct	Nov	To end Jan	To end Apr
GLA approval	•								
Tender specification developed	•	•	•	•					
Procurement exercise launched		•	•	•	•				
Delivery partner appointed			•	•					
Scheme developed			•	•	•	•			
Scheme launch and promotion				•	•	•	•	•	•
Registration period					•	•	•	•	•
Auction									•
Offers sent									•
Offers accepted									•

Risks:

22. There are a number of potential risks we would have to consider and address:
- while London boroughs are keen to work with us on this scheme, it is of course impossible to accurately predict the level of interest from residents (other than assuming similar uptake levels from the Norfolk scheme), as this would be the first of its kind in London, and only the second in the country.
 - Brexit and the General Election may both have an impact on consumer confidence which could dampen demand, and government policy changes (including changes to the rate of Feed-in Tariff) might follow
 - the supply-chain for solar PV is much smaller since the cuts to the Feed-in Tariff. While there is likely to be plenty of installers interested in being part of the scheme, less competition might mean that prices are lower than they might have been in a healthier market (this of course something that the scheme itself could help to address if successful)
 - installer quality presents a reputational risk for the GLA and boroughs (although of course we would specify a recognised, fully accredited installer as a prerequisite)
 - the scheme could also attract criticism as it is inherently likely to favour larger PV installers who would have the capacity to deal with a potentially large number of installs.

Appendix 1: Barriers and motivations

23. The main barriers to domestic solar PV deployment in London, include:
- a cityscape of thin, tall buildings as well as much terraced housing with little roof space
 - greater proportion of residents living in flats rather than houses
 - higher installation costs in London
 - planning issues and high prevalence of conservation areas
 - greater transience in the residential population and large and growing private rented sector
 - high housing costs, and concentrations of deprivation and high levels of fuel poverty.
24. Conversely, the BEIS report *'Identifying trends in the deployment of domestic solar PV under the Feed-in Tariff scheme'* notes the following:
- affluence – the lower the level of deprivation, the greater the prevalence of solar PV installation
 - tenure – higher levels of installation amongst owner occupiers, particularly in detached properties
 - age - increased levels of investment from 45–65 year olds.
25. To date, there has been no published research in relation to the impact on the above factors of the Feed in Tariff cuts of January 2016. However feedback from the operator of the Norfolk pilot is that the returns currently available (six to eight per cent), while preferential to savings rates, are perceived to be unacceptable to older age groups due to payback in excess of ten years (currently 12+).

Appendix 2: Results from other comparable schemes and London projection

- **Norfolk Together**, launched in 2015 was a combined effort led by Norwich Council in collaboration with other district councils across Norfolk. Key highlights/elements include:
 - targeted marketing attracted 4,000 expressions of interest
 - an auction was held with a pre-qualified list of suppliers using an agreed specification
 - the winner of the auction then liaised directly with customers to develop their bespoke offer
 - 600 customers went forward to install systems with a cost saving of 16 per cent against average market prices at that time
 - technical administration, website, customer and supply chain liaison and engagement and marketing material were all outsourced to a third party.
- **Solarize NYC** is a citywide initiative to drive solar uptake and reduce costs through multiple group purchasing campaigns in New York. Key highlights/elements include:
 - campaigns are 'community led' and require volunteer time to coordinate and develop the campaign, with technical, educational and marketing support
 - a (self-identified) community can express interest in running a community solar campaign
 - training and support is provided to help develop a campaign
 - installer partners are selected
 - the community leaders generate leads for the installers
 - an average saving of 20 per cent has been achieved on install costs.

From: [REDACTED]
Sent: 22 May 2017 15:14
To: [REDACTED]
Cc: [REDACTED] (Capita); [REDACTED] (Capita)
Subject: RE: ERDF match funding & solar agg approval

Hi [REDACTED]

Yes I think [REDACTED] CPT@tfl.gov.uk or [REDACTED] CPT@tfl.gov.uk would be the right people to contact.

Best,

[REDACTED]

Retrofit Project Manager

Follow us: @LDN_environment

Tel: +44 (0)20 7983 [REDACTED]
Mob: [REDACTED]
Email: [REDACTED] [london.gov.uk](mailto:[REDACTED]@london.gov.uk)
Address: Greater London Authority, City Hall, The Queen's Walk, London SE1 2AA

From: [REDACTED]
Sent: 22 May 2017 15:10
To: [REDACTED]
Cc: [REDACTED] (Capita); [REDACTED] (Capita)
Subject: FW: ERDF match funding & solar agg approval

Would have helped if I'd have copied you into the email [REDACTED] Please see below.

Thanks

[REDACTED]

From: [REDACTED]
Sent: 22 May 2017 13:00
To: [REDACTED] (Capita)
Cc: [REDACTED] (Capita); [REDACTED] (Capita)
Subject: RE: ERDF match funding & solar agg approval

Hi [REDACTED]

I had dialogue with [REDACTED] over the solar aggregation project (attached for ref) – now he's gone can you recommend anyone from the ERDF work – [REDACTED] perhaps?

Thanks

[REDACTED]

From: [REDACTED] (Capita) [[mailto:\[REDACTED\]@capita.co.uk](mailto:[REDACTED]@capita.co.uk)]
Sent: 22 May 2017 12:55
To: [REDACTED]
Cc: [REDACTED] (Capita); [REDACTED] (Capita)
Subject: RE: ERDF match funding & solar agg approval

I'm sure we can get some example information about how iChoosr have worked before.

In terms of budget I think that's fine, we can work with what we have & see where we get to. We'll try to maximise efficiency in the process.

A brief project plan probably needs to be developed to break all this down. I'll put heads together with [REDACTED] & Pre on this.

High on the agenda will be a meeting with the procurement team at TfL/GLA. Can you make introductions here?

[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@london.gov.uk]
Sent: 22 May 2017 12:27
To: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Cc: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Subject: RE: ERDF match funding & solar agg approval

Assuming I-choosr/Norfolk have info readily available it'd be useful to make a start please.

Also, we may need to be a tighter on how we estimated the £10k/borough marketing estimate (if we can also get down below £50k total budget this remove the need for further approvals).

Thanks

[REDACTED]

From: [REDACTED] (Capita) [mailto:[REDACTED]@capita.co.uk]
Sent: 22 May 2017 12:23
To: [REDACTED]
Cc: [REDACTED] (Capita)
Subject: RE: ERDF match funding & solar agg approval

Hi [REDACTED]

Thanks, that is a great start. Shall we get started on this or did you want to sit down with [REDACTED] first & get some more specifics?

[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@london.gov.uk]
Sent: 22 May 2017 12:20
To: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Subject: FW: ERDF match funding & solar agg approval

Hi [REDACTED]

Should have more details on the solar agg in an email by close of play on the Shirley meeting but from a brief chat with [REDACTED] She's happy with the concept and the spend, but we need to provide a bit more detail on the process and mechanism it sounds like (we'll probably need details on how i-choosr manage their side of things from the day-to-day scheme operation to appointing the installer etc.).

Thanks

[REDACTED]

From: [REDACTED]
Sent: 21 May 2017 13:28
To: [REDACTED]
Subject: RE: ERDF match funding & solar agg approval

Yes we got clarity. I will get back to you on the email, I am not sure what he was meaning as it shows we have budget.

Shirley liked the idea and we have agreed to pursue it with a couple of caveats and further info required. I planned to feed back to you tomorrow.

[REDACTED]

From: [REDACTED]
Sent: 19 May 2017 15:25
To: [REDACTED]
Subject: ERDF match funding & solar agg approval

Hi [REDACTED]

Just a couple of queries if you have a minute:

1/ Did we get any clarity from PF on the match funding budget (discussed in the attached)?

2/ Was any decision on the Solar Aggregation proposal at the EFL meeting yesterday? It'd be good to kick on with it if Shirley was in favour.

Many thanks

[REDACTED]

[REDACTED]

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: [REDACTED]
[REDACTED] london.gov.uk
Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

#LondonIsOpen

GREATER LONDON AUTHORITY NOTICE:

The information in this email may contain confidential or privileged materials. For more information see <https://www.london.gov.uk/about-us/email-notice/>

This message has been scanned by Capita's systems, but if you believe it to be spam then click [here](#) to report this email as spam.

From: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Sent: 24 May 2017 09:08
To: [REDACTED] (CPT); [REDACTED]
Cc: [REDACTED] (CPT); [REDACTED] (Capita)
Subject: RE: Query regarding single supplier procurement

Hi [REDACTED]

My colleague [REDACTED] and I would be available either on Tuesday the 30th or Friday the 2nd, if that suits?

Kindest,

[REDACTED]

[REDACTED]

Project Manager – Housing Consultancy
Real Estate & Infrastructure

078 0800 [REDACTED] | Capita, 65 Gresham Street, London EC2V 7NQ

www.capitaproperty.co.uk



From: [REDACTED] (CPT) [mailto:[REDACTED]@tfl.gov.uk]
Sent: 23 May 2017 22:19
To: [REDACTED] <[REDACTED]@london.gov.uk>
Cc: [REDACTED] (CPT) <[REDACTED]@tfl.gov.uk>; [REDACTED] (Capita) <[REDACTED]@capita.co.uk>; [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Subject: Re: Query regarding single supplier procurement

Hi [REDACTED]

I've read through the documents, thankyou for providing this information.

Having looked at the details, I think we would need to have a discussion on this as it we could pursue the option of a SSJ under the utilities regs.

How are you next week? It would also be good to discuss other requirements you have regarding energy /Renew etc as [REDACTED] has left and most of your requirements will fall under Professional Services. This way we can then be in a better position to assist you and the team.

Hope to speak soon.

[REDACTED]

Sent from my iPad

On 23 May 2017, at 15:23, [REDACTED] <[REDACTED]@london.gov.uk> wrote:

Dear [REDACTED] and [REDACTED]

Now [REDACTED] [REDACTED] has departed could you pick up a project please? Correspondence with [REDACTED] in the emails below but essentially:-

- We wish to procure a company to run a bulk purchase aggregation scheme for us. Similar to those energy buying clubs where demand for a tariff is aggregated from a large number of potential buyers and then put to the market, after which energy suppliers bid for the supply contract, providing the buyers with a really competitive price due to the scaled up demand. An example of this is the Big London Energy Switch. However, we would like to run a scheme for installing solar panels
- Market research shows there's only really one company around who can run such a scheme for us (they've done one before in Norfolk, the only of its kind in the UK).
- [REDACTED] suggested we'd do a SSJ even though we will not actually be paying them directly. They would work on a commission basis and be paid a small % of every solar install, direct from the installer but of course make money from the scheme and so we need to justify why we have not opened this up to other organisations (similar in some ways to a concession and concessions are captured under the Public Procurement Regulations).

Fuller details of the project are in the paper attached, which was recently approved by the Deputy Mayor. From here we need to submit an Assistant Director's Decision paper - ideally in the next week - and so would like to flesh out the details more in this (and perhaps start on any prep work before the ADD approval, as the project timeframe is quite tight).

Would it be possible to meet over the next few days to discuss please? I've copied in two colleagues from the RE:NEW Support Team who will be managing the scheme (and have done the majority of the research to date).

Many thanks

[REDACTED]

[REDACTED] [REDACTED]

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: [REDACTED]
[REDACTED] london.gov.uk

Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

From: [REDACTED] [REDACTED] [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 03 April 2017 11:22
To: [REDACTED] [REDACTED]
Subject: RE: Query regarding single supplier procurement

[REDACTED]

Thanks

[REDACTED]

From: [REDACTED] [REDACTED] [[mailto:\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)]
Sent: 01 April 2017 18:56

To: [REDACTED]
Subject: RE: Query regarding single supplier procurement

Many thanks [REDACTED]

We'll put this up to the Deputy Mayor now – I'll Cc you for info.

Best wishes
[REDACTED]

[REDACTED]

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: [REDACTED]
[REDACTED] [london.gov.uk](mailto:[REDACTED]@london.gov.uk)
Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

From: [REDACTED] [mailto:[REDACTED]@tfl.gov.uk]
Sent: 27 March 2017 11:36
To: [REDACTED]
Subject: RE: Query regarding single supplier procurement

[REDACTED]

Thank you for the e-mail and apologies for the delayed response, I have added some comments below.

From: [REDACTED] [mailto:[REDACTED]@london.gov.uk]
Sent: 17 March 2017 16:51
To: [REDACTED]
Subject: RE: Query regarding single supplier procurement

Hi [REDACTED]

Sorry for the delayed response.

Have just got back up to speed for this – thanks for your answer below and time so far.

The goalposts have slightly shifted now and so I'm after further advice please. Here are the issues:

1/ The auction company who I think we'd do a SSJ for (your option 3 below) will not actually receive any payment from us I've realised. They will work on a commission basis and be paid a small % of every solar panel install (direct from the installer, not us). They will of course make money from the scheme even we don't pay them – I assume this means that we should still do an SSJ? [Yes this would still require an SSJ as the auction company are benefiting from the opportunity and we need to justify as to why we have not opened this up to other organisations. This is similar in some ways to a concession and concessions are captured under the Public Procurement Regulations.](#)

2/ In order to facilitate the scheme we will be offering 3 or 4 London boroughs a grant to cover advertising costs (in the region of £10-14k each). This I assume would be possible from a revenue budget wouldn't it? And also, could you tell me what process I'd need to through please? Some kind

of grant release form? (Apologies, not done this before). Sorry, but I am not familiar with the Grant funding process as we in commercial have no involvement in this area. Suggest you discuss locally or contact [REDACTED] (TfL Legal).

Many thanks

[REDACTED]

[REDACTED]

Programme Manager – Energy
Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: [REDACTED]

[REDACTED] london.gov.uk

Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

-----Original Message-----

From: [REDACTED] [mailto:[REDACTED]@tfl.gov.uk]

Sent: 03 March 2017 08:42

To: [REDACTED]

Subject: RE: Query regarding single supplier procurement

[REDACTED]

Thanks for the response. You have options:-

1. Undertake a mini-competition between 3 (or more) suitably identified suppliers.

2. Undertake a mini-competition within a suitable framework.

For both of these options I will need a Procurement Engagement Form and a specification/outline to enable to supplier to bid.

3. Complete a single source justification and at the same time obtain a cost proposal form a supplier (to support the SSJ).

Happy to discuss further but appreciate you are on leave today. I'm free till 10.00am and then again from 2pm onwards.

Regards

[REDACTED]

-----Original Message-----

From: [REDACTED] [mailto:[REDACTED]@london.gov.uk]

Sent: 02 March 2017 19:13

To: [REDACTED]

Subject: Re: Query regarding single supplier procurement

Hi [REDACTED]

Thanks for the helpful email and sorry for the late reply, tried you earlier this afternoon but you were out at a meeting.

The value will be around £45k.

I'm technically on leave tomorrow but happy to have a chat if there's a good time for you?

Many thanks

■

----- Original Message -----

From: ■ ■ [mailto:■@tfl.gov.uk]

Sent: Thursday, March 02, 2017 08:23 AM

To: ■ ■

Subject: RE: Query regarding single supplier procurement

■

Thanks for the e-mail and happy to have a conversation with you. Any idea what the value could be for this?

What is your availability either today or tomorrow and I'm assuming we can cover this off with a call (although happy to meet face to face if that helps).

Regards

■

-----Original Message-----

From: ■ ■ [mailto:■@london.gov.uk]

Sent: 01 March 2017 19:20

To: ■ ■

Subject: Query regarding single supplier procurement

Hi ■

Would I be able to chat to you or a member of your team about a procurement query tomorrow please?

I can send more details but the issue is basically this -

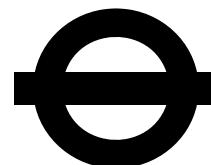
We wish to procure a company to run a bulk purchase aggregation scheme for us. Similar to those energy buying clubs where demand for a tariff is aggregated from a large number of potential buyers and then put to the market, after which energy suppliers bid for the supply contract, providing the buyers with a really competitive price due to the scaled up demand. An example of this is the Big London Energy Switch.

However, we would like to run a scheme for installing solar panels. Market research shows there's only really one company around who can run such a scheme for us (they've done one before in Norwich, the only of its kind).

I just wanted to discuss options so that we perhaps can avoid a full procurement process where we almost definitely end up with this supplier anyway. At the housing association I worked at previously we might do what they called a Negotiated Tender in such circumstances if we could prove the case adequately, I wondered whether we had a similar option in the GLA Group?

A further option I suppose could be that we procure the RE:NEW support team to conduct the work (they will effectively manage it under their remit anyway) and they worry about delivery, probably having to subcontract to said specialist anyway.

I'd be grateful for your thoughts.



Commercial Template

Single Source Justification

Issue v2

For TfL use (excluding LU)

Version History		Date
2.0	Initial Issue	

Owner	Head of Commercial Strategy & Performance
Use Status	Template

Transport for London
Request for Authorisation of Non-Competitive Transaction - Template
(Single Source Request)

IMPORTANT NOTE TO SIGNATORIES: By signing this form you are also declaring that you have no prior or existing personal or financial interest(s) in this supplier other than for the supply of the requisite goods, works and/or services under the proposed contract.

SUBJECT			Date
Originating Department:			
<i>Proposed contract start date:</i>		<i>Proposed contract end date:</i>	
Submitted By (Budget Holder)		Prepared By:	
<i>Signature</i>		<i>Signature</i>	
<i>Print</i>		<i>Print</i>	
The Budget Holder accepts that in submitting this single source request it may be subject to challenge as “anti competitive” by an external third party under UK / EU Procurement Law.			
Consultees/Procurement Comments			
<i>Add details as appropriate e.g. Legal Specialist, Sponsor, other staff etc. Consultees may indicate agreement or dissent or make other comments if appropriate.</i>			
Procurement signature (only if approved)			
<i>Signature</i>			Date
<i>Print</i>			
<i>Single Source Request Value: £</i>		<i>SAP PO No.</i>	

Narrative

1 Purpose of Goods / Services

Details of the goods, works or services that it is proposed to single source including if this applies to a single transaction or a series of transactions.

2 Background

A description of the circumstances surrounding the need to single source and which category of exemption from competition is considered applicable i.e.:

- There is only one realistic source of supply available, based on the supplier's unique skills, which are unobtainable elsewhere
- Extreme urgency, which needs to be justifiable

- Previous involvement (experience) to a specific current project or continuation of existing work
- One-off piece of work

NB The higher the value, the greater the risk of non-compliance with EU law, resulting in less of a likelihood of obtaining single source authorisation.

Where this transaction is retrospective (i.e. work has been commissioned prior to formal procurement approval) an additional statement on the reasons for this are to be included)

3 Options considered.

What alternative options to single sourcing have been considered and why they are not appropriate.

What is the preferred option and why is it appropriate.

4. Risks

What are the risks involved in this transaction? What mitigations are in place? Who is the owner of the risk and mitigations? Completion of the table is mandatory.

Risk	Mitigation	Owner

5. Impact on Funds

Details of the Budget position relating to the transaction and any known impact on the cost of the transaction. An estimate of the value of the transaction should be given here.

6. Recommendation(s)

Details of the preferred course of action (including name of the recommended supplier) in the short and longer term (if applicable) e.g. single source initial order and develop new sources of supply to compete for longer term requirements.

7. Disclaimer (for Budget Holder)

I, the client, am fully aware of the requirements of the Transport for London Business Ethics policy and declare that I have no prior, or existing financial or personal interest in the supplier selected other than for the supply of the requisite Goods and/or Services to Transport for London.

Please use a blank version of this template for completion.

****On completion all single source request forms should be marked as 'TfL Restricted' and treated as such.****

[REDACTED]
[REDACTED]

From: [REDACTED] (CPT) <[REDACTED]@tfl.gov.uk>
Sent: 01 June 2017 14:28
To: [REDACTED] (CPT); [REDACTED]
Subject: RE: SSJ
Attachments: GBP0106.docx

Hi [REDACTED]

Sure I sent this – but here you go.

I've taken [REDACTED] out as it was his external email address. Does she have an internal one? Can't send our internal documents to an external address.

[REDACTED]

From: [REDACTED] (CPT)
Sent: 01 June 2017 14:25
To: [REDACTED]
Cc: [REDACTED] (Capita); [REDACTED] (CPT)
Subject: RE: SSJ

Hi [REDACTED]

Yes an SSJ is the document we need. I think [REDACTED] is sending a template to you.

I have also approached Legal re a Concessions Contract and have been asked various questions (as Legal need to be clear that this is appropriate) – again [REDACTED] is sending these to you.

Kind regards

[REDACTED]
[REDACTED] I Senior Commercial Manager - Professional Services Team
Commercial, Corporate Services - GLA Collaborative Procurement Team (CPT)
Transport for London
16th Floor Windsor House
50 Victoria Street
London SW1H 0TL
Tel: 020 3054 [REDACTED] (Auto [REDACTED])
Mob: 07748 [REDACTED]
Fax: 020 3054 [REDACTED]
E-mail: [REDACTED]@tfl.gov.uk

Website: [Buying Professional Services](#)

Best Practice delivering Best Value

From: [REDACTED] [[mailto:\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)]
Sent: 01 June 2017 14:22
To: [REDACTED] (CPT)

Cc: [REDACTED] (Capita)
Subject: FW: SSJ

Hi [REDACTED]

Thanks for your time the other day. Just to note that I'm on leave tomorrow so if there is any feedback from [REDACTED] on whether an SSJ is the correct vehicle for the solar project then can you copy in [REDACTED] who can make a start please?

Many thanks

[REDACTED]

[REDACTED]

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: [REDACTED]
[REDACTED] london.gov.uk
Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

From: [REDACTED] (CPT) [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 31 May 2017 11:43
To: [REDACTED]
Subject: RE: SSJ

Not a problem. He has contacted [REDACTED] so we are just waiting for the feedback.

Good to meet.

[REDACTED]

From: [REDACTED] [[mailto:\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)]
Sent: 31 May 2017 11:11
To: [REDACTED] (CPT); [REDACTED]
Subject: RE: SSJ

Thanks [REDACTED] – think we're just waiting for [REDACTED] to 100% confirm that this is the route to go down once he's read the paper.

Really appreciated your time yesterday.

Regards

[REDACTED]

[REDACTED]

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: [REDACTED]
[REDACTED] london.gov.uk
Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

From: [REDACTED] (CPT) [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 31 May 2017 11:00
To: [REDACTED]
Subject: SSJ

Hi [REDACTED]

As discussed

Please see attached the SSJ form for you to fill in.

Kind Regards

[REDACTED]

[REDACTED] [REDACTED] I Commercial Manager - Professional Services Team
Commercial, Corporate Services - GLA Collaborative Procurement Team (CPT)
Transport for London
16th Floor Windsor House
42-50 Victoria Street
London SW1H 0TL
Tel: 020 3054 [REDACTED] (Auto [REDACTED])
Mob: 07714 [REDACTED]
Fax: 020 3054 [REDACTED]
E-mail: [REDACTED] tfl.gov.uk

Website: [Buying Professional Services](#)

Best Practice delivering Best Value

The contents of this e-mail and any attached files are confidential. If you have received this email in error, please notify us immediately at postmaster@tfl.gov.uk and remove it from your system. If received in error, please do not use, disseminate, forward, print or copy this email or its content. Transport for London excludes any warranty and any liability as to the quality or accuracy of the contents of this email and any attached files.

Transport for London is a statutory corporation whose principal office is at Windsor House, 42-50 Victoria Street, London, SW1H 0TL. Further information about Transport for London's subsidiary companies can be found on the following link: <http://www.tfl.gov.uk/corporate/about-tfl/>

■■■■■

From: ■■■■ (Capita) <■■■■■@capita.co.uk>
Sent: 06 June 2017 15:19
To: ■■■■
Cc: ■■■■ (Capita)
Subject: RE: solar together UK

Good plan, invite sent for Tuesday

From: ■■■■ [mailto:■■■■■@london.gov.uk]
Sent: 06 June 2017 14:34
To: ■■■■ (Capita) <■■■■■@capita.co.uk>
Cc: ■■■■ (Capita) <■■■■■@capita.co.uk>
Subject: RE: solar together UK

Hi ■■■■

Not really going to be able to give this too much thought until next week I'm afraid but I understand the concerns. I'm free on the 19th so could really get my head around the GLA position next week ahead of meeting them.

Perhaps we could also have dedicated time on this next Tuesday over at Capita (with ■■■■ potentially too if free)?

Thanks

■■■■■

■■■■■

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 ■■■■ Mobile: ■■■■
■■■■■ [london.gov.uk](mailto:■■■■■@london.gov.uk)
Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

From: ■■■■ (Capita) [<mailto:■■■■■@capita.co.uk>]
Sent: 06 June 2017 13:07
To: ■■■■
Cc: ■■■■ (Capita)
Subject: FW: solar together UK

Hi ■■■■

Please see below from iChoosr. I've spoken to them today and they are still interested to develop a scheme in the interim before a BEIS review is published.

I think given the continuing approvals process at the GLA and the need to get buy-in & sign off from partner councils, we are probably looking at a marketing launch in late 2017 at the earliest so waiting for the BEIS review to complete (and therefore planning a marketing launch in Jan 2018) is unlikely to create a significant additional delay.

■■■■■ and I are meeting with iChoosr at 3pm on Monday 19th June if you'd like to attend it may be useful. It would be good to get our procurement approach and strategy for local authority engagement sorted before then.

Regards.

██████████

From: ██████████ | iChoosr [<mailto:██████████@ichoosr.com>]

Sent: 02 June 2017 15:35

To: ██████████ (Capita) <██████████@capita.co.uk>; ██████████ (Capita) <██████████@capita.co.uk>

Cc: ██████████ | iChoosr <theo@ichoosr.com>; ██████████ <██████████@ichoosr.com>

Subject: solar together UK

Dear ██████████ and ██████████

Hope you are well. We certainly are, and looking forward to exiting times ahead.

We noticed the intended FiT review bij BEIS.

(http://www.solarpowerportal.co.uk/news/beis_commits_to_fresh_fit_review_by_the_end_of_the_year)

We anticipate that this will impact the industry before and after the review. As one may expect that the review will result in the same or a positive FiT scheme for the small scale prosumer, one can also expect that in the period before the review consumers will hold their horses and await the outcome of the review. In any case, launching a scheme before the FiT review is a hazardous endeavour as councils might receive criticism if the FiT indeed rise next year. Consumers might feel “cheated”.

These considerations should be taken into account when we contemplate a group purchase scheme.

With elections coming in the UK and a more prominent role regarding sustainability for Europe, a lot may change in the coming months. We anticipate these changes will support the consumer business case for solar next year.

Of course local supporting policies may have a much stronger positive influence, as the PPA for London could be.

Next week we will review everything again and decide whether or not to actually prepare for a relaunch early 2018. Till now, our strategy was depending on the GLA's ambitions. That might (and still does) provide a large and well supported come-back for us with Solar Together. We are still very keen to do so, yet if we decide we want to relaunch early 2018, we will also start looking for other possibilities and chart the interest of councils throughout the UK.

Therefore I am curious as to where the GLA stands today with their intentions for a Solar Scheme. Could you perhaps update me?

Kind regards

██████████ ██████████

New Business Manager

M. +31(0)6 22 40 ██████████

E. ██████████@ichoosr.com



Onafhankelijke organisator van groepsaankopen

[REDACTED]
[REDACTED]

From: [REDACTED] [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Sent: 07 June 2017 15:56
To: [REDACTED] [REDACTED] [REDACTED]
Subject: FW: solar map London

[REDACTED]

Have you taken any steps along the route of mapping solar potential? See below a note from [REDACTED] at iChoosr, they feel this would be a big asset in promoting a private sector scheme.

The company he mentioned has linked up with Google in Germany. This might be something worth a joint discussion with BEIS.

<https://www.ribaj.com/products/google-opens-sunroof-in-europe>

[REDACTED]

From: [REDACTED] [REDACTED] | iChoosr [mailto:[REDACTED]@ichoosr.com]
Sent: 07 June 2017 14:26
To: [REDACTED] [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Cc: [REDACTED] [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Subject: Re: solar map London

Hi [REDACTED]

I found this email, in which I inquired if London was still keen on a solar Map. Did you pursue the question?

Regards
[REDACTED]

On 19 Jan 2017, at 11:34, [REDACTED] [REDACTED] (Capita) <[REDACTED]@capita.co.uk> wrote:

Hi [REDACTED]

Thanks for this. I'll find out where the GLA have got to with this.

Regards

[REDACTED]

From: [REDACTED] [REDACTED] | iChoosr [mailto:[REDACTED]@ichoosr.com]
Sent: 19 January 2017 08:18
To: [REDACTED] [REDACTED] (Capita) <[REDACTED]@capita.co.uk>; [REDACTED] [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Subject: solar map London

Dear [REDACTED] and [REDACTED]

In a GLA report from the environment committee (bring me sunshine, October 2015) I read about London's intentions for a Solar Map. I happen to have contact with the provider of the

best solution I have seen so far. It is offered by a German company with the name Tetraeder. In 2015 we were on parallel tracks for the UK. iChoosr was learning from the pilot in Norwich, with the intention of going national, and Tetraeder was waiting for the release of data into the public domain, in order to create a service-offering for the UK. With the FiT slash the both of us came to the same conclusion and decided to put our actions on hold.

A solar map is a good tool for citizens to see whether their roof is suitable. It nudges in the right direction. (It resolves the question whether or not one CAN have solar) The combination with a group purchase scheme is strong, as the scheme offers a solution to overcome the biggest barrier consumers have regarding solar: Lack of Trust. (It resolves the question about HOW one can get have solar, in a easy manner, with high quality and trusted provider)

It is not necessary to combine the two: Scheme and Map. But, if the GLA still intends to realise a Solar Map, it would be great to combine the two.

Just to be perfectly clear, we do not have any business or commercial relationship with Tetraeder. I just connect the dots and have great respect for the quality of their work. If you would like to get in contact with Tetraeder I can connect you to them.

Kind regards

■■■■

+31 ■■■■
■■■■ ichoosr.com

iChoosr UK, Belgium and Netherlands
Independent Consumer Collective

www.ichoosr.com

This message has been scanned by Capita's systems, but if you believe it to be spam then click [here](#) to report this email as spam.

This email is security checked and subject to the disclaimer on web-page: <http://www.capita.co.uk/email-disclaimer.aspx>

This message has been scanned for viruses by the Greater London Authority.

Click [here](#) to report this email as spam.

[REDACTED] [REDACTED]

From: [REDACTED] [REDACTED]
Sent: 13 June 2017 09:46
To: [REDACTED] [REDACTED]
Subject: RE: Reverse auction

Thanks mate

-----Original Message-----

From: [REDACTED] [REDACTED]
Sent: Tuesday, June 13, 2017 09:25 AM GMT Standard Time
To: [REDACTED] [REDACTED]
Subject: RE: Reverse auction

Hi [REDACTED] - yep - Norfolk only scheme to date, the idea died off after the last FIT cuts it seems so likely we'd be the next ones if we proceed...

Thanks

[REDACTED]

[REDACTED] [REDACTED]

Programme Manager – Energy
Development, Enterprise and Environment Directorate
Follow us: @LDN_environment
Phone: 020 7983 [REDACTED] Mobile: [REDACTED]
[REDACTED] london.gov.uk

Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA
Please consider the environment before printing this e-mail or its attachments.

-----Original Message-----

From: [REDACTED] [REDACTED]
Sent: 13 June 2017 09:03
To: [REDACTED] [REDACTED]
Subject: Reverse auction

Hi [REDACTED]

Just a quick q to inform the solar action plan this morning, is the norfolk example the only solar reverse auction in the UK to date?

Cheers

[REDACTED]

From: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Sent: 13 June 2017 15:06
To: [REDACTED] (Capita); [REDACTED]
Subject: RE: Solar Project Review

One point that [REDACTED] just picked up on is the question of mapping solar potential - did you see my email previously with the suggestion from iChoosr that this would be a good support for a private sector initiative & they think it would really help an auction campaign.

Is this something that you'd like us to look in to further or that you 've done any work around? Perhaps something to include in a draft action plan.

From: [REDACTED] [mailto:[REDACTED]@london.gov.uk]
Sent: 13 June 2017 15:02
To: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>; [REDACTED] (Capita) <[REDACTED]@capita.co.uk>; [REDACTED] <[REDACTED]@london.gov.uk>
Subject: RE: Solar Project Review

Thanks [REDACTED]

From: [REDACTED] (Capita) [mailto:[REDACTED]@capita.co.uk]
Sent: 13 June 2017 15:01
To: [REDACTED] (Capita); [REDACTED]
Subject: RE: Solar Project Review

Hi [REDACTED]

I think that is fine, more for your information & integration with your work rather than critical.

We'll keep you updated.

From: [REDACTED] [mailto:[REDACTED]@london.gov.uk]
Sent: 13 June 2017 14:53
To: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>; [REDACTED] (Capita) <[REDACTED]@capita.co.uk>; [REDACTED] <[REDACTED]@london.gov.uk>
Subject: RE: Solar Project Review
Importance: High

Hi all

Sorry I've got some urgent work for a deadline this afternoon (too many deadlines at the moment) so am going to have to miss this I think. Unless there's any urgent things you need a view from me on at the end of the meeting once you've had chance to discuss? In which case I can make 15 or so mins over the phone.

[REDACTED] – I'm around Thurs if you want to catch up then.

Cheers

-----Original Appointment-----

From: [REDACTED] [REDACTED] (Capita) [[mailto:\[REDACTED\]@capita.co.uk](mailto:[REDACTED]@capita.co.uk)]

Sent: 06 June 2017 15:20

To: [REDACTED] [REDACTED] (Capita); [REDACTED] [REDACTED] (Capita); [REDACTED] [REDACTED] [REDACTED] [REDACTED]

Subject: Solar Project Review

When: 13 June 2017 15:00-16:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Capita Offices 65 Gresham Street EC2V 7NQ

To review timescales and major tasks to implementation

- LA partner selection
- Procurement
- ADD sign off
- BEIS review implications
- Supplier feedback

This email is security checked and subject to the disclaimer on web-page: <http://www.capita.co.uk/email-disclaimer.aspx>

This message has been scanned for viruses by the Greater London Authority.

Click [here](#) to report this email as spam.

#LondonIsOpen

GREATER LONDON AUTHORITY NOTICE:

The information in this email may contain confidential or privileged materials. For more information see <https://www.london.gov.uk/about-us/email-notice/>

This message has been scanned by Capita's systems, but if you believe it to be spam then click [here](#) to report this email as spam.

#LondonIsOpen

GREATER LONDON AUTHORITY NOTICE:

The information in this email may contain confidential or privileged materials. For more information see <https://www.london.gov.uk/about-us/email-notice/>

From: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Sent: 13 June 2017 17:35
To: [REDACTED]
Subject: Draft workplan
Attachments: Draft workplan.docx

Hi [REDACTED]

Please find attached the first stab at timetable / workplan for the solar project. It's very rough and I need to include sign-off/milestones in there, but it'll give you an idea.

[REDACTED]

[REDACTED]
Development Manager – Housing Consultancy
Real Estate & Infrastructure
078 0800 [REDACTED] | Capita, 65 Gresham Street, London EC2V 7NQ
www.capitaproperty.co.uk



This message has been scanned for viruses by the Greater London Authority.

Click [here](#) to report this email as spam.

RE:NEW solar PV community purchasing scheme pilot

When	Time required	Task end	Task	Outcome	Input required
w/c 5 June	0.5 days	9 June	SSJ document	Procurement route established	n/a
w/c 12 June	2 days	23 June	Draw up specification documents, based on Big London Energy Switch (in project folder)	Technical and operational tender specification	GLA/TfL
w/c 19 June	3 days	30 June	Draw up Eol for participating boroughs: - Invite sub-regions to bid for participation in this pilot - Ask them what they can put in themselves in terms of officer time, (free) marketing options, etc. - Requires Director-level sign off, as well as Members' endorsements - Include in bid documents the agreement boroughs would need to sign with GLA to access the marketing budget	Eol ready to send to boroughs	GLA
w/c 26 June	1 day	30 June	Kick off meeting with broker (incl. prep and follow up)	Clear understanding of processes, timelines, and responsibilities	GLA
w/c 10 July	2 days	11 Aug	Send out request for Eol to boroughs, respond to any questions and queries	Eols received	
w/c 14 Aug	1.5 days	18 Aug	Evaluate Eols, select sub-region for pilot	Sub-region selected	GLA, broker?
w/c 21 Aug	1 day	25 Aug	Kick off meeting with selected boroughs and broker	Clear understanding of processes, timelines, budgets, installer specs, and responsibilities	GLA, broker, boroughs
w/c 28 Aug		27 Oct	Prepare campaign, including mapping & targeting, engagement plan, etc.		
w/c 30 Oct		26 Jan	Campaign		
w/c 29 Jan			Reverse auction		
w/c 5 Feb		2 March	Send out offers, start of 1 month acceptance period		
w/c 5 March			Start installations		

Notes:

- Sign off procedures: we don't want the boroughs to sign off every tiny detail. We need them to trust that we will take their comments on board
- Engagement strategy
- Set up meeting(s) with GLA/TfL to agree on specs for broker
- Build in time for [REDACTED] to sign off on EoI to boroughs
- Also allow time for boroughs to get internal sign off for the EoI from directors, procurement, marketing

➔ Add in sign off/ milestones

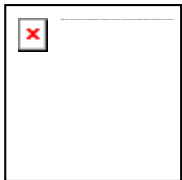
From: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Sent: 19 June 2017 14:41
To: [REDACTED] iChoosr; [REDACTED] (Capita)
Cc: [REDACTED] iChoosr.com
Subject: RE: Meeting today at Capita Offices - 6th floor 65 Gresham Street, EC2V 7NQ

Gents,
I'm running about 5 minutes late, apologies
[REDACTED]

Sent from my Windows Phone

From: [REDACTED] iChoosr
Sent: 19/06/2017 13:51
To: [REDACTED] (Capita)
Cc: [REDACTED] (Capita); [REDACTED] (London.gov.uk); [REDACTED] iChoosr.com
Subject: Re: Meeting today at Capita Offices - 6th floor 65 Gresham Street, EC2V 7NQ

Check, see you at 1500



[REDACTED]
New Business Manager

M. [+31 \(0\) 6 22 409 903](tel:+3120622409903)
E. [\[REDACTED\]@iChoosr.com](mailto:[REDACTED]@iChoosr.com)



Independent experts in group buying.

On 19 Jun 2017, at 14:47, [REDACTED] (Capita) <[REDACTED]@capita.co.uk> wrote:

Hi all,

Just to confirm we are meeting on 6th Floor of the Capita offices. We are in meeting room Coe (do report to reception first).

I'll be up on 6th floor for another meeting so see you there.

From: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Sent: 26 June 2017 17:17
To: [REDACTED] (Capita)
Cc: [REDACTED] | iChoosr
Subject: RE: Solar collective - next steps

Hi [REDACTED]

Thanks for that update.

If we could have the first bullet point as soon as you can send it, that would really help us. The second bullet point is after that the most important for us to include into the papers to get director sign-off, with the rest being slightly less time-sensitive.

Kindest,
[REDACTED]

[REDACTED]
[REDACTED]
Development Manager – Housing Consultancy
Real Estate & Infrastructure

078 0800 [REDACTED] | Capita, 65 Gresham Street, London EC2V 7NQ
www.capitaproperty.co.uk



From: [REDACTED] [mailto:[REDACTED]@ichoosr.com]
Sent: 26 June 2017 17:02
To: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Cc: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>; [REDACTED]@london.gov.uk; [REDACTED] | iChoosr <[REDACTED]@ichoosr.com>
Subject: Re: Solar collective - next steps

Hi [REDACTED]

We are pulling the stops out to get you everything 'early' in the week which is proving a challenge. We will try and get it to you on Wednesday if that is OK with you.

Do you have a deadline for anything before then for which you need anything specific from us?

We have included a clause re. the GLA and councils providing contacts for installers known to them which might participate and for iChoosr to be able to contact them with GLA/Council branding on a letter/email.

Thanks

[REDACTED]
[REDACTED]
iChoosr UK

1st Floor, 23 Princes Street

London, W1B 2LX

www.ichoosr.co.uk

Twitter [@iChoosrUK](https://twitter.com/iChoosrUK)

On 23 Jun 2017, at 09:40, [REDACTED] (Capita) <[REDACTED]@capita.co.uk> wrote:

Hi [REDACTED]

Thanks for the follow up. It was great to meet you this week. We'll be aiming for director sign off next week, so if you're able to get those two first bullets to us early in the week that would be great.

I agree a kick off meeting would be good with all interested parties – probably mid July. In terms of drumming up installer interest, I'm pretty sure we can support this with some branded materials – this branding and support from GLA will probably need to be part of the procurement agreement & director sign off.

Regards

[REDACTED]

Programme Director - Housing Consultancy

Real Estate & Infrastructure

0207 544 2029 | 07950 018563 | **Capita** 65 Gresham Street, London EC2V 7NQ

Email : [REDACTED]@capita.co.uk

capitaproperty.co.uk

<image001.jpg>

From: [REDACTED] [mailto:[REDACTED]@ichoosr.com]

Sent: 22 June 2017 17:59

To: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>; [REDACTED] (Capita)

<[REDACTED]@capita.co.uk>; [REDACTED]@london.gov.uk

Cc: [REDACTED] | iChoosr <[REDACTED]@ichoosr.com>

Subject: Solar collective - next steps

[REDACTED] and [REDACTED]

Thank you all for your time this week. We are very excited about the opportunity of working with you to deliver a successful pilot which can be used as a showcase to build an ongoing (and growing) series of schemes to serve London households.

I thought it might be useful to map out what you should expect from us in the short term as we get closer to kicking off the scheme. We will deliver the following:

w/c 26th June

- An overview of iChoosr's activities before, during and after the scheme
- A draft agreement based on the previous contract used for Norfolk, including a commercial proposal.

w/c 3rd July

- Criteria for selecting boroughs to participate with access to a share of GLA funding
- iChoosr recommendations on how the GLA funding could be allocated to participating boroughs

We would like to explore how we can best pave the way to securing a strong pack of installers to participate in the auction. It was mentioned that the GLA would be willing to help with introductions. Would it be possible for us to mail or email a list of installers identified by the GLA with news of the intention to run the scheme so we can both generate inbound interested enquiries and have some GLA branded material to warm up installers to our approach?

In the meantime, we look forward to hearing when the scheme will have the director's sign off, at which point we can move in to a more detailed planning stage.

As a first next step, after sign off, we would like to connect with participating councils to align everybody and set the scene.

kind regards,

[REDACTED]

[REDACTED] [REDACTED]

iChoosr UK

1st Floor, 23 Princes Street

London, W1B 2LX

[REDACTED]

www.ichoosr.co.uk

Twitter [@iChoosrUK](https://twitter.com/iChoosrUK)

This message has been scanned by Capita's systems, but if you believe it to be spam then click [here](#) to report this email as spam.

This email is security checked and subject to the disclaimer on web-page: <http://www.capita.co.uk/email-disclaimer.aspx>

This message has been scanned for viruses by the Greater London Authority.

Click [here](#) to report this email as spam.

From: [REDACTED]
Sent: 27 June 2017 10:47
To: [REDACTED]
Subject: RE: Short paper for Shirley on Enfield solar farm

Thanks [REDACTED] ☺

From: [REDACTED]
Sent: 27 June 2017 10:12
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Short paper for Shirley on Enfield solar farm

Here you go: S:\LDADATA\Projects\RENEW Support Team\Gateway D\Full Support Team\03 Enabling Projects\02 Solar\Solar Aggregation\RENEW pilot home solar PV community purchasing scheme - for decision_FINAL.docx

Just to note both – will be fleshing this out into an ADD in the next two days – would have been done by now if not for the last couple of weeks. I'll share ASAP.

Thanks

[REDACTED]

[REDACTED]

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: [REDACTED]
[REDACTED] london.gov.uk
Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

From: [REDACTED]
Sent: 27 June 2017 10:08
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Short paper for Shirley on Enfield solar farm

[REDACTED] – don't think you were copied into the original email. If you could send me the brief you did on the reverse auction for Shirley that would be appreciated.

Thanks,

[REDACTED]

From: [REDACTED]
Sent: 27 June 2017 09:58
To: [REDACTED]
Subject: RE: Short paper for Shirley on Enfield solar farm

Hi

Thanks for this. So as discussed I think if this is intended for Shirley this needs to be drafted as a formal briefing to her. I attach a few examples but also worth looking at the folder for others.

I think this needs a recommendations section too with options as discussed yesterday. We'll also need [REDACTED] team to comment – have you spoken to them since the meeting?

[REDACTED] – can you please forward [REDACTED] the final brief on the reverse auction that went up thanks. [REDACTED] - I would use some of the background paras too in here for context.

Happy to discuss [REDACTED]

From: [REDACTED]
Sent: 21 June 2017 09:21
To: [REDACTED]
Subject: RE: Short paper for Shirley on Enfield solar farm
Importance: High

Hi [REDACTED]

Please use this updated version attached – I've received a couple more stats and a photo from Enfield last night, so I've updated the doc.

Thanks,
[REDACTED]

From: [REDACTED]
Sent: 20 June 2017 16:13
To: [REDACTED]
Subject: Short paper for Shirley on Enfield solar farm

Hi [REDACTED]

Hope you're well.

I have put together the attached draft short paper for Shirley about the proposed solar farm at Enfield.

I'm not 100% clear how we should proceed with this as [REDACTED] in Planning was saying it is one that Shirley would debate next Tuesday at some planning meeting where all the relevant Deputy Mayors (is it Jules Pipe for planning and the Green Belt??) go to?!?

But should we provide Shirley with a paper/briefing first, before or after Thursday?

In any case I have prepared a short paper – see attached. Could you please have a look and let me know if you have any comment by cop tomorrow?

Is Shirley aware we will raise it at the EfL meeting on Thursday? Or shall I ask [REDACTED] that it is added to the agenda under AOB? Not sure if you've mentioned it to her already or not.

Thanks,
[REDACTED]

[REDACTED]
[REDACTED]

From: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Sent: 27 June 2017 15:13
To: [REDACTED]
Cc: [REDACTED] (Capita)
Subject: GBP0106 SSJ_PV aggregation
Attachments: GBP0106 SSJ_PV aggregation.docx

Hi [REDACTED]

Please find attached the draft SSJ document.

There are some paragraphs we cannot complete, and others (highlighted in yellow) where we need your input – I hope it is all quite clear.

Do give me or [REDACTED] a call if you have any questions.

Kindest,

[REDACTED]

[REDACTED]
[REDACTED]
RE:NEW Support Team

Follow us: @LDN_ENVIRONMENT

Working on behalf of the GLA

Tel: 078 0800 [REDACTED]
[REDACTED] [capita.co.uk](mailto:[REDACTED]@capita.co.uk)

This email is security checked and subject to the disclaimer on web-page: <http://www.capita.co.uk/email-disclaimer.aspx>

This message has been scanned for viruses by the Greater London Authority.

Click [here](#) to report this email as spam.



Commercial Template

Single Source Justification

Issue v2

For TfL use (excluding LU)

Version History		Date
2.0	Initial Issue	

Owner	Head of Commercial Strategy & Performance
Use Status	Template

Transport for London
Request for Authorisation of Non-Competitive Transaction - Template
(Single Source Request)

IMPORTANT NOTE TO SIGNATORIES: By signing this form you are also declaring that you have no prior or existing personal or financial interest(s) in this supplier other than for the supply of the requisite goods, works and/or services under the proposed contract.

SUBJECT	RE:NEW solar PV community purchasing scheme pilot		Date
Originating Department:			
<i>Proposed contract start date:</i>		<i>Proposed contract end date:</i>	
Submitted By (Budget Holder)		Prepared By:	
<i>Signature</i>		<i>Signature</i>	
<i>Print</i>		<i>Print</i>	
The Budget Holder accepts that in submitting this single source request it may be subject to challenge as “anti competitive” by an external third party under UK / EU Procurement Law.			
Consultees/Procurement Comments			
<i>Add details as appropriate e.g. Legal Specialist, Sponsor, other staff etc. Consultees may indicate agreement or dissent or make other comments if appropriate.</i>			
Procurement signature (only if approved)			
<i>Signature</i>			Date
<i>Print</i>			
<i>Single Source Request Value: £</i>		<i>SAP PO No.</i>	

Narrative

1 Purpose of Goods / Services

Details of the goods, works or services that it is proposed to single source including if this applies to a single transaction or a series of transactions.

It is proposed to organise a solar PV community purchasing pilot scheme to test the extent to which a reverse auction approach can increase domestic rooftop solar installation rates in London above the current baseline, which is the lowest of any region in England. It is proposed that, through the RENEW programme, the GLA procure a service provider with an online platform and marketing expertise to encourage households within the private sector (owner occupiers and private landlords), to register an interest in solar PV installations.

This aggregated interest would be shared with a pre-agreed framework of solar suppliers (vetted by the service provider), who would bid in a reverse auction to deliver solar installations to those households which have expressed interest, at the lowest price possible. The scheme marketing is expected to cost up to £50,000 which would be funded through available RE:NEW Programme budget. Project management and administration support would also be provided through RE:NEW.

The pilot would focus on three to four boroughs in total to prove the concept in London, and help determine whether a reverse auction approach could be delivered at scale. It would also serve as an early deliverable of the Solar Action Plan.

An identical approach has already been undertaken in [Norfolk](#) and has been a great success; Figure 1 below shows the process of how the scheme works.

The service provider, iChoosr, will deliver the following services:

- Online platform
- Offline registration process
- Engagement with suppliers
- Dedicated helpdesk (call and mail) during the whole scheme (including installation period)
- Running the reverse auction
- Communications with registrants, including local engagement sessions
- Technical specification
- Quality assurance management oversight, including sample check on installations and product tests
- Marketing strategy development
- All content for Direct mail, emails, brochures, posters, press releases, advertisements
- Detailed reporting on progress and results, leading to clear and measured results regarding local PV, green energy production and CO₂ emission education.

Should the pilot project be successful, **a further 2 campaigns/auctions are proposed over a period of 2 years**. These would be open to all London boroughs to participate in promoting the scheme to their residents.



Figure 1. The customer journey for collective solar PV purchasing schemes

2 Background

A description of the circumstances surrounding the need to single source and which category of exemption from competition is considered applicable i.e.:

- There is only one realistic source of supply available, based on the supplier's unique skills, which are unobtainable elsewhere
- Extreme urgency, which needs to be justifiable
- Previous involvement (experience) to a specific current project or continuation of existing work
- One-off piece of work

NB The higher the value, the greater the risk of non-compliance with EU law, resulting in less of a likelihood of obtaining single source authorisation.

Where this transaction is retrospective (i.e. work has been commissioned prior to formal procurement approval) an additional statement on the reasons for this are to be included)

Although there are multiple suppliers of PV panels active in the UK market, the services that iChoosr provide are distinctly different, as outlined above. There is no other company delivering the services required for this solar PV community purchasing scheme; iChoosr is the only realistic source of supplying these services.

In the Netherlands and Flanders (Belgium) iChoosr have been running solar PV schemes for a over 5 years, working with local authorities and regional governments. Approximately 40,000 households have taken up their bespoke solar PV offer, leading to an installed capacity of 120MW.

It must be highlighted that the GLA will enter into a concessions contract with iChoosr, and thus no money will be paid to iChoosr to run the scheme. The approximately £50k budget mentioned above is for the marketing and communications by participating boroughs, not for iChoosr. iChoosr will make money from a small fee per installed PV panel, paid for by the selected solar PV provider – this fee will be the same and agreed by iChoosr with all suppliers who will participate in the reverse auction, so that there will be no preferential treatment.

IF HELPFUL, PLEASE INCLUDE THIS REGARDING THE BIG LONDON ENERGY SWITCH THAT ICHOOSR IS RUNNING ON BEHALF OF MANY LONDON BOROUGHES:

The majority of London boroughs have an existing relationship with iChoosr through the [Big London Energy Switch](#), a collective energy tariff switching scheme. This scheme was started with support from London Councils in 2013, when the Department for Energy and Climate Change made money available to local authorities to promote energy tariff switching. A group of 20 London boroughs, led by the Royal Borough of Kingston-upon-Thames and supported by London Councils, procured iChoosr through a shortened OJEU process, with iChoosr the only supplier in the market at that time who could deliver the online platform and the dedicated helpdesk, among other services, to run the collective switching scheme. The Big London Energy Switch is still going today, as are similar schemes such as the Big Community Switch, Unison Switch, and Ready to Switch, all of which are run by iChoosr.

3 Options considered.

What alternative options to single sourcing have been considered and why they are not appropriate.

What is the preferred option and why is it appropriate.

Based on the installation rate of solar PV in London, despite the widely known benefits and falling costs, the usual market-led advertisements for the renewable energy sources are not working. The inclusion of solar PV in the London Plan has not had a significant impact on take-up, noting of course that the London Plan is not specifically aimed at individual residents.

The most effective support to increase the installation of solar PV would be direct cash subsidies to individual households. By aggregating demand through a collective purchasing scheme, the costs of solar PV goes down without having to provide direct subsidies. The dedicated marketing campaign and the one-stop shop approach of the scheme will lower barriers for residents to register for the scheme. In addition the fact that the scheme is supported by their borough/GLA will instil confidence and will make residents more likely to trust the scheme.

4. Risks

What are the risks involved in this transaction? What mitigations are in place? Who is the owner of the risk and mitigations? Completion of the table is mandatory.

Risk	Mitigation	Owner
Decision to award to iChoosr will be challenged	We have done market research to identify potential other suppliers and have found none. We will continue this research throughout	RE:NEW
Reputational risk to the GLA should the scheme not attract enough residents.	A carefully targeted marketing campaign will be devised together with participating boroughs and iChoosr to generate registration	RE:NEW
Reputational risk to the GLA should there be issues with the installation of the panels	Thorough quality control during the vetting of the suppliers participating in the reverse auction will reduce this risk. All suppliers are required to explain their complaints procedure. In addition iChoosr will provide a helpdesk and will aim to solve any arising issues	RE:NEW / iChoosr

5. Impact on Funds

Details of the Budget position relating to the transaction and any known impact on the cost of the transaction. An estimate of the value of the transaction should be given here.

6. Recommendation(s)

Details of the preferred course of action (including name of the recommended supplier) in the short and longer term (if applicable) e.g. single source initial order and develop new sources of supply to compete for longer term requirements.

Due to the lack of another provider being able to deliver the services required to run a collective solar purchasing scheme, it is recommended to award this concessions contract to iChoosr.

7. Disclaimer (for Budget Holder)

I, the client, am fully aware of the requirements of the Transport for London Business Ethics policy and declare that I have no prior, or existing financial or personal interest in the supplier selected other than for the supply of the requisite Goods and/or Services to Transport for London.

Please use a blank version of this template for completion.

****On completion all single source request forms should be marked as 'TfL Restricted' and treated as such.****

[REDACTED]
[REDACTED]

From: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Sent: 30 May 2017 16:36
To: [REDACTED] (Capita)
Cc: [REDACTED] (CPT); [REDACTED]@tfl.gov.uk
Subject: Solar procurement notes

Hi all,

Action points from our discussion this afternoon:

- TfL to send SSJ forms
- GLA / RE:NEW to complete SSJ by end of this week for TfL comment & appropriate approval
- TfL to confirm authorisation limits on concession - noting there are different ways of assessing the value here:
- Payment from GLA = zero (there is budget of £50,000 for marketing support but this will go through local authority partners or direct to marketing channels)
- Value of concession to broker = £100 - £300k
- TfL to send existing form of contract for concession arrangements (if there is nothing existing we do have a couple of examples templates that could be used)

[REDACTED]
[REDACTED]

RE:NEW Support Team
Working on behalf of the GLA

M: [REDACTED]
DDI: [REDACTED]
[REDACTED] [capita.co.uk](mailto:[REDACTED]@capita.co.uk)

This email is security checked and subject to the disclaimer on web-page: <http://www.capita.co.uk/email-disclaimer.aspx>

This message has been scanned for viruses by the Greater London Authority.

Click [here](#) to report this email as spam.

[REDACTED]
[REDACTED]

From: [REDACTED]
Sent: 14 July 2017 14:38
To: [REDACTED] (Capita)
Cc: [REDACTED] (Capita)
Subject: Re: Solar aggregation installs

Thanks [REDACTED] That's really useful.

[REDACTED] wants us to present multiple options within about 4 slides which will be tricky.

I'll incorporate your pre-qual idea and we can discuss on Mon.

Best wishes
[REDACTED]

On 14 Jul 2017, at 12:28, [REDACTED] (Capita) <[REDACTED]@capita.co.uk> wrote:

Hi both,

I had a conversation with [REDACTED] this morning about scaling up the scheme beyond a pilot project. Regarding marketing: by some distance the most important marketing tool is direct mail, which should be a coordinated campaign to get the message and timing correct. If the number of boroughs is increased, the cost for this will increase as well. To put this in some context: if I remember correctly, for the Big London Energy Switch the cost to send DM to all 300k Lambeth households through Lambeth internal machineries was around £5k – this will obviously vary by borough, and may not even be the same anymore for Lambeth. And this was a one-off DM, whereas it is highly recommended to send both pre- and post-auction DMs to households to make the scheme a success.

Alongside DM there also must be a more general campaign in local publications/magazines, posters, etc. Here some economies of scale are possible, especially in the spread cost of design etc. But compared to the cost of DM, this will be minimal.

Another important issue to think about that [REDACTED] pointed out is this: iChoosr use 1 installer per roughly a 1000 installs. In outer London there are some 1.2m suitable properties, in inner London some 340k. Assuming a 4% registration rate in a pan-London scheme, and a subsequent 8% conversion rate, leads to some 12k installs. However having 12 installers means there is less pressure to get a competitive price per install, plus an enormous logistical challenge. In the Netherlands they do max 5 schemes per year, which means that 12k installs in a pan-London scheme would amount to 4 schemes. This could potentially be done over an 18 month period (e.g. start in SE, then SW, NW, NE), but not in one go.

My suggestion would be to run a pre-qualification round where we inform all London boroughs about this scheme, find out who will be serious participants and what they can bring to the scheme both in terms of capacity and (free) marketing, and then scale the actual scheme including marketing budget based on that response.

This does mean that it will take a while before we know what the budget should be, but it will determine how many schemes we should run and the associated costs.

I am on leave today, but available for a chat about this when I'm back in the office on Monday.



Development Manager – Housing Consultancy
Real Estate & Infrastructure

078 0800 [REDACTED] | Capita, 65 Gresham Street, London EC2V 7NQ
www.capitaproperty.co.uk

<image002.png>

From: [REDACTED] [mailto:[REDACTED]@london.gov.uk]
Sent: 13 July 2017 10:17
To: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>; [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Subject: RE: Solar aggregation installs

Hi [REDACTED]

That's good feedback. I suppose the major risk is that a pan-London scheme, if it failed, fails loudly and potentially derails the agenda in London, whereas a smaller pilot allows us to learn and refine ahead of a full launch...

Be interesting to hear what [REDACTED] thinks.

On TFL – not sure exactly what you're saying there, sorry! Can you just explain or give me a buzz when you have a min (no meetings until this afternoon).

Regards

[REDACTED]

[REDACTED]

From: [REDACTED] (Capita) [mailto:[REDACTED]@capita.co.uk]
Sent: 13 July 2017 09:51
To: [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Subject: RE: Solar aggregation installs

Hi [REDACTED]

We'll get a bit more specific feedback when [REDACTED] talks to [REDACTED] but generally their feedback as I understand it has been that:

- a. A larger scheme has greater potential to garner media interest and momentum and therefore is likely to increase the uptake across all areas (so yes in theory you'd probably get more free press coverage)
- b. A very significant proportion of marketing costs are in the direct mails – therefore they are significantly influenced by the extent of existing direct council communications that you can take advantage of with minimal cost (£10,000 might add a lot if the council has lots of 'free' comms channels already. If they don't then it could be a tight budget)
- c. The success of the scheme is substantially down to awareness & therefore more marketing is better than less – if you reduce the marketing spend you probably reduce take up... I think if we're going for pan London then some costings analysis of using TfL assets would be useful & perhaps this could reduce the grant needed for councils.

So overall it's not a straightforward advice on the cost of marketing & really is a balance: budget + available channels (council mail outs + TfL) + media coverage (size of scheme could raise media interest) + market conditions = impact

██████████

From: ██████████ [mailto:██████████@london.gov.uk]
Sent: 12 July 2017 16:24
To: ██████████ (Capita) <██████████@capita.co.uk>
Cc: ██████████ (Capita) <██████████@capita.co.uk>
Subject: RE: Solar aggregation installs

Okey doke, sounds good ██████████

I've been doing accounting work today and think that there will definitely be budget available, within reason, for a larger scheme.

Thanks

██████████

From: ██████████ (Capita) [mailto:██████████@capita.co.uk]
Sent: 12 July 2017 16:16
To: ██████████
Cc: ██████████ (Capita)
Subject: RE: Solar aggregation installs

Hi ██████████

Thanks for that update, and glad to hear your brain is back on ☺

No, I didn't manage to talk to ██████████ but will try and call ██████████ later today or tomorrow (am off this Friday) to discuss and get info from him.

Kindest,

██████████

██████████ ██████████

Development Manager – Housing Consultancy
Real Estate & Infrastructure

078 0800 ██████████ | Capita, 65 Gresham Street, London EC2V 7NQ
www.capitaproperty.co.uk

<image003.png>

From: ██████████ [mailto:██████████@london.gov.uk]
Sent: 12 July 2017 16:13
To: ██████████ (Capita) <██████████@capita.co.uk>
Cc: ██████████ (Capita) <██████████@capita.co.uk>
Subject: RE: Solar aggregation installs

Hi ██████████

My brain has started working again now and I've remembered where we got to on this project!

I don't suppose you spoke to ██████████ about the below on Mon did you? Not to worry if not as we have a new deadline (though it'd be useful to speak to someone at IChoosr soon if not ██████████

Basically I've got it on the agenda for next week's EFL meeting with Shirley so we just need to put together a few slides on the potential cost, risks and benefits of widening the scheme, implications on timeline etc. in the table below.

Let's catch up when you've chance.

Thanks

[REDACTED]

[REDACTED]

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: [REDACTED]
[REDACTED] london.gov.uk

Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

From: [REDACTED]
Sent: 07 July 2017 17:46
To: [REDACTED] (Capita); [REDACTED]
Cc: [REDACTED] (Capita)
Subject: RE: Solar aggregation installs

[REDACTED] – just a further thought.

Sounded like [REDACTED] from I-Choosr is on hols from Mon – if you get chance could you speak to him on whether they think marketing costs might drop (on a per-borough basis) if we did have a wider scheme and get estimates for an outer-London borough scheme and an all-borough scheme then it might be useful if [REDACTED] does decide to put figures in the action plan?

Many thanks

[REDACTED]

[REDACTED]

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: [REDACTED]
[REDACTED] london.gov.uk

Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

From: [REDACTED] (Capita) [[mailto:\[REDACTED\]@capita.co.uk](mailto:[REDACTED]@capita.co.uk)]
Sent: 07 July 2017 17:10
To: [REDACTED] <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; [REDACTED] <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>
Cc: [REDACTED] (Capita) <[\[REDACTED\]@capita.co.uk](mailto:[REDACTED]@capita.co.uk)>
Subject: RE: Solar aggregation installs

Thanks [REDACTED] that's interesting!

Does that also mean there will be more funding available for participating boroughs for marketing...?

Have a great weekend,

[REDACTED]

[REDACTED] [REDACTED]

Development Manager – Housing Consultancy

Real Estate & Infrastructure

078 0800 [REDACTED] | Capita, 65 Gresham Street, London EC2V 7NQ

www.capitaproperty.co.uk

<image004.png>

From: [REDACTED] [mailto:[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)]

Sent: 07 July 2017 17:07

To: [REDACTED] (Capita) <[REDACTED][capita.co.uk](mailto:[REDACTED]@capita.co.uk)>; [REDACTED]
<[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

Subject: FW: Solar aggregation installs

Hi all

Just to say solar action plan fun today as going to mayor tonight apparently. There are some details on our agg project and latest line is that Shirley wants us to consider widening the pilot to all outer London boroughs or even all boroughs...!

Therefore wording is being kept vague to give us some wiggle room and we can discuss next week (lucky in a way that I still haven't finalised those reports...).

All below verified with [REDACTED]

Best wishes

[REDACTED]

[REDACTED] [REDACTED]

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: [REDACTED]
[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)

Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

From: [REDACTED] [REDACTED]

Sent: 07 July 2017 16:25

To: [REDACTED] [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

Subject: RE: Solar aggregation installs

Hi [REDACTED]

Everyone is quite cagey on this as although we've projected demand the actual uptake is an unknown and we've yet to finalise the geographical spread of the pilot boroughs which could also

have a bearing on install rate. Another unknown is the state of the supply chain although we can start engaging suppliers very soon to mitigate this risk.

Anyway, we're talking 5-8 months of between 175 - 275 installs per month (total c.1,400 installs). You could say by October 2018 to be safe but hopefully sooner.

Will call in a min.

Thanks

■

■ ■

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 ■ Mobile: ■

■ london.gov.uk

Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

From: ■ ■
Sent: 07 July 2017 16:03
To: ■ ■ <■ [london.gov.uk](mailto:■@london.gov.uk)>
Subject: RE: Solar aggregation installs

That's great work thanks. Could you think from 5 march when they would actually be installed and plugged in?

From: ■ ■
Sent: 07 July 2017 16:01
To: ■ ■ <■ [london.gov.uk](mailto:■@london.gov.uk)>
Subject: Solar aggregation installs

Hi ■

If all Shirley wants for the time being is install dates then we could say installations start **w/c 5 March 2018**.

As discussed, the main uncertainty in all of this is the potential FIT review which is expected by December (potentially preceded by a consultation) – I'll chase BEIS for more info but had no joy so far – would you or ■ know someone on the solar side?

When	Time required	Task end	Task	Outcom
w/c 5 June	0.5 days	9 June	SSJ document	Procure
w/c 12 June	2 days	23 June	Draw up specification documents, based on Big London Energy Switch (in project folder)	Technic specifica
w/c 19 June	3 days	30 June	Draw up EoI for participating boroughs: - Invite sub-regions to bid for participation in this pilot - Ask them what they can put in themselves in terms of officer time, (free) marketing options, etc. - Requires Director-level sign off, as well as Members' endorsements	EoI reac

			- Include in bid documents the agreement boroughs would need to sign with GLA to access the marketing budget	
w/c 26 June	1 day	30 June	Kick off meeting with broker (incl. prep and follow up)	Clear un timeline
w/c 10 July	2 days	11 Aug	Send out request for EoI to boroughs, respond to any questions and queries	EoIs rec
w/c 14 Aug	1.5 days	18 Aug	Evaluate EoIs, select sub-region for pilot	Sub-reg
w/c 21 Aug	1 day	25 Aug	Kick off meeting with selected boroughs and broker	Clear un timeline specs, a
w/c 28 Aug		27 Oct	Prepare campaign, including mapping & targeting, engagement plan, etc.	
w/c 30 Oct		26 Jan	Campaign	
w/c 29 Jan			Reverse auction	
w/c 5 Feb		2 March	Send out offers, start of 1 month acceptance period	
w/c 5 March			Start installations	

Thanks



Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: [REDACTED]

[REDACTED] [london.gov.uk](https://www.london.gov.uk)

Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

#LondonIsOpen

GREATER LONDON AUTHORITY NOTICE:

The information in this email may contain confidential or privileged materials. For more information see <https://www.london.gov.uk/about-us/email-notice/>

This message has been scanned by Capita's systems, but if you believe it to be spam then click [here](#) to report this email as spam.

This email is security checked and subject to the disclaimer on web-page:
<http://www.capita.co.uk/email-disclaimer.aspx>

This message has been scanned for viruses by the Greater London Authority.

Click [here](#) to report this email as spam.

#LondonIsOpen

MAYOR OF LONDON

1. Reverse solar auction: pilot vs. pan-London



MAYOR OF LONDON

Overview

- Original proposal was for a pilot scheme – 4 or 5 boroughs
- We have now investigated the pros and cons of launching a pan-London scheme instead
- Having discussed at length with officers, industry and iChoosr (who ran the auction for the Norfolk scheme) we have concluded that the potential risks of this wider scheme outweigh the benefits
- However, we are proposing a pre-qualification evaluation exercise with boroughs to ascertain whether the pilot should be widened

MAYOR OF LONDON

Costs – no significant economies of scale in a pan-London scheme

- The most important marketing tool is direct mail, and if the number of boroughs is increased, this cost increases with limited economies of scale
- The pilot scheme is based on marketing costs of just under £10k per borough, which wouldn't reduce significantly (on a per-borough basis) if the number of participants increased
- Alongside direct mail there will be a more general campaign in local publications/magazines, posters, etc. –
 - here some economies of scale are possible (spreading the cost of design etc.) but compared to the cost of DM, this will be minimal.

MAYOR OF LONDON

Value from the supply chain reduces in a pan-London scheme

- iChoosr use one installer per 1000 installs
- In outer London there are some 1.2m suitable properties, in inner London some 340k
- Assuming a 4% registration rate in a pan-London scheme, and a subsequent 8% conversion rate, leads to some 12k installs
- However having 12 installers means there is less pressure to get a competitive price per install

Logistical issues

- Having a wider scheme, plus 12 installers, also presents an enormous logistical challenge
- In the Netherlands they do max. 5 schemes per year (with a more developed supply chain) - the 12k installs in a pan-London scheme amounts to 4 schemes of that size
- This could potentially be done over an 18 month period (e.g. start in SE, then SW, NW, NE), but not in one go
- From this point of view, it makes sense to start smaller and expand upon the success of the pilot

MAYOR OF LONDON

Risk of failure

- If the pilot is a success, it should renew interest for the consumer and hopefully re-activate the market
- A successful pilot scheme should draw media attention and generate interest in other boroughs for future rounds
- Conversely, a pan-London scheme does not allow for learning from the pilot, increases the risk of poorer value-for-money per install, and ensures a less controllable supply chain

A failure in the pan-London scheme would be heard loudly and could derail the domestic retrofit of solar PV in the city for years to come

MAYOR OF LONDON

Proposal

- To run a pre-qualification round where we inform all London boroughs about the scheme and better gauge their appetite. This enables us to:
 - find out who will be serious participants and what they can bring to the scheme both in terms of capacity and (free) marketing,
 - be fair and transparent on how pilot boroughs are selected
 - raise awareness in boroughs for the next, bigger round
 - scale the actual pilot scheme based on this exercise
- If we received enough high-quality responses over and above the originally proposed 4 – 5 boroughs, we could expand the scheme appropriately after further discussions on costs and logistics with industry and internal stakeholders
- We could also very quickly replicate the pilot scheme once it had been run once (potentially starting a further phase straight after the pilot's auction – should we feel confident)

From: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Sent: 11 August 2017 14:30
To: [REDACTED] (Capita); [REDACTED]
Subject: RE: updates?

They've picked that up quickly. With being in the news it would be good to get some pace going.

Nice idea to start with a song...

From: [REDACTED] (Capita)
Sent: 11 August 2017 14:11
To: [REDACTED] <[REDACTED]@london.gov.uk>
Cc: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Subject: RE: updates?

This look promising:

https://www.solarpowerportal.co.uk/news/reverse_solar_auctions_community_solar_grants_and_tfl_tenders_to_form_new_!

[REDACTED] does this mean that we have the sing-off now, and we can get going?

Kindest,

[REDACTED]
[REDACTED]
Development Manager – Housing Consultancy
Real Estate & Infrastructure
078 0800 [REDACTED] | Capita, 65 Gresham Street, London EC2V 7NQ
www.capitaproperty.co.uk



From: [REDACTED] [mailto:[REDACTED]@london.gov.uk]
Sent: 07 August 2017 14:54
To: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Cc: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Subject: RE: updates?

Hi [REDACTED]

Sorry for the delayed response. Approvals are for the scheme we described in the presentation – pilot but with a formal engagement process to select the boroughs and properly gauge interest.

Thanks

From: [REDACTED] (Capita) [mailto:[REDACTED]@capita.co.uk]
Sent: 02 August 2017 14:50
To: [REDACTED] <[REDACTED]@london.gov.uk>
Cc: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Subject: RE: updates?

Hi [REDACTED]

Thanks for that.

Can I just ask what the formal approvals are for? The pilot-sized scheme, or did the powers that be a bigger/pan-London scheme after all?

Kindest,
[REDACTED]

[REDACTED]
[REDACTED]
Development Manager – Housing Consultancy
Real Estate & Infrastructure
078 0800 [REDACTED] | Capita, 65 Gresham Street, London EC2V 7NQ
www.capitaproperty.co.uk



From: [REDACTED] [mailto:[REDACTED]@london.gov.uk]
Sent: 02 August 2017 14:06
To: [REDACTED] <[REDACTED]@ichoosr.com>; [REDACTED] (Capita) <[REDACTED]@capita.co.uk>; [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Cc: [REDACTED] | iChoosr' <[REDACTED]@ichoosr.com>
Subject: RE: updates?

Hi all

We're now just waiting for the formal approvals – it will go to our Corporate Investment Board next week and once formally signed-off (which shouldn't be an issue) we can proceed.

I'm off for a few days but could catch up next week.

Many thanks
[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@ichoosr.com]
Sent: 31 July 2017 11:36
To: [REDACTED] <[REDACTED]@capita.co.uk>; [REDACTED] <[REDACTED]@capita.co.uk>; [REDACTED] <[REDACTED]@london.gov.uk>
Cc: [REDACTED] | iChoosr <[REDACTED]@ichoosr.com>
Subject: updates?

Hi All,

I am back at work now. Any news to share?

Would it be helpful to fix a call for later in the week otherwise, please do give me a shout.

Thanks



iChoosr UK

1st Floor, 23 Princes Street

London, W1B 2LX



www.ichoosr.co.uk

Twitter [@iChoosrUK](https://twitter.com/iChoosrUK)

This message has been scanned for viruses by the Greater London Authority.

Click [here](#) to report this email as spam.

#LondonIsOpen

GREATER LONDON AUTHORITY NOTICE:

The information in this email may contain confidential or privileged materials. For more information see <https://www.london.gov.uk/about-us/email-notice/>

This message has been scanned by Capita's systems, but if you believe it to be spam then click [here](#) to report this email as spam.

This email is security checked and subject to the disclaimer on web-page: <http://www.capita.co.uk/email-disclaimer.aspx>

#LondonIsOpen

GREATER LONDON AUTHORITY NOTICE:

The information in this email may contain confidential or privileged materials. For more information see <https://www.london.gov.uk/about-us/email-notice/>

From: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Sent: 18 August 2017 11:15
To: [REDACTED]
Subject: RE: Pre hols notes

First point of call on this would be their website I think:
<https://solartogether.ichoosr.com/Product/index.rails?actionId=414>

I've asked if they have any other material from DM

From: [REDACTED] [mailto:[REDACTED]@london.gov.uk]
Sent: 18 August 2017 10:23
To: [REDACTED] (Capita) <[REDACTED]@capita.co.uk>
Subject: RE: Pre hols notes

Cheers [REDACTED] – just spoke to the Env. Team comms guy – we'll be dealing with [REDACTED] [REDACTED] from the central comms team who apparently is really good.

I'm told she likes details rather than just a meeting invite.

Are there campaign materials/engagement plans/links to Norfolk scheme etc. out there that Ichoosr could send through (today if poss)?

Thanks

Programme Manager – Energy

Development, Enterprise and Environment Directorate

Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: [REDACTED]
[REDACTED] london.gov.uk
Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA

Please consider the environment before printing this e-mail or its attachments.

From: [REDACTED] (Capita) [mailto:[REDACTED]@capita.co.uk]
Sent: 18 August 2017 10:16
To: [REDACTED] <[REDACTED]@london.gov.uk>
Subject: Pre hols notes

[REDACTED] I'm sure you'll have a great time away. You deserve a good break!

Brief notes below:

EIB report

- No pressure on deadline – BC to send on to EIB once back

Solar agg

- SSJ to be signed by TfL next week ([REDACTED] to send updated version today) - [REDACTED] to follow up with [REDACTED]
- Free to get moving once SSJ is approved –
- No need for investment board approval
- [REDACTED] to write PID today
- [REDACTED] free Thurs 31st Aug for meeting if needed
- [REDACTED] to organise meeting with GLA marketing team (Emma Strain?) maybe am Thurs 7th Sept [REDACTED] to send invite

ERDF decision – [REDACTED] to chase

RE:NEW Successor – some potential for GLA to get procurement support – dates TBC

[REDACTED] [REDACTED] to be main contact during absence.

Regards

[REDACTED] [REDACTED]
 Programme Director - Housing Consultancy
 Real Estate & Infrastructure
 0207 544 [REDACTED] | Capita 65 Gresham Street, London EC2V 7NQ
 Email : [REDACTED] [capita.co.uk](mailto:[REDACTED]@capita.co.uk)
capitaproperty.co.uk



This message has been scanned for viruses by the Greater London Authority.

Click [here](#) to report this email as spam.

#LondonIsOpen

GREATER LONDON AUTHORITY NOTICE:

The information in this email may contain confidential or privileged materials. For more information see <https://www.london.gov.uk/about-us/email-notice/>

This message has been scanned by Capita's systems, but if you believe it to be spam then click [here](#) to report this email as spam.

This email is security checked and subject to the disclaimer on web-page: <http://www.capita.co.uk/email-disclaimer.aspx>

From: [REDACTED]@tfl.gov.uk>
Sent: 23 August 2017 13:13
To: [REDACTED]
Cc: [REDACTED] (Capita)
Subject: RE: SSJ - Solar PV Aggregated Purchasing Scheme Pilot
Attachments: GLA 81019 - Solar PV Scheme Pilot - Approved SSJ 23.08.17.pdf

Thank you [REDACTED]

Please find attached the approved SSJ.

As we discuss I will prepare a Standard Services Terms and Conditions once you've sent me iChoosr's proposal.

Many thanks and kind regards,

[REDACTED] – Professional Services Team Commercial, Corporate Services (Professional Services) - GLA Collaborative Procurement Team (CPT) Transport for London 16th Floor Windsor House
42-50 Victoria Street
London SW1H 0TL
Tel: 020 3054 [REDACTED]
Fax: 020 3054 [REDACTED] (Auto [REDACTED])
E-mail: [REDACTED]@tfl.gov.uk
Website: Buying Professional Services
Best Practice delivering Best Value
☑ Please consider the environment before printing this e-mail

-----Original Message-----

From: [REDACTED] [mailto:[REDACTED]@london.gov.uk]
Sent: 22 August 2017 14:48
To: [REDACTED]
Cc: [REDACTED] (Capita)
Subject: RE: SSJ - Solar PV Aggregated Purchasing Scheme Pilot

Hi [REDACTED]

As promised, please see attached a briefing note, which should provide a bit of context.

Please can you confirm as soon as the SSJ has been approved?

As soon as we have confirmation of the SSJ, we can ask the supplier (iChoosr) to provide a more detailed proposal, which we can add as a schedule to the contract.

If you have any questions, please let me know. I have copied [REDACTED] of Capita into this e-mail for reference (Capita are our partners for the RE:NEW supply team and have helped develop this scheme).

Kind regards,

[REDACTED]
Principal Policy and Programme Officer
Development, Enterprise and Environment Directorate Follow us: @LDN_environment

Phone: 020 7983 [REDACTED] Mobile: 07900 [REDACTED] [REDACTED] london.gov.uk Greater London Authority, City Hall,
The Queen's Walk, London, SE1 2AA Please consider the environment before printing this e-mail or its attachments.

-----Original Message-----

From: [REDACTED] [REDACTED] (CPT) [mailto:[REDACTED]@tfl.gov.uk]
Sent: 22 August 2017 10:04
To: [REDACTED] [REDACTED] <[REDACTED]@london.gov.uk>
Cc: [REDACTED] [REDACTED] <[REDACTED]@london.gov.uk>
Subject: FW: SSJ - Solar PV Aggregated Purchasing Scheme Pilot

Hi [REDACTED]

I need to clarify a couple of points. I'd be grateful if you could give me a call or provide your phone number.

Many thanks,

[REDACTED] [REDACTED] I Commercial Officer – Professional Services Team Commercial, Corporate Services (Professional Services) - GLA Collaborative Procurement Team (CPT) Transport for London 16th Floor Windsor House
42-50 Victoria Street
London SW1H 0TL
Tel: 020 3054 [REDACTED] (Auto [REDACTED])
Fax: 020 3054 [REDACTED] (Auto [REDACTED])
E-mail: [REDACTED]@tfl.gov.uk
Website: Buying Professional Services
Best Practice delivering Best Value
P Please consider the environment before printing this e-mail

-----Original Message-----

From: [REDACTED] [REDACTED] [mailto:[REDACTED]@london.gov.uk]
Sent: 21 August 2017 10:52
To: [REDACTED] [REDACTED] (CPT)
Subject: Automatic reply: SSJ - Solar PV Aggregated Purchasing Scheme Pilot

Thanks for your email.

I'm out of the office until Wed 30 August, so please expect a delay in responding.

If the [REDACTED] is urgent please contact [REDACTED] [REDACTED] - [REDACTED]@london.gov.uk.

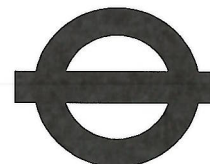
Kind regards

[REDACTED] [REDACTED]
Programme Manager - Energy,
Follow us: @LDN_environment
Phone: 020 7983 [REDACTED] Fax: 0207 983 [REDACTED] [REDACTED]@london.gov.uk<mailto:[REDACTED]@london.gov.uk>
Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA Please consider the environment before
printing this e-mail or its attachments.

#LondonIsOpen

GREATER LONDON AUTHORITY NOTICE:

The information in this email may contain confidential or privileged materials.



Commercial Template

Single Source Justification

Issue v2

For TfL use (excluding LU)

Version History		Date
2.0	Initial Issue	

Owner	Head of Commercial Strategy & Performance
Use Status	Template

Transport for London
Request for Authorisation of Non-Competitive Transaction - Template
(Single Source Request)

IMPORTANT NOTE TO SIGNATORIES: By signing this form you are also declaring that you have no prior or existing personal or financial interest(s) in this supplier other than for the supply of the requisite goods, works and/or services under the proposed contract.

SUBJECT	Solar PV Aggregated Purchasing Scheme Pilot	Date	17/8/2017
Originating Department: Environment			
Proposed contract start date: 1/9/2017		Proposed contract end date: 31/10/2018	
Submitted By (Budget Holder)		Prepared By:	
Signature		Signature	
Print		Print	
The Budget Holder accepts that in submitting this single source request it may be subject to challenge as "anti competitive" by an external third party under UK / EU Procurement Law.			

Consultees/Procurement Comments		
Add details as appropriate e.g. Legal Specialist, Sponsor, other staff etc. Consultees may indicate agreement or dissent or make other comments if appropriate.		
<ul style="list-style-type: none"> Alex Mills Senior Commercial Manager - Professional Services Team Shaheen Lodhi Commercial Manager - Professional Services Team 		
Procurement signature (only if approved)		
Signature		Date 23/8/17
Print		COMMERCIAL MGR
Single Source Request Value: £	SAP PO No.	

Narrative

1 Purpose of Goods / Services

Details of the goods, works or services that it is proposed to single source including if this applies to a single transaction or a series of transactions.

It is proposed to organise a solar PV community purchasing pilot scheme to test the extent to which a reverse auction approach can increase domestic rooftop solar installation rates in London above the current baseline, which is the lowest of any region in England. It is proposed that the GLA procure a service provider with an online platform and marketing expertise to encourage households within the private sector (owner occupiers and private landlords), to register an interest in solar PV installations.

This aggregated interest would be shared with a pre-agreed framework of solar suppliers (vetted by the service provider), who would bid in a reverse auction to deliver solar installations to those households which have expressed interest, at the lowest price possible. The scheme marketing is expected to cost up to £50,000 which would be funded through available Home Retrofit budget. Project management and administration support would be provided through the GLA's RE:NEW Programme.

The pilot, a key action from the GLA's recently published [Draft Solar Action Plan](#), would focus on three to five boroughs in total to prove the concept in London, and help determine whether a reverse auction approach could be delivered at scale. It would also serve as an early deliverable of the Solar Action Plan.

An identical approach has already been undertaken in [Norfolk](#) and has been a great success;

Figure 1 below shows the process of how the scheme works.

The service provider, iChoosr, will deliver the following services:

- Online platform
- Offline registration process
- Engagement with suppliers
- Dedicated helpdesk (call and mail) during the whole scheme (including installation period)
- Running the reverse auction
- Communications with registrants, including local engagement sessions
- Technical specification
- Quality assurance management oversight, including sample check on installations and product tests
- Marketing strategy development
- All content for Direct mail, emails, brochures, posters, press releases, advertisements

- Detailed reporting on progress and results, leading to clear and measured results regarding local PV, green energy production and CO₂ emission reduction.

Figure 1. *The customer journey for collective solar PV purchasing schemes*



2 Background

Although there are multiple suppliers of PV panels active in the UK market, the services that iChoosr provide, as an aggregator, are distinctly different, as outlined above from a PV supplier.

There is no other company delivering the services required for this solar PV community purchasing scheme; iChoosr is the only realistic source of supplying these services. In the Netherlands and Belgium iChoosr have been running solar PV schemes for a over five years, working with local authorities and regional governments. Approximately 40,000 households have taken up their bespoke solar PV offer, leading to an installed capacity of 120MW.

It is proposed that the GLA will enter into a concessions contract with iChoosr (as advsd by Procurement colleagues), and thus no money will be paid to iChoosr to run the scheme.

There will be approximately £50k budget for the marketing and communications by participating boroughs (not for iChoosr).

iChoosr will make money from a small fee per installed PV panel, paid for by the selected solar PV provider – this fee will be the same and agreed by iChoosr with all suppliers who will participate in the reverse auction, so that there will be no preferential treatment.

The majority of London boroughs have an existing relationship with iChoosr through the [Big London Energy Switch](#), a successful collective energy tariff switching scheme. This scheme was started with support from London Councils in 2013, when the Department for Energy and Climate Change made money available to local authorities to promote energy tariff switching.

A group of 20 London boroughs, led by the Royal Borough of Kingston-upon-Thames and supported by London Councils, procured iChoosr through a shortened OJEU process, with iChoosr the only supplier in the market at that time who could deliver the online platform and the dedicated helpdesk, among other services, to run the collective switching scheme. The Big London Energy Switch is still going today, as are similar schemes such as the Big Community Switch, Unison Switch, and Ready to Switch, all of which are run by iChoosr.

3 Options considered.

Based on the installation rate of solar PV in London, despite the widely known benefits and falling costs, the usual market-led advertisements for the renewable energy sources are not working. The inclusion of solar PV in the London Plan has not had a significant impact on take-up, noting of course that the London Plan is not specifically aimed at individual residents.

The most effective support to increase the installation of solar PV would be direct cash subsidies to individual households. By aggregating demand through a collective purchasing scheme, the costs of solar PV goes down without having to provide direct subsidies. The dedicated marketing campaign and the one-stop shop approach of the scheme will lower barriers for residents to register for the scheme. In addition the fact that the scheme is supported by their borough/GLA will instil confidence and will make residents more likely to trust the scheme.

4. Risks

Risk	Mitigation	Owner
Decision to award to iChoosr will be challenged	We have done extensive market research to identify potential other suppliers and have found none. We will continue this research throughout	GLA Environment Team
Reputational risk to the GLA should the scheme not attract enough residents.	A carefully targeted marketing campaign will be devised together with participating boroughs and iChoosr to generate registration	GLA Environment Team
Reputational risk to the GLA should there be issues with the installation of the panels	Thorough quality control during the vetting of the suppliers participating the in reverse auction will reduce this risk. All suppliers are required to explain their complaints procedure. In addition iChoosr will provide a helpdesk and will aim to solve any arising issues	GLA Environment Team / iChoosr

5. Impact on Funds

No impact on funds.

6. Recommendation(s)

Due to the lack of another provider being able to deliver the services required to run a collective solar purchasing scheme, it is recommended to award this concessions contract to iChoosr. Since this is a pilot project, the market will be reviewed if it is successful and any new sources of supply which have emerged will be considered in future iterations of the scheme.

7. Disclaimer (for Budget Holder)

I, the client, am fully aware of the requirements of the Transport for London Business Ethics policy and declare that I have no prior, or existing financial or personal interest in the supplier selected other than for the supply of the requisite Goods and/or Services to Transport for London.

Please use a blank version of this template for completion.

****On completion all single source request forms should be marked as 'TfL Restricted' and treated as such.****