

Report



London Centre of Excellence Energy Project

# Procurement Service Provider Statement of Requirements

**Version 1.1**



## **Procurement Service Provider Statement of Requirements**

**Issue Date: 13<sup>th</sup> December 2007**

**VERSION 1.1**

### **Contact details**

Michael Wood   London Borough of Haringey   020 8489 2120   michael.wood@haringey.gov.uk

## Contents

---

<b>1.</b>	<b>Statement of requirements</b>	<b>4</b>
1.1	Executive Summary	4
1.2	Purpose of this paper	5
1.3	Background	5
1.4	Approach	5
1.5	Purpose of statement of requirements	5
1.6	Project overview and aims	6
1.7	Standards and quality assessment	6
1.8	The procurement model	7
1.9	The requirements	7
1.10	Key considerations for procurement process	15
1.11	Acknowledgments	16
<b>Appendix 1:</b>	<b>Points for clarification</b>	<b>17</b>

# 1. Statement of requirements

---

## 1.1 Executive Summary

This statement of requirements for a Procurement Service Provider should be read in conjunction with the 'Energy Procurement Models' paper developed in parallel within the LCE energy project.

The statement of requirements identifies three areas of service scope;

- » **Service A - Energy supplier selection and contract management** - the process of selecting the energy supplier and managing overall service delivery
- » **Service B - Energy trading** - the process of buying the raw energy through appropriate risk strategies
- » **Service C - Customer administration** - the process of supporting the administration of the supply to customer sites and additional services to improve energy management/efficiency within customer portfolios

The scope of these services is allocated to two Procurement Service Provider roles

- » **PSP Administrator** – responsible for selecting the supplier, supporting customer administration and energy management services (Services A and C)
- » **PSP Trader** – responsible for purchasing the raw energy (Service B)

The high level responsibilities within each service area are as follows;

Service area	High level responsibilities
Service A - Energy supplier selection and contract management	Provide energy and carbon products Provide energy purchasing options Provide customer service options Undertake contract and account management to maintain service levels Support customers in preparation to join portfolio Manage changes to customer portfolios
Service B - Energy trading	Formulate aggregated portfolio and purchasing baskets Develop energy risk management strategies Develop carbon risk management strategies Produce management reports Maintain audit standards on trading Work with 3rd parties
Service C - Customer administration	Support portfolio data management Carry out customer communications Energy education Support resolution of queries Produce customer reports Provide bill validation service Support compliance with legislative/ regulatory requirements Offer site works service Work with 3rd parties Offer range of value add services

## 1.2 Purpose of this paper

This paper sets out the statement of requirements for an energy Procurement Service Provider function to manage the supply of electricity and gas and its associated administration to public sector bodies.

## 1.3 Background

The London Centre of Excellence (LCE) Energy project is overseen by a project board composed of Society of London Treasurers (SLT), London Boroughs Energy Group (LBEG), London Contracts and Supplies Group (LCSG), London Fire and Emergency Planning Authority (LFEPA), London Universities Purchasing Consortium (LUPC), the Office of Government Commerce (OGC) and the LCE.

The LCE Energy project began with a review of energy buying strategies across local authorities in London and South East. The review, led by LB Haringey, was published in March 2006 and led to the production of an Energy Procurement Action Plan to help authorities identify opportunities to improve their energy procurement strategies and administration processes.

In parallel with the Local Government Energy Procurement Action Plan, the project board commissioned a Feasibility Study to examine the potential benefits from aggregating energy requirements across London authorities and other public sector organisations. The Feasibility Study identified potential financial benefits of £15m through aggregating energy requirements across all London authorities and purchasing through flexible frameworks using risk management strategies and accessing the wholesale market including short-term options.

The LCE project board now wish to take forward the recommendations of the Feasibility Study and initiate a procurement exercise to select a Procurement Service Provider (PSP) on a collaborative basis which would be available to all public sector bodies.

This paper should be read in conjunction with the 'Energy Procurement Models' report which defines the scope of the energy Procurement Service Provider function and analyses the high level procurement model options to deliver the service, and gives a recommended model.

## 1.4 Approach

This statement of requirements has been developed using three key inputs;

- » Project team knowledge of the energy industry and commercial arrangements
- » Review of current agreements throughout the public sector and other sources of reference documentation
- » Programme of visits to and consultation with London authorities

## 1.5 Purpose of statement of requirements

The purpose of this statement of requirements is to;

- » Ensure that both the Customer and potential PSPs have a clear understanding of the customers' requirements and expected benefits from the proposed contract
- » Provide the minimum baseline statement of requirements that can be worked from between the PSP/supplier and the customer (if non-competitive procurement process is adopted)
- » Provide a baseline against which shortlisted suppliers can be evaluated (if competitive procurement process is adopted)

## 1.6 Project overview and aims

To deliver an improvement over current arrangements and encourage stakeholders to sign up to the new service, the PSP service must meet the following critical success factors;

- » Establish a procurement service with proven performance and the capacity and capability to deliver best value and practice
- » Offer demonstrable service improvements or reduced costs to achieve customer buy-in and provide customers with the confidence that value is being achieved
- » Aggregate volumes and adopt flexible wholesale purchasing to realise savings identified in the Feasibility Study
- » Provide a choice of products which accommodate variations in appetite for risk among the customer base
- » Avoid "lock-in" factors which inhibit the ability to manage PSP performance
- » Enter a long-term commitment with an energy supplier to improve purchasing flexibility and reduce change of supplier processes

## 1.7 Standards and quality assessment

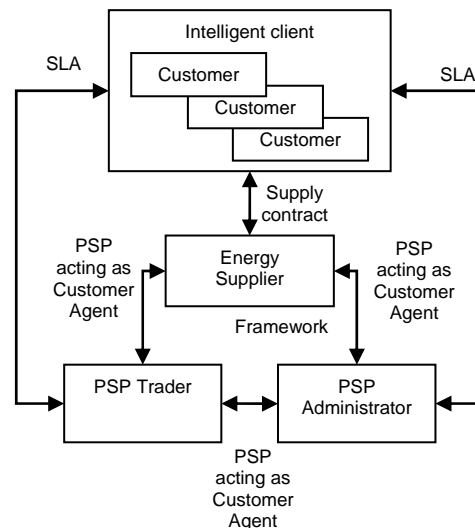
This statement of requirements should be assessed against the following criteria to confirm its validity;

Criteria	Quality procedures / Assessment
Complete and accurate	The statement of requirements to be issued to LCE project board and end customer group for consultation and comment. May also be appropriate to issue to PSP potential tenderers to receive input prior to initiating procurement process
Produce on 'output basis'	Requirements to be defined in terms of offering services without defining in detail the components of every service element
Stakeholder needs identified and met	Conduct visits to end customers to discuss priority requirements, current service issues and existing best practices
Include known future needs and make provision for adding new	Statement of requirements to include core and additional services. Core services are the minimum all customers must utilise to receive the basic service with additional services containing all optional (current and future). Contract to provide for negotiation of new service requirements
Consider external impacts e.g. customer business change programmes	End customers to communicate organisation policies (especially environmental and financial drivers) which impact the service. Energy market developments and government regulation plans to be reviewed.

## 1.8 The procurement model

The statement of requirements will be secured within the context set out in the 'Energy Procurement Models' paper. The paper provides a high level definition of business requirements, analysed procurement model options and recommended the preferred option. The preferred option is to adopt the 'Split PSP' model.

In the split PSP model, the intelligent client establishes separate contracts with the PSP Trader and PSP Administrator. These contracts are established in parallel to allow impacts from each negotiation to be assessed against the other service. The PSP Administrator sets up an enabling framework with the energy supplier including a general conditions of supply contract which is called off by each customer. Each customer enters into a supply contract with the PSP Administrator's elected energy supplier. Each PSP is established as a customer agent of the other and also as an agent on the supply contract. The PSPs can act on behalf of the customer with the supplier to purchase energy and deal with service related matters. Prices achieved by the PSP Trader are fed back to the customer following price fixing.



## 1.9 The requirements

The statement of requirements contains three sections (energy supplier selection, energy trading and customer administration) which are allocated to PSP roles as defined below. The statement of requirements is designed so that a **Core service** is formed solely by the *Energy supplier selection* and *Energy trading* services. **Additional services** are available within the *Customer administration* services, to be called down as required by each customer.

Service scope	PSP Administrator	PSP Trader
Core service (Service A and B)	» Energy supplier selection and contract management	» Energy trading
Additional services (Service C)	» Customer administration	

### 1.9.1 Qualifying questions

The following qualifying questions ascertain general capabilities/capacities of potential tenderers and can be used to shortlist/select ITT recipients  Please provide:	All tenderers	Tenders for trading and administration lots	Tenders for trading lot only	Tenders for Administration lot only
<b>Organisation</b>				
» a history of your energy procurement service offering, making reference to major landmarks in organisation history	Y			
» your current organisation structure including reporting lines, job titles, staff numbers	Y			
» details of corporate and individual qualifications and details of the organisation training programme	Y			
» personnel profiles for key staff at each level in your organisation in relation to this service requirement	Y			
» <b>details of staff performance, reward and recognition policies</b>	Y			
<b>Energy portfolio</b>				
» your current energy portfolio size broken down by energy type, customer type, etc	Y			
» the supplier mix on your current contracts, including number of contracts, value of spend through each supplier, etc	Y			
» a description of the nature of commercial relationships you hold with your current supply base e.g. partnering agreements	Y			
» your current customer base including largest 10 customers and customer references/contact details	Y			
<b>Range of services offered</b>				
» a description of all services you currently offer in energy procurement, energy management and other related services	Y			
» a description of the range of energy products covered such as mains gas, electricity (all forms), liquid fuels, biofuels etc	Y			
» examples of current management reports	Y			
<b>Energy purchasing</b>				
» your track record in energy purchasing, including quantifiable experiences, processes and systems used				
» a description of the range of energy purchasing strategies that you offer, including details of take-up of each strategy		Y	Y	
» the breakdown of your portfolio by purchasing strategy e.g. truly aggregated, flexible contracts, fixed price contracts		Y	Y	
» examples of where you have negotiated better terms and conditions for customers and ensured customers have benefited		Y	Y	
» details of how you currently achieve direct access to the wholesale market		Y	Y	
» benchmark evidence of your energy purchase performance over the last 3 years against market averages using market reference data/indices such as heren, spectron etc		Y	Y	
<b>Other</b>				
» details of your IT security and Disaster Recovery processes	Y			
» details of your CSR and other environmental and social policies	Y			

## 1.9.2 Statement of requirements

Customers for these contracts will be drawn from across the UK public sector. This may initially focus on London authorities but contracts should be accessible by any UK public sector body. Initial framework volumes will be added to the statement of requirements when customers sign up to join the new service.

Service requirements are split into core and additional services. Core services will apply to all customers irrespective of individual customer preferences for the service. Additional services include all optional services which are flexible for each customer to request as they wish. The final column of the table indicates where requirements are core (C) or additional (A).

Service A - Energy supplier selection and contract management		
Master requirement	Requirement	C/A
Provide energy and carbon products	Undertake energy supplier selection process complying with EU procurement regulations and negating the need for customers to undertake for themselves any further EU regulated procurement activity. Contracts to be pan-government enabled allowing access by any public sector body	C
	Provide energy products covering mains gas, half hourly electricity, non-half hourly electricity and unmetered supplies electricity. Take or pay conditions must only be applied to annual volumes.	C
	Electricity contracts must provide access as available to green and Good Quality CHP electricity sources to match customer's chosen carbon intensity profiles	C
	Provide four-year energy frameworks with energy delivery commencing on 01 October 2008	C
	Utilise transparent charging mechanism of all costs including energy costs, pass through costs, supplier costs, green/GQCHP premiums, and PSP costs. PSP charging mechanism for core service requirements to include options for fixed charge per month per site and charge per kwh. PSP charging mechanism for additional service requirements to use a price menu/tariff guide	C
	Provide access to carbon markets to trade/broker European Union Allowance (EUA)s to meet customer legislative/environmental requirements	A
Provide energy purchasing options	Aggregate customer volumes to a single portfolio (split into separate purchasing baskets according to defined risk management strategies), but providing site specific pricing and preventing cross-subsidisation of sites	C
	Provide fully flexible contract with direct access to wholesale market to trade market blocks (including Seasons, Quarters, Months and up to day ahead market and spot indexes) either by accessing live prices or contacting counterparties to seek prices	C
	Provide interim contracts to enable transition from existing contracts into main portfolio rounds	C
	Utilise transparent pricing mechanism for wholesale/traded and residual volumes	C
	Provide a choice of billing options for volumes bought in short-term markets, for example, fixed price billing supported by annual billing reconciliation for rebates/additional charges to be settled in future year prices on a pro-rata basis	C
	Provide unlock facility to unfix the price of purchased energy and allow re-purchasing	C
	Provide commercial sellback options to facilitate demand response options	A

<b>Service A - Energy supplier selection and contract management</b>		
<b>Master requirement</b>	<b>Requirement</b>	<b>C/A</b>
	Provide ability to deliver energy via customer nominated 3 <sup>rd</sup> party counter parties, complying with required industry agreements e.g. Grid Trade Master Agreement (GTMA) agreement or National Balancing Point (NBP) contract	A
Provide customer service options	Provide automatic meter reading service to move customers from conventional meters to AMR service	C
	Provide billing method options including but not limited to billing via PSP, consolidated billing, ebilling, self billing, online bill viewing, paper bills	C
	Provide mechanism within pricing/billing arrangements to enable rebate payments to be paid directly to customers as requested	C
	Provide payment terms and options including but not limited to prompt payment discounts, BACs options, Direct debit options, debt interest rates	C
	Make available consumption data held by energy supplier relating to customer supplies in format agreed with customers to facilitate auto-loading into customer systems or systems belonging to customer appointed third parties. Data should also be accessible via online methods. Data feeds to undertake trial process.	C
	Provide a dedicated customer service team at framework energy supplier(s)	C
	Develop communication channels with customer organisation representatives	C
	Make provision for meter agent services (MOP, DC/DA) and/or accommodate customer-appointed meter agents.	C
	Provide a customer query support service, with query logs to track all customer service queries raised with supplier including unique reference number, authority contact, PSP/supplier owner, brief overview of issue, response date, expected resolution date, progress status and close date	C
Undertake contract and account management to maintain service levels	Establish, self-monitor and report on service performance against Key Performance Indicators, allowing customer auditing for assurance purposes	C
	Establish and monitor supplier performance against supplier performance management reports including query log, disputes/complaints, new business, live sites, terminations, debt, unbilled sites, site works requests, meter reading performance	C
	Hold regular supplier performance review meetings and provide meeting reports to customers	C
	Provide dispute escalation procedures	C
	Provide intervention and support to customers to resolve supplier disputes	C
	Establish continuous improvement procedures to identify service improvement and innovations	C
	Survey customer opinion to assess customer satisfaction levels in association with intelligent client	C
	Produce standard report suite e.g. invoicing, consumption/profile analysis, carbon emissions inc performance, costs, historical data, benchmarks etc	C
Support customers in preparation to join portfolio	Issue welcome pack to customers including but not limited to scope of services, key process descriptions, customer responsibilities, key contact details	C
	Work with energy supplier to achieve site transfer registrations and resolve registration issues	C
Manage changes to customer portfolios	Interface with supplier to manage site additions / changes to portfolio	C
	Manage renewals process interfacing with customers and energy supplier	C
<b>Service B - Energy trading</b>		
<b>Master requirement</b>	<b>Requirement</b>	<b>C/A</b>
Formulate aggregated	Optimise load shaping of portfolio to reduce the amount of peak/residual energy to be bought	C

Service B - Energy trading		
Master requirement	Requirement	C/A
portfolio and purchasing baskets	Agree with energy supplier the aggregated portfolio volumes, the declared contract volumes and structure of tradeable blocks (split into separate purchasing baskets according to defined risk management strategies)	C
	Integrate additional new/existing customer sites/volumes in each new portfolio round	C
Develop energy risk management strategies	Facilitate with customers the assessment of risk and agree customer risk profiles	C
	Conduct market analysis (including market forecasts) and develop risk management strategies	C
	Execute trades in accordance with agreed risk management strategies	C
	Agree pricing template with supplier for communication with suppliers	C
Develop carbon risk management strategies	Facilitate with customers the assessment of risk and agree customer risk profiles	A
	Conduct market analysis (including market forecasts) and develop price targets/stops	A
Produce management reports	Track performance of portfolio purchasing against market prices	C
	Provide customer reports covering energy market analysis, available via online access	C
	Produce customer reports covering budgeting/financial information including end of year financial statements for financial accruals needs	C
Maintain audit standards on trading	Maintain auditable records of risk management strategy and purchasing tactics	C
	Record, track, and provide audit of all trades	C
Work with 3 <sup>rd</sup> parties	Work with nominated third parties nominated involved in the delivery of energy services to customers, including but not limited to PSP Administrator	C

Service C - Customer administration		
Master requirement	Requirement	C/A
Support portfolio data management	Work with customers to gather, validate and cleanse portfolio data	A
Carry out customer communications	Develop and carry out communications plan for customers e.g. newsletters on service developments, energy-related topics etc.	A
	Carry out customer contact/visit programme including visit requests from customers	A
Energy education	Provide programme of seminars/workshops/information sheets covering energy topics to be agreed by customers	A
Support the resolution of queries	Work with customer and suppliers to resolve service queries including but not limited to meter reads, billing, registration queries	A
Produce customer reports	Produce bespoke reports as requested by customers	A
Provide bill validation service	Develop customer site database and share with customers on a quarterly basis	A
	Provide bill processing and validation processes including but not limited to tariffs, power factors, ASCs, meter sizes, missing bills	A
	Provide automated bill validation/bill validation systems with electronic interfaces to customer finance/energy management systems. Bill validation processes to undertake trial process.	A
Support compliance with legislative/regulatory	Offer services to support customer to comply with requirements of Energy Performance in Buildings Directive (EPBD)	A
	Offer services to support customers to comply with requirements of Carbon Reduction Commitment (CRC) scheme	A

Service C - Customer administration		
Master requirement	Requirement	C/A
requirements	Offer services to support customers to comply with requirements of UK and EU Emissions Trading Schemes e.g. verification	A
	Identify and communicate other legislative/regulatory requirements placed on customers	A
Offer site works service	Gathering and assessing site works quotes	A
	Manage site works progress with contractors	A
	Provide fully managed site works service options	A
Work with 3 <sup>rd</sup> parties	Work with nominated 3 <sup>rd</sup> parties involved in the delivery of energy services to customers, including but not limited to PSP Trader	C
Offer range of value add services	Consumption benchmarking service to identify energy performance on buildings on an individual basis	A
	Site surveys incorporating energy and water consumption, services/systems in place,	A
	M&T service including use of data collection devices, monitoring against benchmarks and recommended recovery action plans	A
	Helpdesk service providing technical advice on energy matters such as energy management, energy and water efficiency	A
	Provide fully managed energy management administration service	A

### 1.9.3 Key performance Indicators

Key performance indicators will be used to objectively monitor the service performance levels of the PSP service. KPIs will be self-monitored and reported on by the PSP. The PSP will provide customers with access to KPI reporting information for auditing purposes.

Service	Key Performance Indicator	Measure/Target
Query resolution	Compliance with query resolution processes	All queries fully logged and log kept up to date
Trading	Trading performance better than price benchmarks	Portfolio prices achieved lower than average markets prices
Registration	Timeliness in registering new/additional customer sites	All new sites to be registered in time for agreed supply start date
Registration issues	Timeliness of notifying customers on registration rejections/issues	Within 2 days of notification by supplier
Billing queries	Timeliness of resolving billing queries	Within 20 days of query being raised by customer
Bill validation	Timeliness of validation of bills received from supplier	Within 2 days of bill issued by supplier
Bill validation	Cost recovery on billing errors	Comparison of PSP bill validation costs to cost recoveries from energy supplier
Site works	Timeliness of site works progress	In accordance with agreed site works plan
Customer portfolio data	Accuracy and completeness of customer portfolio data	Customer, billing and emergency contact details up to date
Customer consumption data	Accuracy and consumption of customer consumption data	Half hourly data for half hourly metered electricity sites. Monthly consumption levels for gas sites. Maximum demand/load factor/profile class for non half hourly maximum demand metered electricity sites.
Customer contact	Compliance with customer contact programme/visit requests	All customer visit requests met within 2 months of request
Performance reports	Completeness and timeliness of performance reports	Performance reports complete and issued according to reporting timetable
Performance meetings	Compliance with performance meeting programme	All meetings held in line with meeting programme and all KPI measures reviewed
Continuous improvement	Continuous improvement practices embedded in service	Continuous improvement processes and programme in place with progress monitored and reported to customer
PSP resourcing	PSP staff turnover	Level of staff turnover within PSP operation

### 1.9.4 Evaluation criteria

The proposed high level evaluation weighting are listed below. Following approval of the statement of requirements, the criteria will be reviewed and definitions of compliance levels will be produced.

Service	Master requirement	Maximum marks available	Part compliant	Compliant	Exceeded/innovation	Total marks available
A - Energy supplier selection	Provide energy and carbon products	4	1	4		48
	Provide energy purchasing options	10	4	8	10	
	Provide customer service options	10	4	8	10	
	Undertake contract and account management to maintain service levels	8	2	8		
	Support customers in preparation to join portfolio	6	2	4	6	
	Manage changes to customer portfolios	10	2	4	10	
B - Energy trading	Formulate aggregated portfolio and purchasing baskets	8	4	6	8	34
	Develop energy risk management strategies	10	4	8	10	
	Develop carbon risk management strategies	4	2	4		
	Produce management reports	4	2	4		
	Maintain audit standards on trading	4	2	4		
	Work with 3rd parties	4	1	4		
C - Customer administration	Support portfolio data management	4	1	4		56
	Carry out customer communications	4	2	4		
	Energy education	4	2	4		
	Support resolution of queries	10	4	8	10	
	Produce customer reports	4	2	4		
	Provide bill validation service	6	2	4	6	
	Support compliance with legislative/ regulatory requirements	6	2	4	6	
	Offer site works service	4	2	4		
	Work with 3rd parties	4	1	4		
	Offer range of value add services	10	4	8	10	

## 1.10 Key considerations for procurement process

During the development of the statement of requirements, several key considerations became apparent in moving forward with the PSP service.

### *What procurement process will be adopted?*

The choice of procurement process will depend on ongoing discussions with current service providers. The choice between a competitive and non-competitive process may have significant impact on project timetable due to the timescales involved in OJEU processes although all options should be able to comply with the preferred energy delivery start date of October 2008. Should a competitive process be selected, the scale of the supply market and the depth of the business requirements requires a well designed pre-qualification questionnaire (PQQ) to ensure the procurement is efficient and effective. Should a non-competitive process be selected, the absence of a market assessment with providers will affect the confidence that best value has been achieved unless alternative verification methods can be applied (section 1.10.1). Customers are also provided with choice via alternative pan-government collaborative options for energy procurement.

### *Who will act as contracting authority?*

The need for a contracting authority will depend, in part, on the chosen procurement process, although it is anticipated that for all eventualities a new lead authority will need to be appointed to represent customers. The lead authority would provide an intelligent client function. If customers do not move away from their existing provider, existing contractual agreements should be aligned with the new PSP statement of requirements with the option for service management to remain with the customer or transfer to the appointed lead authority. Should significant numbers of customers be looking to change suppliers, it is recommended that the lead authority (from within the customer base) is appointed to negotiate and manage the overall service arrangements. If a lead authority model is used, relevant funding arrangements will need to be agreed with the customer base.

### *How will the PSP service be governed?*

With a lead authority providing the intelligent client function, a governance board should be constituted to represent the wider customer base with responsibility to monitor and/or audit the performance of the PSP service, manage the scope of service, identify longer term service development options and innovations, and plan for future procurement solutions.

### *What pricing model should be used?*

There are four basic pricing model options in the PSP market; fixed price, fixed price plus penalties for SLA failures, risk reward and cost plus. In energy, the fixed price model is the widely used either on a 'per site' or 'per unit of energy' basis. The risk reward model is unpopular due to the difficulties in applying accurate benchmarks. The use of a fixed price model with penalties for SLA failures would bring the benefit of additional service management levers, although implications for a public sector provider would need to be considered. Optional services would require a more flexible pricing model to produce specific pricing for each customer's package of optional services.

### 1.10.1 Assessing value for money in non-competitive procurement process

The method by which value for money is assessed will depend on the procurement process to be followed. Should a non-competitive procurement process be selected, the tenderer should be required to provide clear and transparent fee charges and details of the underlying costs to deliver the service, including resource levels and salaries, accommodation costs, IT, organisational overheads etc. Reviewing operational costs against service requirements allows the customer to assess whether costs are reasonable. The assessment is based on key metrics which can be compared to industry benchmarks. Key metrics for procurement outsourcers would normally include items such as;

Metric	Indicating.....
The purchased spend as a percentage of operating costs	the overall efficiency of the service
The purchased spend per procurement employee	the efficiency of resources employed
The fully loaded cost per procurement employee	the relationship between total service costs and resource levels
The number of non-procurement staff involved in procurement operation	the concentration of procurement expertise in the service
The ratio of managers to staff	the level of management overhead in running the service
The number of training hours per FTE, by discipline and level	the level of investment in service and its associated costs

## 1.11 Acknowledgments

This statement of requirements has been produced with input from the following London authorities:

Barking and Dagenham, Barnet, Brent, Bromley, Camden, City of London, Croydon, Ealing, Enfield, Greenwich, Hackney, Hammersmith & Fulham, Haringey, Harrow, Hillingdon, Hounslow, Islington, Kensington & Chelsea, Lambeth, Lewisham, London Fire and Emergency Planning Authority, London Universities Purchasing Consortium, Redbridge, Richmond upon Thames, Tower Hamlets, Transport for London, Waltham Forest and Westminster.

## Appendix 1: Points for clarification

---

The following issues will be clarified with suppliers during the procurement process:

Issue	Page reference
Billing reconciliation for unlock facility	9
Extent of access to renewable energy sources	9
The individual pricing of optional services where practical	9
Alignment of contracts	10
Frequency of periodic surveys	11
Frequency of customer reviews to discuss supplier performance	11
Agree meeting schedule for reviewing MI, customer surveys, supplier performance	11
Resource required to offer site works service options	11
Set up fee for each new organisation entering the scheme	11-12
The exact nature and expected usage of the Support/Technical help-desk facility	11-12
Data gathering tools to identify consumption data	12
Options to subcontract certain aspects of work	n/a