

# CASE STUDY – KEW GARDENS



*“With RE:FIT we have been able to quickly and easily procure the expertise we need, allowing us to work to tight timeframes and deadlines. Having completed two projects through RE:FIT already we are part way through a third which we hope will generate the biggest savings yet, helping us reach our 25% CO<sub>2</sub> emission reduction target. The framework provides confidence and reduces risk by requiring suppliers to guarantee energy and financial savings.”*

**Energy Manager, RBG Kew**

## What has RBG Kew achieved through RE:FIT London?



RBG Kew is an UNESCO World Heritage site, an estate set in over 300 acres, with 200 mixed-use buildings, many of which are Grade I and II listed; including the Temperate House, a Grade I listed building, the largest surviving Victorian glasshouse in the world. One of the main challenges is to maintain optimum temperatures for plants while reducing carbon emissions. RBG Kew has committed to reducing carbon emissions by 25 per cent.

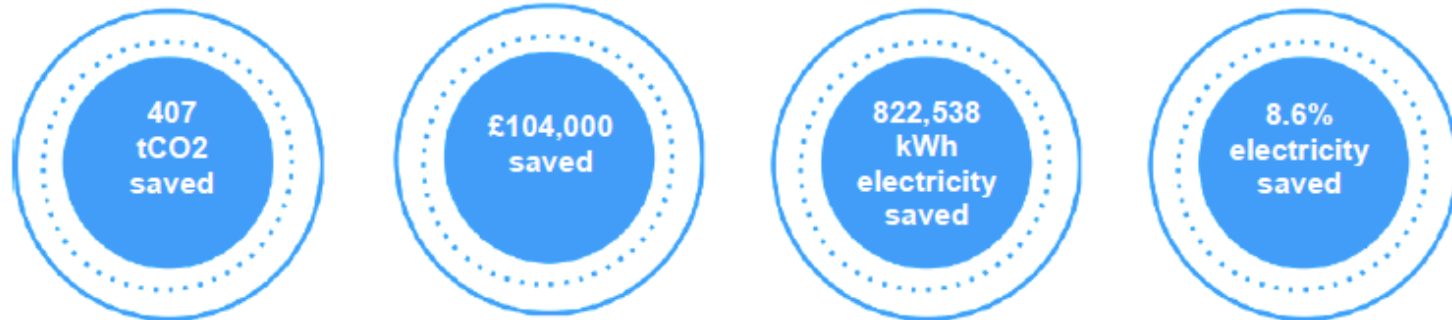
# CASE STUDY – LONDON METROPOLITAN UNIVERSITY (LMU)



*“By undertaking the work with RE:FIT we will meet 50% of our 2020 carbon reduction target early. With the support of the RE:FIT team we undertook projects such as installing a PV system, which we would probably have been unlikely to have done without their assistance. As we are a very small team, the advice and support we received added an extra resource to our project delivery team”*

**██████████ – Sustainability Manager**

What has LMU achieved through RE:FIT London in its first year?



LMU used the RE:FIT programme as a part of its overall carbon reduction planning, delivering a range of energy efficiency measures across its buildings portfolio.

With the support of the RE:FIT team, LMU procured a specialist service provider to design and install a range of energy performance improvement installations throughout three main university buildings as part for this first phase of their programme

# CASE STUDY – LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE (LSE)



*“Retrofitting our buildings is critical for hitting our carbon reduction targets, but it’s a struggle to systematically deliver improvements. RE:FIT has been a brilliant solution for us. It’s enabled my team to overcome our barriers to delivery and get savings moving and we’re looking forward to our next RE:FIT phase.”*

**Director of Capital Development**

**What has the LSE achieved through RE:FIT London in the first year?**



LSE is the world’s leading centre for social sciences. It has developed a carbon management plan that will ensure a carbon reduction of 54 per cent by 2020 against 2005 levels, and RE:FIT is a key enabler in working towards this target.



# CASE STUDY – TRANSPORT FOR LONDON (TfL)



*“RE:FIT has given us considerable savings over our building portfolio that we wouldn’t have achieved had we not used a model like RE:FIT.”*

**██████████, Head of Sustainable Buildings**

*“The substantial cost savings and CO2 reductions achieved through our RE:FIT project with E.ON and other specialists at Palestra show the power of partnership working.”*

**██████████, Environmental Manager TfL**

## What has TfL achieved so far through RE:FIT London?



TfL has been working for a number of years to reduce CO<sub>2</sub> throughout the organisation. These include transport related efficiencies and also improving energy efficiency in its Head Office buildings, which it needed to ramp up to meet tough targets. TfL took part in the Mayor of London’s original RE:FIT programme and a total of 22 buildings are now retrofitted with energy conservation measures.



## **Project Progress Report**

Grant Recipient	Greater London Authority
Project Name	RE:FIT
Project Reference Number	
Claim Number	
Claim Period	

This progress report must contain suitable commentary on the performance and progress of the project to date and the planned activity going forward. This should provide sufficient detail to demonstrate successful delivery of the activities and outputs and if there is any slippage of performance, measures being put in place to bring the project back on track.

Your claim may be returned if any of the information is considered insufficient or incorrect.

### **1. PROGRESS**

**Physical Progress** - Please report on the actual activities undertaken in the claim instalment period. This should relate back to the scope of activities outlined in the ERDF application and Funding Agreement. If there have been any delays or issues encountered in the period these should be detailed along with measures to address them.

An illustration of the programme's seven step process is included below to help put into context the various phases of the RE:FIT support and the stages in the delivery of a successful RE:FIT project



Since 1<sup>st</sup> April 2018, the programme has:

### 1. Access Agreements

- continued to engage public sector organisations to use the RE:FIT framework. This is measured by an organisation signing an access agreement. Seven access agreements have been signed within the reporting period as listed below.

Public sector organisation	Date AA signed
[REDACTED]	05 April 2018
[REDACTED]	01 May 2018
[REDACTED]	04 May 2018
[REDACTED]	21 June 2018
[REDACTED]	20 June 2018
[REDACTED]	26 June 2018
[REDACTED]	27 June 2018

- great progress has been achieved on getting the health sector signed up to RE:FIT by working collaboratively with NHS Improvement.
- we anticipate the following organisations will sign an access agreement in the coming weeks:

[REDACTED]  
[REDACTED]  
[REDACTED]

### 2. Project brief preparation:

[REDACTED] Commenced a benchmarking exercise for the [REDACTED]  
[REDACTED]

- At a meeting with the [REDACTED] was agreed that a further detailed on-site review needs to be carried out following an initial benchmarking exercise. [REDACTED]  
[REDACTED]
- Providing ongoing technical support, including the option of providing a dedicated resource from the PDU to provide project management support.

### 3. Mini competitions:

- Commenced tender process for [REDACTED] following a benchmarking exercise which identified significant potential energy efficiency savings – [REDACTED]
- Commenced tender process for [REDACTED].
- Ongoing technical and project support is being provided by a PDU resource one day a week to [REDACTED].

### 4. Investment Grade Proposals (IGPs):

- The Investment Grade Proposal for [REDACTED]  
[REDACTED]
- [REDACTED] Three Investment Grade Proposals for [REDACTED] have been received in this quarter, with total savings [REDACTED]  
[REDACTED]

### 5. Marketing and engagement:

- Collaboration with NHS Improvement (NHSI) to identify and engage with new NHS clients. NHSI assisted the PDU in sending letters to 12 targeted NHS Trusts in London.
- The PDU and GLA have presented at the following events within Q2 2018:
- The PDU has updated the RE:FIT London website.
- The PDU has responded to the new GDPR (General Data Protection Regulation) law which came into effect on 25<sup>th</sup> May 2018. The PDU has reviewed the list of organisations within its database and contacted all applicable organisations for consent.
- In order to raise awareness of the programme further, the Marketing team have developed a 'blue plaque' and auto-signature email stamp to be issued to clients who have successfully completed RE:FIT projects. The design of the plaque has been approved and the PDU is finalising the list of clients for it to be issued to.
- Three training sessions have been developed and are being provided by the PDU to RE:FIT prospective and existing clients to help overcome common barriers;
  - Monitoring & Verification (M&V) training,
  - Business Case training,
  - JCT Contract Administration training.

M&V and Business Case training courses have been held during 2018 Q2. These training courses were offered to existing and prospective clients of the RE:FIT programme for free.

- Action plans for the top 35 key clients have been developed which identify the barriers & solutions for each specific client. These client capture plans are reviewed with the PDU and GLA fortnightly.

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## 6. Programme Management Office

- Resulting from a change in PDU Leadership, the meeting and reporting schedules have been simplified. The Delivery and Operational meetings have been combined due to an increasing overlap between the agendas. The Project Execution Plan (PEP) has been updated accordingly.

## 7. Framework management

- Monthly forum with the GLA and LP and quarterly meeting with the GLA, LP and PDU to discuss joint opportunities and cross promotion. On-going engagement with CCS and BEIS in the reporting period.

## 8. Delays and issues:

- Client capability and capacity to deliver successful projects is causing delays. The PDU has identified training courses (as highlighted within the Marketing and engagement section above) to upskill clients.

Further information is included within the progress reports for the claim period in Appendix 1 to this report.

**Financial Performance - Note - this should draw on the information provided within the 'Expenditure Actual and Forecast' section of the claim form.** This section should cover project performance in terms of actual expenditure against the profiled values contained in the Funding Agreement. Consideration should also be given to forecast expenditure and whether the project is still on track and to budget. Any expenditure slippage should be explained and justified with plans outlined on how the slippage will be addressed. Any potential overspend in Investment Priority, Category of Region or Cost Category or a request to re-profile expenditure should be flagged up here.

The GLA submitted a project change request on 18 October 2017 to revise the profiled values contained within the Funding Agreement to address expenditure slippage from the funding agreement profile seen in 2016 as explained in the Q1 2017 report. No changes to the overall expenditure total were made. The spend forecast was updated in April 2018 with the actual spend

and the forecast profile tweaked accordingly. The spend is currently on track against the profile and there is no expected change to the overall expenditure total.

Copies of invoices and defrayal information are included within Appendix 2 to this report.

**Outputs - Note - this should draw on the information provided within the 'ERDF Output details' and 'Outputs Actual and Forecast' section of the claim form.** Please report on the actual achievement of targets and forecast against the profile outlined within the funding agreement. Identify any specific issues encountered relating to measuring or evidencing the targets or take up of assistance from businesses.

Variances from the contracted profiles i.e. 'slippage' must be explained and detail provided of remedial measures to bring things back on track.

Any actual or anticipated under performance with a variance greater than 15% from the contracted targets may result in de-commitment or withdrawal of ESIF funding in line with underperformance policy and you should discuss such situations with your Contract Manager in the first instance.

Any request to re-profile project outputs should be outlined here.

Within the reporting period, the PDU has secured the following IGPs as set out in the table below:

Public sector organisation	kWh savings per annum (C32)	CO <sub>2</sub> savings tonnes per annum (C34)

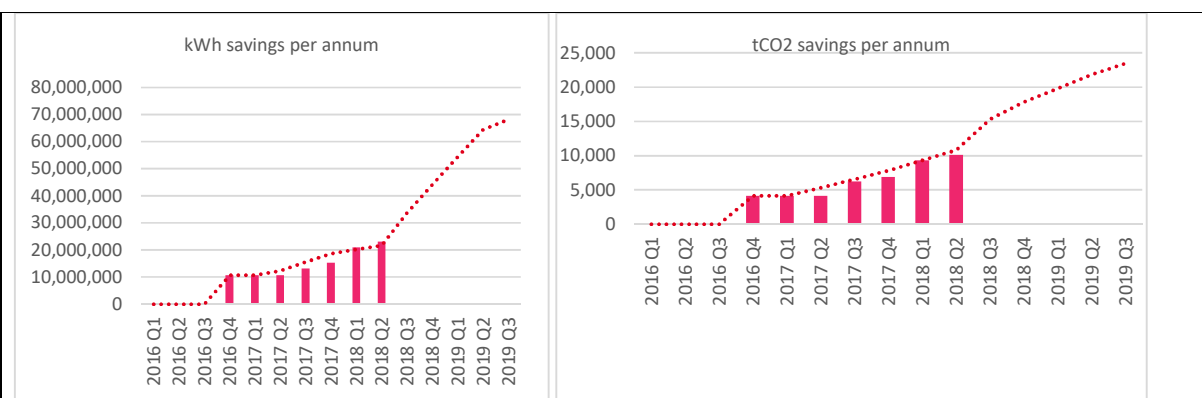
\* based on the project change submitted by the GLA on 18 October 2017.

The programme is meeting its target on C32 as per this quarter.

. Meeting the tonne of Carbon outputs is becoming harder as the electricity grid decarbonises year on year; the UK grid electricity has become 31% less carbon intensive over the last three years. The PDU are focussing on converting additional opportunities into IGPs to make up for this slippage.

Copies of the IGP's for RB Greenwich and Transport for London (listed in the table above) are included within Appendices 3-4 to this report.





**Specific Conditions** - Please report progress on specific conditions in the project Funding Agreement. Note that where 'pre grant payment' conditions have been included these must be satisfactorily addressed before the Managing Authority can authorise claim payment.

No specific conditions to report upon, as confirmed by the Managing Authority on 20 July 2016.

**Income** - Income generation from any activities of the project should have been set out in your full application and considered during appraisal. Any income received as a result of ERDF funded activity needs to be taken into consideration and will impact on the amount of grant available to you.

If income generation was anticipated within your application, the applicable EC regulation, referred to as Article 61 and 65 (8)), will be included within your funding agreement under Project Specific Conditions. **Therefore if income generation is applicable you will be required to report on the values generated, both on the cover sheet of the ERDF claim and within this section of the progress report.**

For the interim claim process, projects that generate income during implementation of the project (Article 65 (8)) are required to report on the amount of income generated in the claim period. The income reported on the progress reports will be deducted from a future claim when E-Claims is fully operational.

In addition please declare any unexpected income within this section of the progress report.

Income generation is not applicable at this stage.

**Match Funding** - Please report on the match funding received during the claim instalment period as well as the cumulative values received to date.

This should follow the format below and if necessary be split into both capital and revenue funding packages.

Any potential changes to the funding package should also be detailed. Any changes to match funding available may have implications on the amount of ERDF funding the Managing Authority is able to authorise.

Match Funder (source of funding detailed in Funding Agreement)	Match Funding Received this Claim Period	Cumulative total to date (£)	Contracted Value (£)
Greater London Authority			
<b>Total</b>			

**Equal Opportunities & Sustainable Development** - Please report on the projects contribution to these horizontal themes in particular where there are specific project objectives and conditions relating to these themes or where the project considers it has exceeded standards.

In respect of equal opportunities, the procurement of the PDU and the service provider framework followed the GLA's requirements as described in section 11.2 of the GLA's funding application.

The marketing material produced for RE:FIT is created in line with the Mayor of London's branding guidelines, which are designed to promote gender equality and non-discrimination in all materials marketed. RE:FIT's marketing material includes both audio and visual formats, with client testimonial videos available on the RE:FIT website ([www.london.gov.uk/refit](http://www.london.gov.uk/refit)).

Sustainable development is the overarching objective for RE:FIT, to reduce the impact of public sector buildings on the environment by improving their energy efficiency and reducing the demand on natural resource. Activities relating to this theme are deemed to be covered by section 1 – physical progress of this report.

## 2. MILESTONES AND PLANNED ACTIVITY

Please insert the project milestone table from the Full Application and update on progress. Please also report on key activities that are planned for the next claim instalment period including any key dates or events.

Milestone	Planned		Actual	
	Start Date	Completion Date	Start Date	Completion Date
Procure new RE:FIT framework	September 2015	February 2016	1 November 2015	1 March 2016
Procure the PDU	October 2015	February 2016	13 November 2015	1 March 2016
Sign ERDF grant agreement	January 2016		1 March 2016	
First drawdown after contract signature	Q4 2015/16		Q3 2016/17	
Review existing client pipeline and develop programme strategy*	February 2016	April 2016	1 March 2016	1 July 2018
Engage existing RE:FIT pipeline client base*	March 2016	July 2016	1 March 2016	Ongoing
Develop marketing strategy*	March 2016	April 2016	1 March 2016	1 Sept 2017
Start marketing campaign to identify new RE:FIT client base*	April 2016	June 2019	1 March 2016	1 July 2018
Develop retrofit projects and undertake building validation and sign-off*	March 2016	June 2019	1 March 2016	31 August 2019
Run mini-competitions*	March 2016	June 2019	20 May 2016	31 August 2019
Develop IGPs*	March 2016	June 2019	1 March 2016	31 August 2019
Commence installation and M&V*	March 2016	June 2019	1 March 2016	31 August 2019
Procure consultancy for external evaluation(s)	May 2017	June 2017	May 2017	May 2018
Undertake interim evaluation	July 2017	September 2017	July 2017	August 2018
Undertake final evaluation (summative assessment)	February 2019	April 2019	February 2019	April/May 2019
Contract end for ERDF-funded PDU	July 2019		31 August 2019	

\* As explained in previous reports, these are ongoing activities throughout the appointment of the PDU. The above ongoing activities will be reviewed on a regular basis and adjusted as the programme develops. Further progress against the above milestones is outlined in section 1 – physical progress of this report.

#### Forecast activities:

Over the next reporting period, the PDU expects progress to include:

- support the following organisations to launch their mini competitions in the next quarter:

Public Sector Organisation	Planned launch date
[REDACTED]	TBC (Q3 2018)
[REDACTED]	TBC (Q3 2018)
[REDACTED]	TBC (Q3 2018)

- receive IGPs from the nominated services providers for the following projects:

Public Sector Organisation	Planned IGP return date
[REDACTED]	Ongoing rolling programme
[REDACTED]	Ongoing rolling programme
[REDACTED]	TBC (Q3 2018)
[REDACTED]	TBC (Q3 2018)
[REDACTED]	TBC (Q3 2018)

- Continue to support [REDACTED] with contract administration support as mentioned in section 1 of this report.
- Focus on the key 35 clients; review and update the action plans accordingly.
- Approval of the revised PEP and imbed streamlined meeting & reporting schedule.
- Training sessions as outlines in section 1 of this report.
- Ongoing compliance with GDPR rules.
- 

### 3. PROJECT ISSUES AND CHANGES

If not covered previously, please report on any issues or significant changes to the project that will have impact upon the deliverables, programme and budget. If applicable the project change request form should be completed; if you are unsure about this please discuss with your Contract Manager.

Not applicable

### 4. STATE AID

State Aid measures applicable to the project will have been identified at appraisal and will be detailed in the Funding Agreement. Please complete the following tables where appropriate.

If for any reason any measure not agreed at appraisal has been utilised this should be detailed within this section although this should have been discussed beforehand with your contract manager

Not applicable, as per funding application.

### 5. PUBLICITY

Please report on any publicity activity that has taken place during the claim instalment period. This may include publicity material, leaflets, banners or stationary and any press releases, newspaper articles or publicity events – please submit evidence with claim where available.

Refer to section 1 of this report for details of publicity related activities.
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2019

# Period report

[Click here to enter title](#)

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**RE:FIT Programme Delivery Unit  
Greater London Authority**

making the **difference**



Senior Senior Project Manager

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Rev	Originator	Approved	Date
1			
2			

Greater London Authority  
RE:FIT Programme Delivery Unit

The table below summarises the programme's performance to the end of the period in a number of key areas.

**Table 1 Programme performance and pipeline**

Status category	Maximum contract value	Weighted contract value	Weighted carbon dioxide saved (tCO <sub>2</sub> per annum)	Weighted nitrous oxide saved (tNO <sub>x</sub> per annum)	Weighted energy saved (kWh per annum)	Weighted floor area (m <sup>2</sup> )	Weighted number of buildings supported for retrofit	Weighted number of schools supported for retrofit	Probability of proceeding
<b>Current phase (from 1 March 2016)</b>									
Achieved (installed/undergoing installation)	████████	████████	████	████	████████████████	████████	████	████	100%
Secured (undergoing detailed design)	████████	████████	████	████	████████████████	████████	████	████	90%
Committed (in procurement)	████████	████████	████	████	████████████████	████████	████	████	80%
Planned (project brief produced)	████████	████████	████	████	████████████████	████████	████	████	60%
Forecast (access agreement signed)	████████	████████	████	████	████████████████	████████	████	████	50%
Engaged (in discussions with PDU)	████████	████	████	████	████████████████	████████	████	████	20%
Total - current phase	████████	████████	████	████	████████████████	████████	████	████	
<b>Previous phases (2008 to 29 February 2016)</b>									
Achieved and secured	£87,082,334	£87,082,334	25,838	0.422	75,139,355	1,547,846	508	96	100%
Committed	£400,000	£400,000	N/A	N/A	N/A	35,759	5	0	80%
Total - previous phases	£87,482,334	£87,482,334	25,838	0.422	75,139,355	1,583,605	513	96	
Total supported for retrofit - all phases	£124,649,466	£125,706,217	35,551	0.499	97,039,934	2,002,450	696	138	

## 1 Introduction and Overview

This report covers the period from {DATE}, GLA Period { }.

This report provides a summary of the PDU activities over the period; principally engaged in converting the established pipeline of energy conservation opportunities across London.

Key highlights in period:

- Supported Harris Academies to launch their ITT
- HLAs received for University of West London from Ameresco and for London Borough of Barnet from Larkfleet
- Tender process completed with nominated preferred bidders identified for Kingston Hospital NHS Foundation Trust and Hillingdon Hospital NHS Trust.

## 2 Progress in Period

### 2.1 Pipeline development activities in Period (PDU Business Development)

The PDU undertook the following activities in this period which were focussed on converting pipeline opportunities, and managing the RE:FIT London public profile:

- Engaged with [REDACTED]
- Engaged with [REDACTED] and have issued an Access Agreement
- Engaged with [REDACTED]; Access Agreement issued.

#### 2.1.1 Access Agreements

Listed below are the organisations which have received a copy of the Access Agreement (AA) to be signed and those that have signed and returned them. The PDU is in contact with each organisation to progress the signing of the AA.

Public sector organisation	Date AA sent	Date AA signed
	13/09/2016	
	02/11/2016	19/12/2016
	31/08/2016	04/05/2018
	25/08/2017	25/08/2017
	08/06/2018	11/07/2018
	31/08/2017	01/10/2018
	23/08/2016	
	01/09/2016	07/10/2016

Public sector organisation	Date AA sent	Date AA signed
	08/06/2018	
		26/01/2018
	14/09/2016	
	23/01/2017	
	23/11/2016	
	19/06/2018	
	26/08/2016	21/12/2016
	01/09/2016	
	15/11/2016	
	14/09/2016	
	14/09/2016	03/11/2016
	08/06/2018	12/07/18
	08/06/2018	
	24/08/2016	06/09/2017
		05/04/2018
	29/11/2016**	
	30/08/2016	24/07/2018
	27/09/2016	No longer proceeding
	06/06/2018	21/06/2018
	08/06/2018	27/06/2018
		06/03/2019
	09/04/2019	
	19/09/2016	25/01/2018
	22/12/2016	
	12/09/2016	
	29/08/2016	10/11/2016

Public sector organisation	Date AA sent	Date AA signed
		26/06/2018
	09/08/2016	11/05/2017
	16/08/2016	30/11/2016
	03/07/2017	01/05/2018
	07/09/2016	
	08/06/2018	20/06/2018 (received 02/07/2018)
	06/02/2017	
	03/04/2017	05/04/2017
	28/09/2016	
	22/03/2017	22/03/2017
	23/08/2016	
	20/11/2018	29/01/2019
	18/06/2018	03/07/2018
	19/06/2017	24/07/2017
	10/10/2016	03/11/2016
	28/10/2016	
	08/06/2018	
	08/06/2018	05/07/2018
	22/02/2018	
	10/08/2016	22/11/2016
	28/10/2016	
	08/06/2018	
	08/06/2018	
	29/08/2016	30/09/2016
	09/11/2016	
	08/06/2018	



Public sector organisation	Date AA sent	Date AA signed
	30/08/2016	28/03/2017
	19/04/2017	26/07/2017
	08/06/2018	15/08/2018
	31/01/19	27/02/2019
	25/10/2017	30/10/2017
	08/06/2018	02/07/2018
	25/08/2016	14/11/2016
	19/03/2018	28/09/2018
	23/11/2016	
	23/05/2017	23/05/2017

\* As Community Health Partnerships is engaged in a long-term Private Finance Initiative (PFI) the PDU has worked closely with the GLA during the Period to produce a revised Access Agreement which meets their specific commercial situation.

\*\* [REDACTED] is merging with [REDACTED] which has already signed and submitted an Access Agreement.

## 2.2 Pipeline conversion & active project activities in Period (PDU Technical Client Engagement)

- Supported [REDACTED] to issue their ITT which was launched on [REDACTED]
- Attended workshop with Transport for London to discuss ways to increase progress with the project including identifying additional sites for installation of solar PV technology.
- Met with [REDACTED]
- Supported [REDACTED], HLA received within period.
- Supported [REDACTED] with their tender evaluation including interviews.
- Ongoing meetings and support to [REDACTED] to progress their ITT documentation.
- Received the [REDACTED] but we are still chasing the supporting M&V and contract documentation so it is not reported as achieved yet.
- Met with [REDACTED] to discuss costings for their Solar Programme.
- Met with [REDACTED] can support their project with Project Management support provided by the PDU.

### 2.2.1 Technical support client activities per stage

The tables below summarises the clients that the technical team has actively supported over the reporting period and below that the project forecast over the next 6 months:

Support Activity by Technical team	Name of Organisation(s)
Business development - engagement with new or existing/previously non-progressing clients	
Project start-up meetings & advice	
Benchmarking	
Pre-mini competition – incl. project brief / Invitation to Tender (ITT)	
Mini-competition – tender launch to tender evaluation	
Mini-competition – Service provider appointment	
Contracts – incl. Call-Off Contracts, Works contracts, contract advice	
High level appraisals	
Investment grade proposals	
Installing energy conservation measures	
Commissioning and handover	
Service Delivery - Measurement & Verification, performance monitoring	

Greater London Authority  
RE:FIT Programme Delivery Unit  
Forecast projects for the next six months:

Info			KPIs						Dates	
No.	Public sector organisation	Status category	kWh	tCO2	Buildings	m2	Schools	Investment	ITT launch	IGP complete
7		Committed	1,021,467	273	3	29,700	-	351,000	N/A	2019 Q2
8		Planned	337,000	117	1	7,783	1	215,000	2018 Q3	2019 Q2
9		Committed	340,470	81	16	33,165	1	156,630	2018 Q2	2019 Q2
11		Secured	500,000	100	10	-	-	-		2019 Q2
10		Secured	1,203,850	298	10	23,769	10	857,888		2019 Q2
5		Secured	186,127	72	7	8,825	3	252,000		2019 Q2
6		Committed	1,315,593	347	6	50,033	-	989,622		2019 Q2
12		Committed	4,990,000	1,509	10	107,000	-	2,460,000		2019 Q2
22		Forecast	4,959,000	1,030	8	106,720	-	1,521,000		2019 Q3
26		Committed	5,800,000	1,000	10	65,600	-	1,500,000		2019 Q3
27		Planned	3,300,000	989	10	157,000	-	2,500,000		2019 Q3
28		Planned			10		-	-		2019 Q3
13		Committed	1,500,000	450	5	12,000	-	2,000,000		2019 Q3
14		Planned	1,400,000	600	3	5,000	-	1,100,000		2019 Q3
15		Planned	3,000,000	500	28	227,000	28	1,500,000		2019 Q3
16		Forecast	2,000,000	800	1	55,000	-	2,000,000		2019 Q3
17		Committed	10,600,000	2,500	4	200,000	-	15,000,000		2019 Q3
20		Planned	1,496,214	300	11	20,000	4	440,000		2019 Q3

### **2.3 Framework management activities in Period (Framework Service Provider Engagement)**

- Detailed feedback provided to service providers who have recently bid for NHS projects to support improvements in future tender returns.
- GLA and members of the PDU attended a day workshop on 23<sup>rd</sup> April on lessons learnt from RE:FIT 3 and ideas for improvements for RE:FIT 4.
- GLA attended a workshop on potential synergies between.
- GLA and members of the PDU met with..
- .

### **2.4 Innovation Workstream activities in Period**

- The Innovation workstream organised a conference call with [REDACTED] to discuss the activities to improve the NHS stakeholder engagement in regards to energy efficiency and renewables. As part of this call the workstream agreed the schedule and responsibility of activities.
- Conducted market analysis of the estates return information collection (ERIC) data to ascertain the value at stake and level of interest for energy efficiency and renewables.
- Issued the published report from the previous market engagement activities and discussed the findings with [REDACTED]

### **2.5 GLA approvals & actions**

GLA to continue to engage with TfL to drive progress and better engagement in the RE:FIT programme of works

Ongoing

## **3 Planned activities in next Period**

### **3.1 Pipeline development activities planned (PDU Business Development)**

- Present plaques to identified clients.
- Continue to work closely with [REDACTED] to restart the UCLH tender process
- Meet with [REDACTED]

### **3.2 Pipeline conversion & active project activities planned (PDU Technical Client Engagement)**

- Agree Project Management support for NHS Trust and aim to issue tender on 24<sup>th</sup> May
- Support Academies during their tender period including attending the bidder's day on the 1<sup>st</sup> May.
- Review results of the energy audits to help shape their project brief.

Below is the current RAG status on pipeline conversion:

### **3.3 Innovation activities planned**

- Arrange conference call with NHSI to discuss the issue of the initial engagement questionnaire.
- Develop a communication and collaboration strategy between NHSI and the PDU.
- Review options for efficiencies and cross-selling between LHEEP and RE:FIT.

## **4 Risks, issues & opportunities**

### **4.1 Live risks & issues**

Outlined below is the key risks and issues that have been identified with proposed mitigation actions:



<b>Risk ref.</b>	<b>Risk</b>	<b>Probability</b>	<b>Impact</b>	<b>Risk level</b>	<b>Risk Owner</b>	<b>Action plan / control measures</b>	<b>Date for action / review</b>
011		H	H				30/04/2019
001		H	H				30/04/2019
047		H	H				30/04/2019
020		H	H				30/04/2019
055		M	H				30/04/2019

## 5 KPI performance & ERDF targets

The PDU's performance against the KPIs and ERDF targets during this period is summarised in the table below.

	KPI description	Targets by 31 August 2019		Targets by (based on trajectory)		Actuals at 24 <sup>th</sup> April 2019	Actuals as a % of 24 <sup>th</sup> April 2019 targets	
		ERDF/GLA	PDU	ERDF/GLA	PDU		ERDF/GLA	PDU
1	Number of buildings supported for retrofit							
2	Carbon dioxide saved (tCO <sub>2</sub> per annum)							
3	Energy saved (kWh per annum)							
4	Floor area supported for retrofit (m <sup>2</sup> )							
5	Contract value							
6	Number of non-building asset projects supported for retrofit							
7	Number of organisations that have accessed RE:FIT							

## **6 Resource**

### **6.1 Resource usage during period**

The following table provides a breakdown of the resource usage and fees claimed during this period. Please refer to Appendix 1 for the full PDU timesheet.

## Appendix 1 – PDU Timesheet

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## Appendix 9

Clients			Saving Potential				
Engagement level	Sector /Client	Status	kWh	tCO2	Buildings	m2	Investment
Access Agreement Signed	Education	Engaged	3,399,481	1,499	24	160,000	£3,947,675
Access Agreement Signed	Other	On-Hold	2,000,000	800	1	55,000	£ 2,000,000.00
Access Agreement Signed	NHS	On-Hold	5,000,000	3,000	5	126,849	TBC
Access Agreement Signed	NHS	On-Hold	7,066,000	2,285	10	197,000	£ 3,505,000.00
Access Agreement Signed	London Borough	On-Hold	1,000,000	300	15	8,000	£ 1,000,000.00
Access Agreement Signed	NHS	Design Stage	4,959,000	1,030	8	106,720	£ 1,521,000.00
Access Agreement Signed	NHS	On-Hold	3,700,000	879	21	83,783	
Access Agreement Signed	NHS	Design Stage	5,000,000	2,000	3	82,532	£ 4,000,000.00
Access Agreement Signed	GLA group	Design Stage	1,500,000	600	10	60,000	
Access Agreement Signed	London Borough	Engaged	2,500,000	600	25	30,000	£ 1,500,000.00
Access Agreement Signed	London Borough	Design Stage	780,000	425	5	TBC	£ 1,500,000.00
Access Agreement Signed	Education	Engaged	2,967,000	684	25	100,000	£ 1,431,000.00
Access Agreement Signed	Education	Design Stage	595,000	132	11	17,670	£ 259,000.00
Access Agreement Signed	Education	Design Stage	1,500,000	320	4	45,000	£ 820,000.00
Access Agreement Signed	GLA group	Design Stage	1,000,000	150	1	5,000	£ 800,000.00
Access Agreement Signed	London Borough	Engaged	800,000	250	10	50,000	£ 500,000.00
Access Agreement Signed	Other	Engaged	443,831	144	1	7,783	£ 211,872.00
Access Agreement Signed	NHS	Engaged	10,600,000	2,500	4	200,000	£15,000,000.00
Access Agreement Signed	Education	On-Hold	1,895,176	546	11	21,635	£ 822,000.00
Access Agreement Signed	Central Government	Engaged	3,300,000	989	10	84,837	£ 2,500,000.00
Access Agreement Issued	London Borough	Engaged	1,000,000	300	10	20,000	TBC
Access Agreement Signed	London Borough	Engaged	1,500,000	400	20	50,000	£ 3,000,000.00
Access Agreement Signed	Central Government	Engaged	4,000,000	700	2	45,000	TBC
Access Agreement Signed	Central Government	Engaged	2,000,000	500	1	60,000	TBC
Access Agreement Issued	Central Government	Engaged	TBC	TBC	TBC	TBC	TBC
Access Agreement Signed	London Borough	Engaged	TBC	TBC	TBC	TBC	TBC
Access Agreement Signed	Cultural and heritage	Engaged	TBC	TBC	TBC	TBC	TBC
Totals			#####	21,033	237	1,616,809	44,317,547



**TURNER & TOWNSEND CONSULTING LIMITED'S TECHNICAL  
SUBMISSION**

## **SCHEDULE 4 – CHARGES**

### **1. Forecasting and Rates**

#### **1.1 The Charges are:**

1.1.1 calculated on a time spent basis, subject to and in accordance with the Day Rates and as more particularly defined in paragraph 3.4.2 of this Schedule 4 provided that the Service Provider will not be entitled to any additional sums for any hours spent by an individual performing the Services on a day that is not a Business Day or in excess of 8 hours on a Business Day; and

1.1.2 are subject to the maximum contract value of £3,000,000 (three million pounds sterling) over the Term and the Service Provider will not be entitled to claim or be paid any Charges in excess of this amount.

1.2 The Day Rates will be fixed for the Term.

1.3 No later than 10 Business Days from and including the Service Commencement Date and each anniversary thereof during the Term, the Service Provider will provide a periodic breakdown of its Charges per Accounting Period and an updated annual forecast, each based on the Forecast.

### **2. Timesheets and reporting**

2.1 Subject to the Service Provider's compliance with paragraph 1.3 of this Schedule 4, the Authority will raise a Purchase Order on SAP for the value of the annual Forecast.

2.2 There are no Milestones.

2.3 The Service Provider will ensure that each individual engaged in performing the Services completes true and accurate timesheets and the Service Provider will use such timesheets when calculating the Charges.

2.4 Promptly following the end of each Accounting Period, the Service Provider will provide the following information to the Programme Manager:

2.4.1 its calculation of the Charges relating to the preceding Accounting Period;

2.4.2 its calculation of the Basic Amount due for the preceding Accounting Period, including a breakdown of the Day Rates by grade and the number of hours per day per person;

- 2.4.3 timesheets for all relevant Service Provider's Personnel engaged in the performance of the Services in the preceding Accounting Period;
  - 2.4.4 a report on the Service Provider's performance of the Services in the preceding Accounting Period including an explanation of the activities undertaken by the Service Provider's Personnel in providing the Services and the time taken to perform such activities in the preceding Accounting Period;
  - 2.4.5 its calculation of any KPI Incentive Payment due in accordance with paragraph 3.3 and/or 3.5.3 of this Schedule 4; and
  - 2.4.6 any other supporting documentation reasonably required by the Authority.
- 2.5 After ensuring that the information provided pursuant to paragraph 2.4 of this Schedule 4 is for the correct amount and the necessary evidence has been submitted by the Service Provider, the Programme Manager will action a goods received note and will instruct the Service Provider to send the invoice to the Authority for the approved amount.
- 2.6 Promptly following receipt of the Authority's instruction pursuant to paragraph 2.5 of this Schedule 2, the Service Provider will issue the invoice to the Authority in accordance with Clause 5.
3. **Charges and Payments**
- 3.1 Subject to the Service Provider performing its obligations in accordance with the terms of this Contract, the Authority will pay to the Service Provider:
- 3.1.1 the Basic Amount; and
  - 3.1.2 subject to the Service Provider meeting the KPIs, the KPI Incentive Payment,
- each of which will be calculated in accordance with this Schedule 4.
- 3.2 The payment period in respect of the Basic Amount shall be 4-weekly in arrears in line with each Accounting Period commencing on and from the Service Commencement Date.
- 3.3 The payment period in respect of the KPI Incentive Payments (to the extent that the same are payable in accordance with Schedule 4) shall be six monthly in arrears commencing on and from the Service Commencement Date.
- 3.4 For the purposes of this Schedule 4:
- 3.4.1 **"Basic Amount"** = 80% of the Charges incurred by the Service Provider in the relevant Accounting Period;

3.4.2 “**Charges**” = the applicable Day Rates multiplied by the number of Person Days, subject to a pro rata proportion of the applicable Day Rates applying to any part Person Days;

3.4.3 “**Full Potential Incentivised Amount**” = the Charges incurred by the Service Provider in the relevant Incentive Period;

3.4.4 “**Incentive Period**” = each 6 month period starting on the Service Commencement Date in which the Service Provider is required to meet the relevant KPI in accordance with Table 1 in paragraph 6.7 of the Specification;

3.4.5 “**KPI Incentive Payment**” =

$$\frac{([KPI1] + [KPI2] + [KPI3] + [KPI4])}{100} \times \text{the Full Potential Incentivised Amount for the relevant Incentive Period}$$

100

3.4.6 “[**KPI1**]” =

3.4.6.1 6 if the Higher Target for KPI1 is met in the relevant Incentive Period; or

3.4.6.2 4.5 if the Lower Target for KPI1 is met in the relevant Incentive Period; or

3.4.6.3 0 if the Lower Target for KPI1 is not met in the relevant Incentive Period;

3.4.7 “[**KPI2**]” =

3.4.7.1 6 if the Higher Target for KPI2 is met in the relevant Incentive Period; or

3.4.7.2 4.5 if the Lower Target for KPI2 is met in the relevant Incentive Period; or

3.4.7.3 0 if the Lower Target for KPI2 is not met in the relevant Incentive Period;

3.4.8 “[**KPI3**]” =

3.4.8.1 4 if the Higher Target for KPI3 is met in the relevant Incentive Period; or

3.4.8.2 3 if the Lower Target for KPI3 is met in the relevant Incentive Period; or

3.4.8.3 0 if the Lower Target for KPI3 is not met in the relevant Incentive Period;

3.4.9 “[KPI4]” =

3.4.9.1 4 if the Higher Target for KPI4 is met in the relevant Incentive Period; or

3.4.9.2 3 if the Lower Target for KPI4 is met in the relevant Incentive Period; or

3.4.9.3 0 if the Lower Target for KPI4 is not met in the relevant Incentive Period; and

where ([KPI1] + [KPI2] + [KPI3] + [KPI4]) is less than or equal to 20% of the Full Potential Incentivised Amount for the relevant Incentive Period;

3.4.10 “**KPI1**”, “**KPI2**”, “**KPI3**” and “**KPI4**” and the “**Higher Target**” and “**Lower Target**” in respect of each of the KPIs for each Incentive Period commencing on and including the Service Commencement Date are defined in Table 1 in paragraph 6.7 of the Specification; and

3.4.11 “**Person Days**” = a period of 8 hours on a Business Day spent by an individual in performing the Services.

3.5 To incentivise delivery of the KPIs in accordance with the Specification:

3.5.1 save as set out in paragraph 3.5.3, any KPI Incentive Payment can only be claimed in respect of the preceding Incentive Period;

3.5.2 if a Lower Target or Higher Target for a KPI is achieved by the Service Provider ahead of schedule, the corresponding KPI Incentive Payment cannot be claimed by the Service Provider until the end of the relevant Incentive Period during which that Lower Target or Higher Target (as applicable) was required to be met pursuant to paragraph 6.7 of the Specification; and

3.5.3 if the Service Provider:

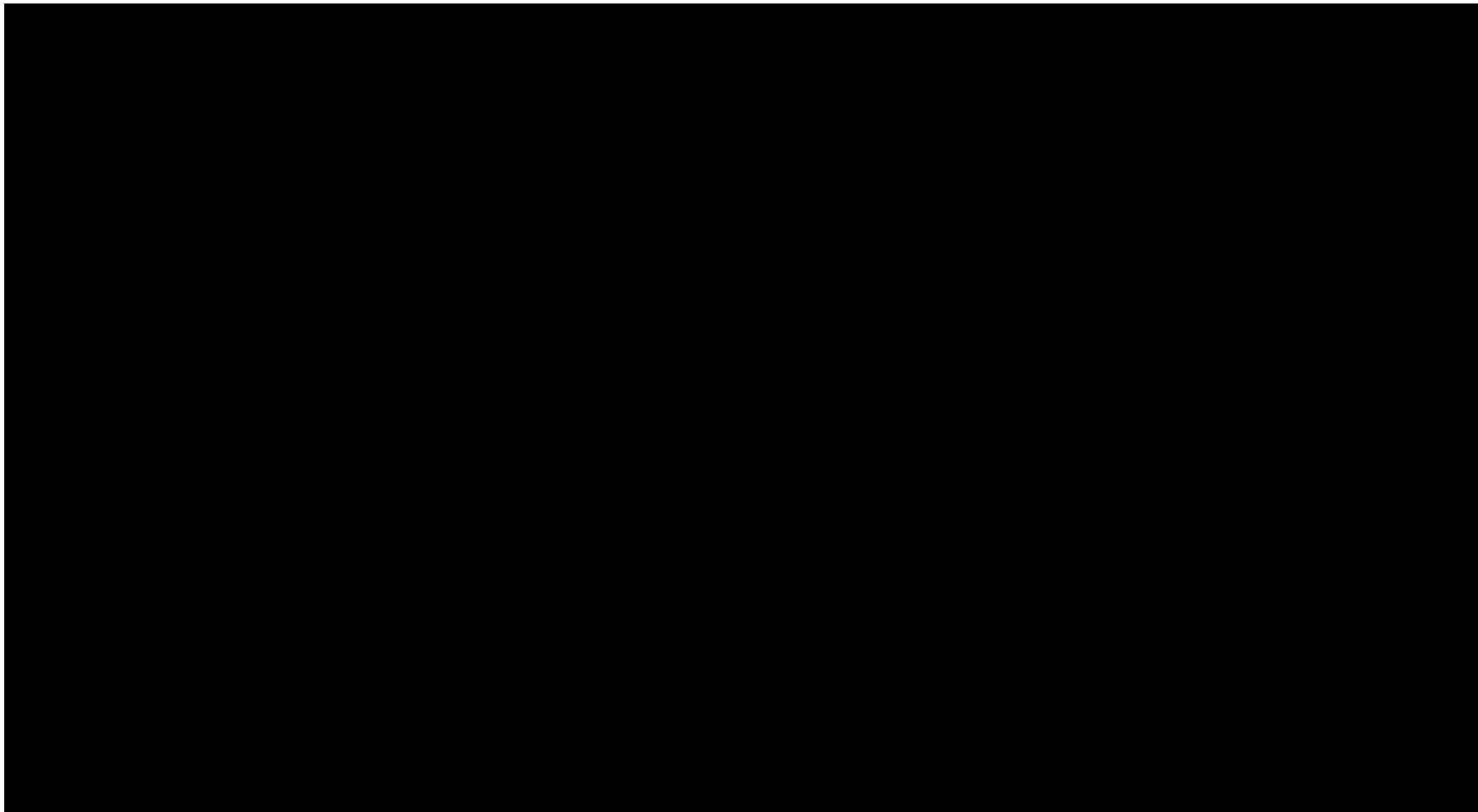
3.5.3.1 meets a Lower Target or a Higher Target in respect of a KPI at any time following the expiry of the relevant Incentive Period during which that Lower Target or Higher Target (as applicable) was required to be met pursuant to paragraph 6.7 of the Specification, the Service Provider may subject to paragraphs 3.5.3.2 and 3.5.3.3 below claim the

applicable KPI Incentive Payment as if it had met the relevant target in the relevant Incentive Period save that, subject to the approval of the Programme Manager in accordance with paragraph 2.5 of this Schedule 2, it will invoice the Authority for that KPI Incentive Payment following the end of the Accounting Period in which it actually achieved the Lower Target or Higher Target for that KPI (as applicable);

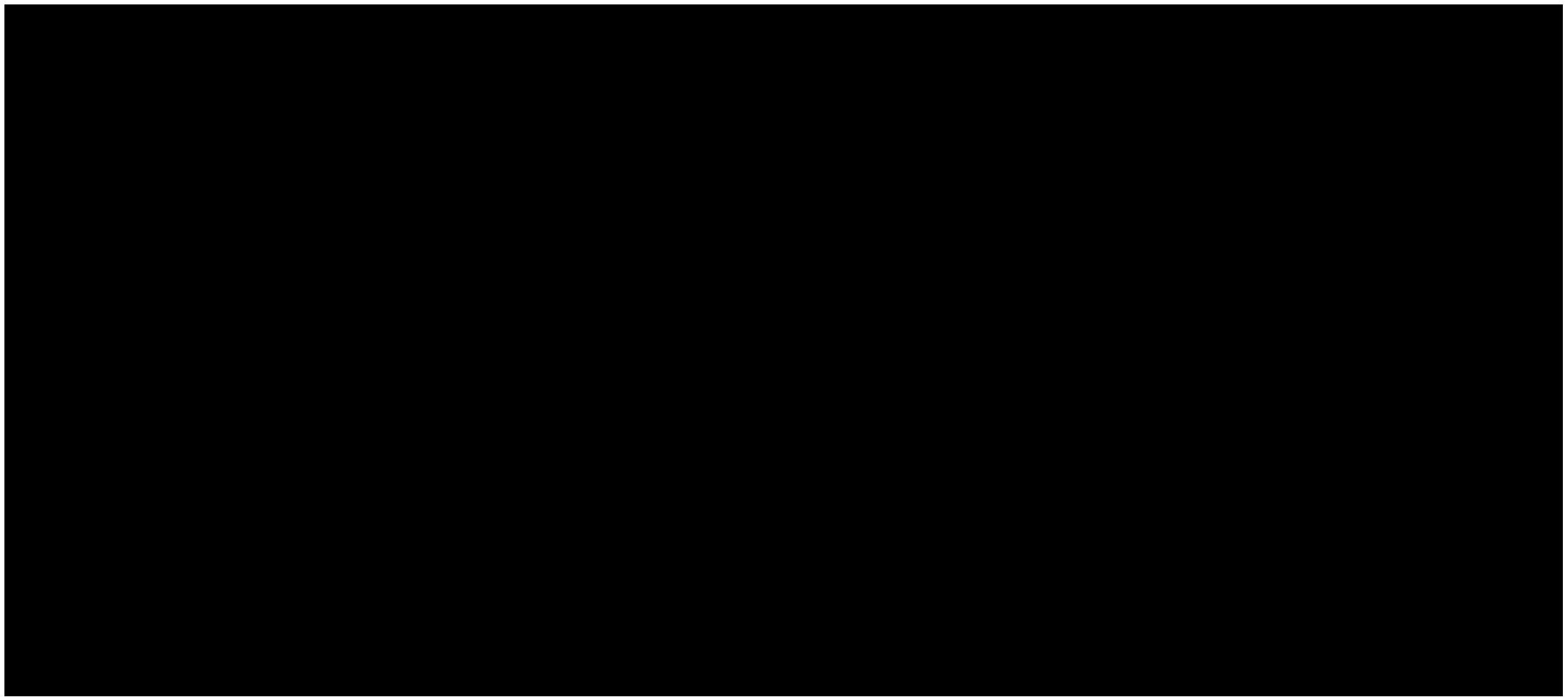
3.5.3.2 at any time receives a KPI Incentive Payment for achieving the Lower Target for a KPI and then subsequently achieves the Higher Target for that KPI, then the Service Provider will only be entitled to claim the difference between the relevant KPI Incentive Payment for achieving the Lower Target that it has already received and the relevant KPI Incentive Payment for the achieving the Higher Target (i.e. it may only claim the additional 5% of the Full Potential Incentivised Amount for the Incentive Period to which the Higher Target relates); and

3.5.3.3 claims a KPI Incentive Payment pursuant to this paragraph 3.5.3, any such KPI Incentive Payment will be calculated using the Full Potential Incentivised Amount for the Incentive Period during which the Lower Target or Higher Target (as applicable) was required to be met pursuant to paragraph 6.7 of the Specification, provided that the Service Provider will under no circumstances be entitled to any payment in excess of the Full Potential Incentivised Amount.

## **APPENDIX 1 – TOTAL DAY RATES & FORECAST**









## SCHEDULE 5 - FORM FOR VARIATION

### PART A

Contract Parties: *[to be inserted]*

Contract Number: *[to be inserted]*

Variation Number: *[to be inserted]*

Authority Contact Telephone: *[to be inserted]*

Fax: *[to be inserted]*

Date: *[to be inserted]*

### AUTHORITY FOR VARIATION TO CONTRACT (AVC)

Pursuant to Clause 32 of the Contract, authority is given for the variation to the Services and the Charges as detailed below. The duplicate copy of this form must be signed by or on behalf of the Service Provider and returned to the Procurement Manager as an acceptance by the Service Provider of the variation shown below.

DETAILS OF VARIATION	AMOUNT (£)
ALLOWANCE TO THE AUTHORITY	
EXTRA COST TO THE AUTHORITY	
TOTAL	

.....  
For the Authority (signed)

.....  
(print name)

<b>ACCEPTANCE BY THE SERVICE PROVIDER</b>	
<b>Date</b>	<b>Signed</b>

## **PART B – SUPPLY CHAIN FINANCE OPTION RELATED VARIATIONS**

1. The Authority is developing a scheme and system whereby the Service Provider may be permitted, at the Authority's sole discretion, to seek payment of invoices in respect of Charges under this Contract within a time period less than the 30 days of receipt set out Clause 5.4.1 in consideration for a reduction in the Charges due thereunder (the **"Supply Chain Finance Option"**).
2. The Service Provider hereby agrees that where such requests are made by the Service Provider and approved by the Authority, by way of such process and/or systems put in place by the Authority acting either on its own behalf or by or via its employees, agents, contractors or otherwise such request, approval and resulting accelerated and reduced payment shall constitute the Service Provider's exercise of the Supply Chain Finance Option and the valid and legally binding:
  - 2.1 variation by the Parties of the related Charges due and payable to the Service Provider under this Contract; and
  - 2.2 waiver by the Service Provider of any right held previously by it to invoice for and be paid the amount by which the Charges are reduced pursuant to its exercise of the Supply Chain Finance Option.

## **SCHEDULE 6 – RE-TENDER COOPERATION**

Where Clause 28.1 applies, the Service Provider must promptly provide the Authority with all documentation relating to the Services reasonably requested by the Authority to assist with the Authority with any re-tendering of some or all of the Services. This includes:

- any marketing materials used by the Service Provider in relation to the Services; and
- a list of the organisations with which the Service Provider has engaged as part of its provision of the Services, a description of the status of any discussions and and/or projects with such third parties and a list of contacts including contact details for the individuals within such third parties with whom the Service Provider has been engaging.

## **SCHEDULE 7 - FUNDING AGREEMENT**

**Signed copy of the Funding Agreement (including the Deed of Variation)  
attached**