

Report to:	Trafford ,Rochdale , Tameside and Stockport
Date	08/02/2019
Report for	Information, Decision.
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Report Title

**Electricity supply for Street Lighting – Trafford, Rochdale Stockport and Tameside.
Trafford Half Hourly (HH) and Non Half Hourly (NHH)
Tameside HH and NHH**

Summary

This options paper summarises the procurement routes available and a proposed recommendation for the various requirements for NHH supply of electricity for Street Lighting and NHH and HH supply for Trafford and Tameside in a timely manner.

The information shown below was provided by Susan Hindle Category Manager, detailing various options within the market and providing a recommendation for the procurement route which has been agreed by all Authorities involved.

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1. Introduction/Background

During 2018, STAR engaged with its Partner Authorities to identify opportunities for the provision of energy supply and to discuss/resolve a number of issues raised by energy managers pertaining to existing contracts and management. This led to establishing a working group in November 2018 where these issues were discussed and a plan of action agreed.

Since then a review of the energy contracts has been undertaken and STAR has identified an opportunity to co-align the Street Lighting contracts across the 4 Partner Authorities, along with the HH and NHH Electricity supply for Trafford and Tameside Councils, due to all of these contracts ceasing on the 31st March 2019. This approach will provide a number of benefits outlined within this report including the opportunity to develop the working group to support contract management and assist in the analysis of current data when approaching the market for future supplies. Currently all Authorities are purchasing from the Yorkshire Purchasing Organisation (YPO), individually and not maximising the potential of economies of scale.

The existing contractual obligations and estimate annual spend from contract start for the provision of electricity supply for street lighting is provided for within the tables below:

Street Lighting

Authority	Supply	CR UID	Start	End	Supplier	Framework	Spend 17/18	Option
Trafford	Street Lighting	1137	01/04/2015	31/03/2019	N power 296	YPO	867,933.03	All co aligned for 1 call off process
Rochdale	Street Lighting	948	01/04/2015	31/03/2019	N power 296	YPO	£1,116,528.81	All co aligned for 1 call off process
Stockport	Street Lighting	1444	01/04/2015	31/03/2019	N power 296	YPO	£1,902,044.20	All co aligned for 1 call off process
Tameside	Street Lighting		01/04/2015	31/03/2019	N power 296	YPO	£1,504,602.00	All co aligned for 1 call off process

HH and Non HH

Authority	Start	Max End	Supplier	Contract f	Spend 17/18	Option	
Trafford	H Hourly/Non H Hourly	01/04/2015	31/03/2019	Npower	YPO	£2,450,903.34	All co aligned for 1 call off process
Tameside	H Hourly/Non H Hourly	05/04/2015	31/03/2019	Npower	YPO	£1,997,203.00	All co aligned for 1 call off process

2. Overview of procurement options

Historically across all 4 Authorities, all contracts have been procured via National Framework Agreements due to limited technical expertise and capacity within each Authority to undertake an alternative competitive procedure under their Contract Procedure Rules (CPRs). This approach provides the opportunity to utilise the technical expertise, resource and market knowledge available within these national organisations.

STAR have identified 4 National Framework Agreements available of which further details are contained below:

- i. Crown Commercial Services (CCS)
- ii. Yorkshire Purchasing Organisation (YPO)
- iii. Eastern Shires Purchasing Organisation (ESPO)
- iv. Manchester City Council (MCC)

Framework	Process/Suppliers	Advantages	Disadvantages	Framework Term
YPO 296	Direct call off - NPower	No Change of supplier so ease of call off and migration.	After 2(3) years options can be reviewed to assess changes in market trends however only a new flex option contract would be available to cover the additional 12 month period at which point the costs could increase.	01/04/2019 - 31/03/2023
ESPO	Direct Call – Total Gas and Power	Change of supplier need to allow extra 30 days in timeline for change over.	Expires 30/09/2019 no recent Market test undertaken therefore maybe a new provider appointed from Sept 2019, cannot submit costs for 2-3 year contract period.	01/10/2017-30/09/2019 Stockport HH NHH contracts to be renewed Sept 2019 <ul style="list-style-type: none"> Consider YPO option from 01/10/2020
MCC	Direct call off or mini comp – Lot 1: 1 UMS HH Street Lighting supply (plus 5 UMS NHH Street lighting supplies). Total load: 17 GWh. 5 Suppliers Lot 2: 239 Over 100 KW sites (including 4 over 1 MW sites). Total load 74,7 GWh. 6 Suppliers Lot 3: 914 Sub 100 KW sites (profiles 01-04). Total load 15 GWh.4 Suppliers Lot 4: 13 non-mainstream associated "autonomous" supplies that are part of a standalone "independent" pot.5 Suppliers		1 Year initial Framework with extensions available for 3 x 12 month periods. Would have to be managed by each authority.	15/10/2018-14/10/2019 And subsequent extensions to be implemented.
CCS	Direct Call off- British Gas for Non HH. EDF HH Electricity		Historical problems with British Gas invoicing and lack of management of supplier from CCS. No current market engagement to appoint providers since 2017 reliant on continuous trading.	31/07/2017-31/07/2020
Star	OJEU Tender	Decision to be	Extended timelines	

		made on the type of Service required	and internal resources required to undertake this process.	
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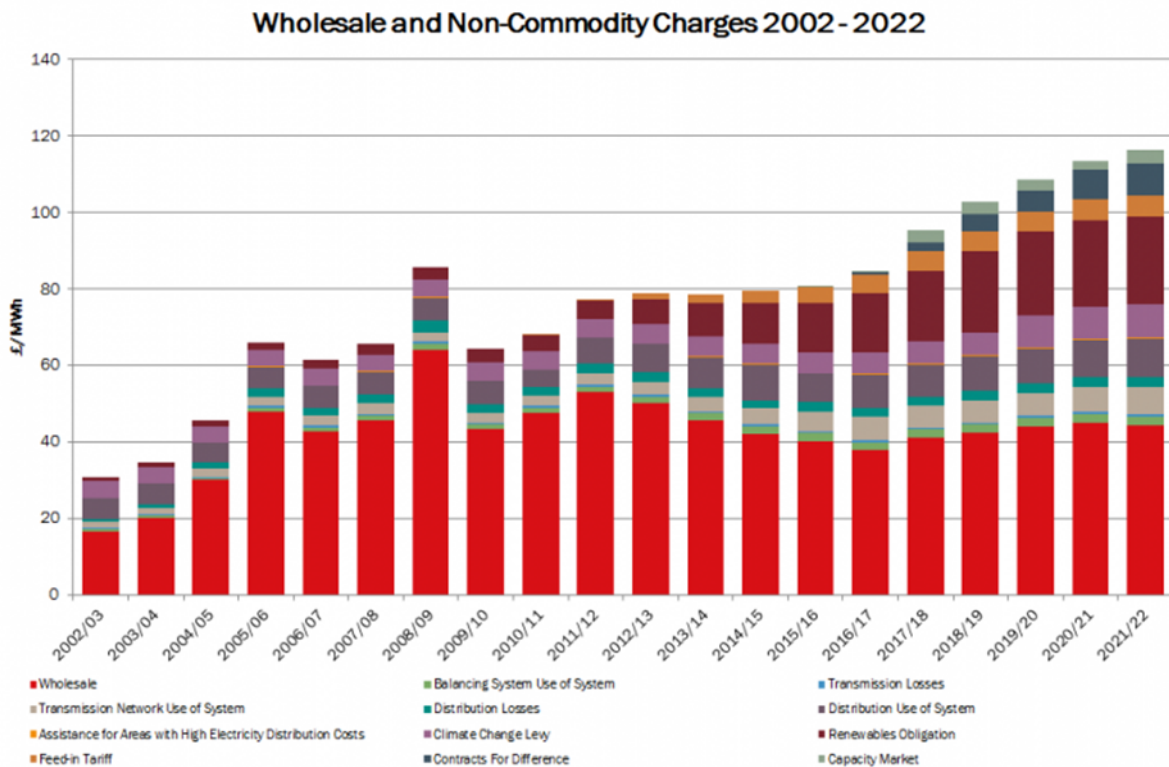
3. Current Position of the Energy Market

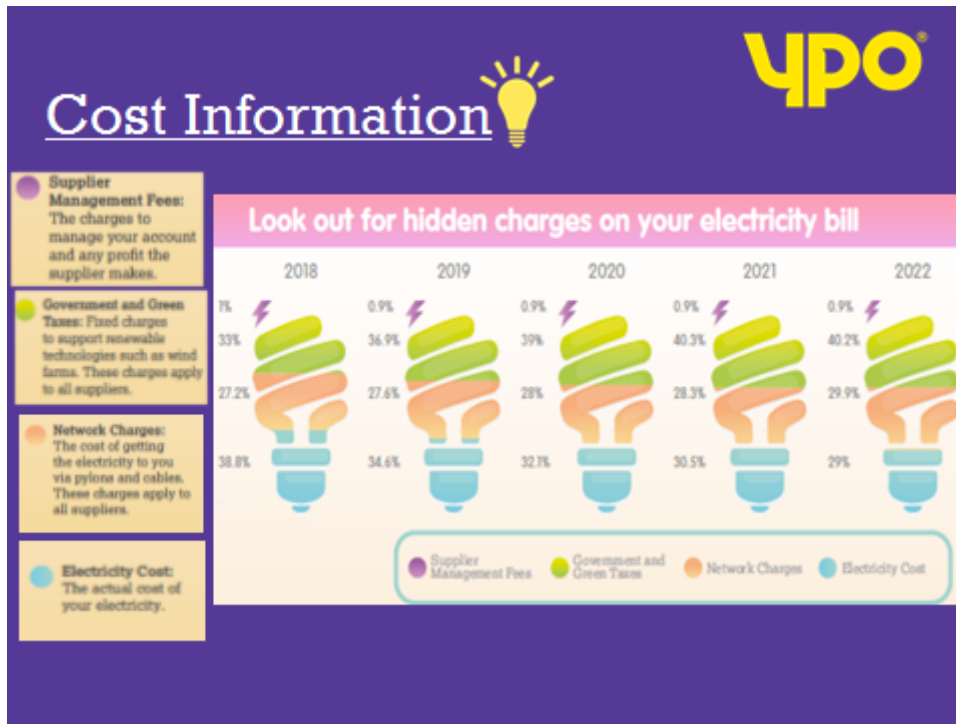
Since 2012 wholesale electricity costs have fallen by approximately 10%. However over the last few years the non-commodity cost (also known as 'third party costs'), includes the other charges that make up the energy bill that are not for the supply of electricity (the commodity) itself, have risen steadily to represent 50% of the customer's bill.

These compulsory charges cover the cost of delivering electricity, balancing the grid and all network costs. Also included are taxes and levies, primarily from the government in order to support the development of renewable energy and reduce carbon emissions.

The main non-commodity costs include charges such as: Transmission Network Use of System (TNUoS), Distribution Use of System (DUoS), Renewable Obligation (RO), Contract for Difference (CfD), Feed in Tariff (FiT) and Capacity Market (CM) to name but a few.

It is predicted that there will be a further rise to 60% by 2020 as indicated in the charts below.





To mitigate the impact of these additional costs, demand managed processes will need to be applied across all Local Authorities to ensure that we are meeting Government targets with regard to CO2 emissions and Climate Change Levies and therefore reducing the overall cost of energy in the future.

The introduction of LED in street Lighting is projected to reduce costs for each Council as it is rolled out for each authority demonstrated in the table below:

Stockport Street Lighting	Total kWh	Percentage Difference from Preceding Year	P/kWh	Total expected costs
*Existing 2018/19	15557283.70		Approx. 13.24	£2,059,784.36
Year 1 Total Energy 2019/20 (3 months pre roll out, 9 months reduced consumption due to delay in meter administration)	13989109.50	-10.08%	15.2	£2,126,344.64
Year 2 Total Energy 2020/21 (Based on 12 months reduction due to roll out)	11896654.85	-23.53%	15.15	£1,808,291.54
Year 3 Total Energy 2021/22 (Based on 12 months reduction due to roll out)	9804200.19	-36.98%	15.2	£1,490,238.43

CO2 Emissions reduction:

This is achieved by reducing the usage of electricity at peak time in a safe and controlled manner as demonstrated in the table below:

Year	Customer	Units	Total (Annual)	Emission Factor (kg/kWh)
2018/19	Carbon total	Tonnes CO ₂	1,920	0.30482
2017/18	Carbon total	Tonnes CO ₂	3,411	0.38146
2016/17	Carbon total	Tonnes CO ₂	3,808	0.44662
2015/16	Carbon total	Tonnes CO ₂	5,149	0.49636
2014/15	Carbon total	Tonnes CO ₂	6,084	0.5331
2013/14	Carbon total	Tonnes CO ₂	6,206	0.541
2012/13	Carbon total	Tonnes CO ₂	-	0.541

Green Energy

There is the opportunity to procure green or renewable energy at an additional cost to the commodity cost, the Green energy charge would be an additional charge to each individual authority dependant on their requirements. The projected additional cost is between 0.03pkw and 0.05pkw with indicative costs estimated at 0.04pkw for 2019/20.

Based on a 0.04pkw on current usage for each Authority the table below gives an overview of the additional costs should 100% green energy be implemented.

Authorities	GWH	Green Premium
Trafford	19.936	£ 7,974.40
Stockport	18.908	£ 7,563.20
Tameside	27.125	£ 10,850.00
Rochdale	9.065	£ 3,626.00

4. Options Appraisal

The following options have been assessed:

A. Do Nothing

The use of the Current YPO Framework Agreement ends on 31/03/2019 together with all of the current contracts and whilst a new procurement has been undertaken by YPO and a new contract awarded from 01/04/2019, any current contracts will effectively cease under the current terms. Therefore should each Authority take no action at all then they will automatically refer back to the supplier's standard tariffs, which would result in a significant increase in unit cost per KWH. It is estimated that the minimum costs would be **20p PKWH** which would be approximately a **30% increase** in existing costs.

- i. **Tender Timescales** – N/A.
- ii. **Value for Money** - No value for money could be demonstrated.

Options appraisal

- iii. **Legal Risks** - The Councils would have to enter into new contracts with their incumbents or a new supplier which would not be compliant with CPRs. There is therefore a risk of legal challenge to those contracts.
- iv. **Project/Contract Risks** – In addition to the legal risks above, the general risks to proceeding with this option are demonstrating that the Authorities are achieving value for money and the ability to resource the management of the contract.
- v. **Benefits** - Limited resources required from the Authorities and STAR.
- vi. **Dis-advantages** - Relationships with the suppliers would be more time consuming and difficult to manage as currently there is a heavy reliance on YPO to support.

B. Align Authorities to call off from YPO 791 Framework

YPO has procured a new Framework Agreement in 2018 in accordance with the Public Contract Regulations 2015 (PCR 2015) which will be in situ for a direct call-off prior to 1st April 2019.

- i. **Details of Option** - A single supplier Framework Agreement which has been competitively tendered openly via OJEU, allows for a direct call off with Npower who are the Authorities current energy supplier.

Due to the culmination of the volumes and the predicted trend to deliver a reduction in commodity charges for 2021, it is hoped that there would be benefits achieved by collaboratively procuring, although no definitive costs can be provided at this time to fully demonstrate this.

- ii. **Tender Timescales:**

Stage/ Approach	Timescale(s)
Option to be decided upon	15/02/2019
Cabinet reports and approvals	26/02/2019 latest
Contract sign off	28/02/2019
Contract Start	01/04/2019

- iii. **Value for Money** - YPO engaged with the open market in 2018 via an OJEU Compliant procurement, to appoint a single supplier to their Framework Agreement. There were 6 bidders who tendered for the opportunity.
 - Flexible – Budget Certainty fixed 12 month price from April each year
 - Fixed – 12 or 48 month contract offering Budget certainty at fixed cost
 - Flex plus contract – Fixed at start of contract but allows the customer to take advantage of decreases in energy costs – This option will not be available as at 01/04/2019, but there is flexibility to transfer across to it once fully implemented and reviewed.

The Council will also benefit from an annual YPO rebate for its energy contracts. Indicative values from past energy purchases are below for information:

Dividend payments for 2017 made to STAR Associate Members are below:

Authority	Rebate	Electricity Contribution
Stockport	£20,072	£3,671
Trafford	£17,239	£3,050
Rochdale	£18,097	£1,370
Tameside	£21,508	£4,198
Total	£76,916	£12,289

- iv. **Legal Risks** – Framework Agreement has been procured in accordance with the Public Contract Regulations 2015 and is eligible for any public sector authority to use. Therefore making this legally compliant for all 4 Authorities.
- v. **Contract Risks** - The general risks to proceeding down this route are delays, or if Cabinet/Executive decline the route. The award of contract is a key decision due to energy spend exceeding the key decision value for the respective Councils.
- vi. **Benefits of Option** - Limited resources required from the Council's and STAR. Electricity supplies remain with existing suppliers – no site and data migration required. Established and familiar route with minimal resource requirement. Flexible purchasing options.
- vii. **Dis-Advantages** – The Councils would have no direct influence over the supplier or be able to further engage with the market throughout the contract period.

C. Call-off from CCS Framework

Crown Commercial Services have procured the following Framework Agreements in accordance with PCR 2015:

- a) RM3791 – NHH Electricity - Supplier British Gas
- b) RM1075 – HH Electricity – Supplier EDF
- i. **Details of Option** - There are limited opportunities to access the framework with strict entry timelines. Locked prices L6 Basket 6 months prior to contracting purchases for Consumption are made, on contract commencement prices are locked for 12 months giving budget assurances.
- ii. **Procurement Timescales** - The baskets can only be accessed April and October so interim purchasing options would have to be agreed prior to contract commencement.

Stage/ Approach	Timescale(s)
Decision to procure	30/06/2019
Initiate call off and present Consumption/usage and assets	01/09/2019
Purchasing period	01/09/2019 - 30/03/2019
Contract commences	01/04/2020

- iii. **Value for Money:**
There are 3 options baskets to choose from:
 - **Short term locked product**-Energy is bought 6 months before delivery starts and supplied at a fixed price.

- **Short term variable product**-Energy is bought 6 months before delivery and continues throughout the delivery year, the price varies according to market prices but with a 6 month lag.
- **Long term variable product**-Energy is bought much closer to the start of supply and the price tracks market prices. However, buying in bulk enables CCS energy traders to reduce your exposure to unfavourable market conditions, such as sudden increases in price.

No fixed rates will be provided until the contract is due as market condition will be instrumental in fixing the pricing.

- iv. **Legal Risks** - Framework Agreement has been procured in accordance with the Public Contract Regulations 2015 and is eligible for any public sector authority to use. Therefore making this legally compliant for all 4 Authorities.
- v. **Contract Risks** - In order to purchase from this framework agreement a separate 12 month contract would have to be put in place for the supply of Energy until April 2020. As this would be a short term contract there is the potential for cost to be significantly increased. Call-off would commence in September 2019 and then purchasing would commence for the contract start as at 01/04/2020. In a volatile market there would be no guarantee that the costs in the contract would be lower than the 12 month short term contracted rates.
- vi. **Benefits of Option** – PCR 2015 compliant tender with the ability to call-off from 2 separate providers
- v. **Dis-Advantages of Option** - Contracts for the Supply of HH electricity have not been effectively managed by the Framework supplier in the past resulting in the need for internal Resource from the Authorities. Should CCS go out to market again the Council would have no influence in who the newly appointed supplier would be and we would be automatically transferred across.

D. Call off from MCC Framework

Manchester City Council have procured a Framework Agreement in accordance with PCR 2015, to appoint suppliers under various lots.

i. Details of Option

- **Lot 1:** 1 UMS HH Street Lighting supply (plus 5 UMS NHH Street lighting supplies). Total load: 17 GWh.
Suppliers: Lot 1: Haven, SSE: Npower: Total and Engie:
- **Lot 2:** 239 Over 100 KW sites (including 4 over 1 MW sites). Total load 74,7 GWh.
Lot 2: Total, SSE, Haven; Npower; BGB and Engie;
- **Lot 3:** 914 Sub 100 KW sites (profiles 01-04). Total load 15 GWh.
Lot 3: SSE, Total Gas and Power: Haven: and Engie;

ii. **Procurement Timescales:**

Stage/ Approach	Timescale(s)
Option to be decided upon	15/02/2019
Cabinet reports and approvals	26/02/2019 latest
Consumption/usage and assets data gathering	01/03/2019
Mini Competition	14/03/2019
Evaluation period	22/03/2019
Award	25/03/2019
Implementation period change of supplier	28 days
Contract Start	24/04/2019

- iii. **Value for Money** - A mini competition would be undertaken to demonstrate further competition from the framework providers.
- iv. **Legal Risks** - Framework Agreement has been procured in accordance with the Public Contract Regulations 2015 and is eligible for any public sector authority to use. Therefore making this legally compliant for all 4 Authorities.
- v. **Contract Risks** - The general risks to proceeding down this route are delays, or if Cabinet / Executive decline the route could be resource Intensive throughout the supplier changeover period
- vi. **Benefits of Option-** Recently tested the market for the Licenced suppliers
- vii. **Dis-Advantages of Option** - The Framework Agreement has been set up with an initial 12 month contract period with an annual opportunity to extend the Framework contracts or allow for termination. Should the contracts be terminated a new procurement process would have to be undertaken by each authority. There will be no additional services available via this route, so any bill validation, audit services, or assistance in developing energy procurement strategies etc. will need to be procured separately.

E. Restricted OJEU Tender

Each Council could undertake an individual or collaborative procurement in accordance with PCR 2015.

- i. **Details of Option** - This route would entail the procurement of energy direct from the market, in effect buying all the Council's energy needs via an OJEU tender for a fixed period of time such as 2 or 3 years.
- ii. **Procurement Timescales** - Once the bids are received and evaluated, due to the constant moving nature of this market, decisions on award of contract will be required within 48 hours, in order to ensure that pricing remains valid.

Stage/ Approach	Timescale(s)
Decision for route to market	01/03/2019
Develop specification's	30/03/2019
Issue OJEU Notice	01/04/2019
Tender Closes	06/05/2019
Evaluation period	07/05/2019 - 07/06/2019
Notify Contract Award	10/06/2019

Alcatel	20/06/2019
Award of contract	21/06/2019
Contract implementation	24/06/2019
Commencement of contract 22/07/2019	22/07/2019

- iii. **Value for Money** - An OJEU tender would be undertaken, providing an opportunity for all suppliers on the energy market to make a bid therefore evidencing current market value.
- iv. **Legal Risks** – STAR Procurement and the Authorities would have full responsibility over any risks associated with this option, similar to any other contract procured via the open market. STAR Procurement will ensure that any identified risks are assessed and mitigated where possible.
- v. **Contract Risks** - The general risks to proceeding down this route are delays, or if Cabinet / Executive decline the route. It is believed that this is a key decision due to energy spend being a significant budget for the respective Councils. The Risk to obtaining the best market prices should sign off not be undertaken immediately as the prices would be fluctuating it creates the possibility of having to re-tender to try to gain advantage.
- vi. **Benefits of Option** - By going out to the market, the Councils are directly testing the market and can ensure that they are receiving best value from the market for their individual requirements.
- vii. **Dis-Advantages of Option** – Procurement of energy supply is a complex exercise due to the nature and volatility of the market and requires a lot of input from STAR Procurement, energy managers from each of the Councils and legal services. There will be no additional services available via this route, so any bill validation, audit services, or assistance in developing energy procurement strategies etc. will need to be procured separately.

Any delays in the procurement put timescales in jeopardy and the ability to contract at the best price at that time.

5. Cost Comparisons of Framework Agreements:

Authority	Consumption	Rate PKWH	Current Cost	YPO		MCC		CCS	
				Cost	PKWH	Cost	PKWH	Cost	PKWH
Trafford	5851757	£0.148	£ 867,933	£ 819,070	£0.1400	£ 907,022	£ 0.1550	£ 947,809	£0.1620
Stockport	15557283	£0.122	£ 1,902,044	£2,264,674	£0.1456	£2,411,379	£ 0.1550	£2,519,813	£0.1620
Rochdale	10196113	£0.120	£ 1,220,108	£1,516,876	£0.1488	£1,580,398	£ 0.1550	£1,651,464	£0.1620
Tameside	11279465	£0.134	£ 1,505,809	£1,577,659	£0.1399	£1,748,317	£ 0.1550	£1,826,935	£0.1620
Saving				Trafford	£ 48,863	-£ 39,089	-£ 79,876		
				Stockport	-£ 362,629	-£ 509,335	-£ 617,769		
				Rochdale	-£ 296,768	-£ 360,290	-£ 431,357		
				Tameside	-£ 71,850	-£ 242,508	-£ 321,126		
RANK				Council	YPO	MCC	CCS		
				Trafford	1	2	3		
				Stockport	1	2	3		
				Rochdale	1	2	3		
				Tameside	1	2	3		

The above table demonstrates that overall the Best Value option would be the Yorkshire Purchasing Organisation Framework Agreement.

However there are a number of caveats around this comparison:

- Please note these are indicative costings only based on historical usage for the supply of Non-metered supplies due to the energy market fluctuating on a daily basis. Up to date costs will be supplied once a decision to enter into contract is made.
- Green indicates a saving, Red denotes an uplift in costs. This is indicative data only as the volumes purchased are likely to be different to those represented for comparison purposes.
- YPO and MCC indicative pricing is based on the more current market variances, there has been a sharp increase in commodity cost from May 2018.
- We were unable to obtain a cost for comparison from the Eastern Shires Purchasing Organisation (ESPO) at this time due to their Framework Agreement expiring on 30/09/2019. ESPO are not out to market yet to appoint a new provider so could not provide latest comparable rates.
- The averaged predicted increases in non-Commodity costs are expected to represent 60% of the costs against the consumption commodity costs by 2020.

The table below gives a brief explanation of some of the non - Commodity costs

Balancing Services Use of System	BSUOS charges represent the costs incurred by National Grid for their actions in maintaining the balance of demand and quality and security supply on the
Distribution Use of System Capacity	They contribute to the operation, maintenance and development of the UK's electricity distribution networks
Distribution Use of System Commodity	It covers the cost of distributing electricity from the national grid to your premises via a local distribution zone
Transmission Network Use of System	It covers the cost of transmitting electricity from power stations to grid supply points across the high-voltage, high-volume transmission system
Feed in Tariff	FiT is a subsidy scheme introduced in 2010 to support small-scale renewable generation
Climate Change Levy	A charge levied to encourage the reduction in CO2 emissions, the charge will increase every April.
Capacity Mechanism Operational	A scheme to secure additional winter capacity from both generators and Demand Side Response providers

In addition to these costs there will be Administration charges and Management fees.

YPO has indicated that there would be a reduction in the management fees on the new contract as demonstrated in the table below.

	2018					
	Annual Cost	Volume kWh	Management Fee 2018	Management Fee cost 2018	Management Fee 2019	Management Fee Cost 2019
Trafford	£ 2,622,231	19,936,000	0.07	£ 13,955.20	0.02	£ 3,987.20
Stockport	£ 2,032,108	14,821,000	0.07	£ 10,374.70	0.02	£ 2,964.20
Tameside	£ 3,564,327	27,125,000	0.07	£ 18,987.50	0.02	£ 5,425.00
Rochdale	£ 1,271,632	9,065,000	0.07	£ 6,345.50	0.02	£ 1,813.00
				£ 49,662.90		£ 14,189.40

6. Analysis of options

	Advantage/disadvantage	A	B	C	D	E	F	G
Advantages	Pre-Agreed Terms and Conditions		x	x				
	Pre-Identified Competent and Capable Suppliers	x	x	x	x			
	Less grounds for legal challenge to procurement process		x	x	x	x		
	Full control of specification scope					x		
	Almost Certain Quick Route to supplier appointment	x	x					
	Potentially quick route to supplier appointment			x	x			
	Full Market Opportunity (open to all – wide range of solutions potential)						x	
	Minimal procurement timescale (in comparison)		x					
	Shorter procurement timescale (in comparison)			x	x			
	Contract duration set by Council		x	x	x	x		
Disadvantages	Restricted Market (small range of solutions potential)		x	x				
	Restrictions on Scope of Specification							
	Contract duration at a max of 2 years				x			
	Risk of legal challenge to procurement may be higher	x						
	Longer procurement timescale (in comparison)						x	
	Constraints on Weightings							
	Restrictions on access times to advantageous lots			x				
	Management of contract would fall to the Individual Councils	x				x	x	

7. Recommendation

Based on the information within this report, it is STARs and the Authorities recommendation that option B: Align Authorities to call off a contract from the YPO 791 Framework, and flexible has demonstrated to offer Best Value for all 4 authorities.

In addition YPO have recently been to the market and put in place a Framework Agreement which has demonstrated:

- Cost effectiveness against other compliant framework agreement and options, some of which have also tested the market recently.
- Support of energy expertise throughout the contract period allowing for better management.
- Offers the best route to deliver the requirements within tight timescales.
- No change of supplier therefore mitigating any potential change of provider costs.
- Ease of access to the Framework which is available to contract under from 1st April 2019 which fits in with current requirements.
- Processes would remain the same therefore internal resources would be kept to a minimum.
- Additional value for money with the benefit of a rebate against spend through the Framework as all of the participating authorities are associate members.

8. Next Steps

Consideration should be given to the contract length required by each Authority. Longer term contracts such as 3 years support budget certainty but do not allow for regular market testing if prices begin to decrease during this period. However a shorter term contract such as 2 years would support this but at a risk that market prices may increase.

Green Energy requirements for each authority will also have to be determined prior to any procurement activity.

Once all relevant approvals are obtained and a completed and signed PID has been submitted the procurement activity can commence.

The following is an indication of the procurement timeline for the recommended option.

Activity	Duration	Estimated Completion Date
Options Appraisal and Procurement Routes Agreed	1 month	08/02/2019
Statement of Requirements for each Authority submitted to YPO	3 weeks	28/02/2019
Issue Contracts	1 Day	28/02/2019
Contract Signatures	3 Days	04/03/2019
Contract Award	1 Day	01/04/2019