

Dear Sir or Madam,

Under the Freedom of Information Act 2000, please provide me with copies of the following:

- Copies of all correspondence and e-mails between Ministers or officials and Miriam Maes since May 2010.

I understand that under the Act I am entitled to a response within 20 working days of your receipt of this request. Some parts of the request may be easier to answer than others. Should this be the case, I request that you release information as soon as possible.

If my request is denied in whole or in part, I ask that you justify all deletions by reference to specific exemptions of the act. I will also expect you to release all non-exempt material. I reserve the right to appeal your decision to withhold any information or to charge excessive fees.

I would prefer to receive the information electronically.

If you require any clarification, I expect you to contact me under your section 16 duty to provide advice and assistance if you find any aspect of this FOI request problematic.

Please acknowledge receipt of this request, and I look forward to receiving the information in the near future.

Yours faithfully

Our ref: **11/1477**

Date: 5 September 2012

FREEDOM OF INFORMATION REQUEST

Thank you for your request of 3 November 2011, requesting '*Copies of all correspondence or emails between Ministers or officials and Miriam Maes since May 2010*'.

You will be aware that the Information Commissioner issued a decision notice on 2 August requiring the department to respond to your request within 35 days and this letter is in response to your request and in compliance with that notice.

I attach copies of correspondence and emails between Ministers and officials at DECC and Miriam Maes between 1 May 2010 and 2 November 2011. These include those where Miriam Maes was the sender, a direct recipient or a copy recipient.

Some of the information covered by your request has been withheld under the following Freedom of Information Act 2000 ("FOIA") exemptions.

Section 35

Much of the information is potentially exempt from disclosure under Section 35 of FOIA, (formulation of government policy, etc). This information relates to the formulation of government policy (section 35(1)(a)), Ministerial communications (section 35(1)(b)) or to the operation of a Minister's private office (section 35(1)(d)). Section 35 is a qualified exemption, which means that it is necessary to consider the public interest when deciding whether to release or withhold such information.

We have determined that a significant proportion of the information potentially covered by this exemption should be disclosed, as we consider that the public interest in releasing that information outweighs the public interest in withholding it.

In relation to the rest of the information potentially covered by this exemption, we have decided that the public interest in maintaining this exemption outweighs the public interest in disclosing the information. Therefore, the department has decided to withhold such information.

We fully appreciate that there is a public interest in disclosing information to enable the public to assess the quality of policy formulation, advice and guidance, to provide transparency in the decision making process and to make Government more accountable. However, the information that has been withheld in accordance with s.35 is information which, if disclosed, would be likely to compromise the department's ability to make good and robust policy by inhibiting a thorough exploration of a range of ideas, likely to undermine the collective responsibility of Government or likely to compromise the effective operation of a Minister's office.

Section 40

A small quantity of the information is potentially exempt from disclosure under section 40 FOIA (personal information), where to release it would contravene the requirements of the Data Protection Act 1998 (the "DPA"). In order to comply with the DPA, disclosure of personal data under the FOIA must be fair and lawful (the first Data Protection Principle), meet one of the conditions in Schedule 2 of the DPA and, in particular, take into account the reasonable expectations of the individuals identified.

Having taken those requirements into account, the Department has decided not to release the names and personal contact details of junior civil servants, or the names and personal contact details of certain third party representatives. In our view, the release of these individuals' names would not be fair and none of the conditions in Schedule 2 is met.

Section 43

A small quantity of the information is potentially exempt from disclosure under section 43 FOIA, (commercial interests). Section 43 is a qualified exemption which means that it is necessary to consider the public interest when deciding whether to release or withhold such information.

While there is a general public interest in the disclosure of information – as greater transparency makes Government more accountable – consideration has had to be given to the need to ensure that the commercial interests of third parties are not prejudiced or undermined by disclosure of information which is not common knowledge.

The disclosure of information relating to commercial matters could prejudice the business interests of consultants to government or other commercial organisations who assist the Department with policy formulation or otherwise share information with us.

We consider that the public interest in favour of disclosing some of the information you have requested which is potentially covered by this exemption is outweighed by the public interest in protecting the commercial interests of third parties. In these cases, the Department has decided to withhold such information.

General

A significant amount of information is covered by your request and as you can see, we are disclosing a significant amount to you.

The information we are disclosing does not include personal information that is irrelevant to the work of the department. According to the Information Commissioner's guidance, such information is not "held" by the department, given that it has no interest in it.

The department acknowledges that it has taken some time to respond to this request. This is due to the large volume of information and the number of issues relevant to the application of the public interest test in relation to the various exemptions potentially applicable.

If you are dissatisfied with the handling of your request, you have the right to ask for

an internal review. Internal review requests should be submitted within two months of the date of receipt of this letter and should be addressed to: Information Rights Unit (foi@decc.gov.uk).

Please remember to quote the reference number above in any future communications.

If you are not content with the outcome of the internal review, you have the right to apply directly to the Information Commissioner for a decision. The Information Commissioner can be contacted at: Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF.

Freedom of Information Request
(F11/1477)

5 September 2012
Department of Energy and Climate
Change

LETTER FROM SECRETARY OF STATE, DECC TO MEMBERS OF WORKING GROUP, INCLUDING MIRIAM MAES

26 May 2010

REDUCING CARBON EMISSIONS FROM CENTRAL GOVERNMENT BY 10% IN TWELVE MONTHS

The Prime Minister has announced a commitment to reduce Government emissions by 10% in 12 months. This is an important initiative – one of the first to be announced by this Government. Committing to it will allow Departments to demonstrate that they can lead by example in cutting emissions and can save money on energy costs. I hope it is just the starting point in a major drive to reduce emissions and save on energy costs right across the wider public sector.

The Prime Minister has asked me to chair a working group to take this forward. I would like to invite you and other key representatives from the private sector to join this working group to share your experiences of implementing emissions reductions across your organisations. I attach the full list of members.

The working group's terms of reference are to:

- hold Departments to account against progress to meet the 10% target; Departments not formally in the group will still be required to report progress and share good practice;
- bring in private sector experience of making it happen in different sectors, to challenge, support, contextualise and compare;
- create a network for sharing good practice and experiences between departments and providing high level advice to ministers;
- provide a sounding board for proposals to expand further action into the wider public sector and across a wider scope of emissions, in order to define, test and accelerate public sector leadership on carbon reduction.

Membership would initially be for 12 months. No expenses or other remuneration is available in relation to your work on this group.

If you wish to participate in this group, please reply to my office. My officials will then make contact in regard to the date of the first meeting.

CHRIS HUHNE

Email from DECC Official to Members of Working Group, 25 June 2010 15:26, RE: Note of Government 10% emissions reduction target working group meeting - 10 June 2010

Please find attached a copy of the note of the first working group meeting on the Government's 10% emissions reduction target.

Action points for members are included in the note, and for those where papers have been requested and already provided, they are attached to this email and listed below.

There is one action for all working group members where I would appreciate your assistance:

- All – Working Group members to nominate working level contacts

If you are able to let me know this information as soon as possible if you have not already done so, that would be very much appreciated.

□

Email from Trevor Hutchings to Cabinet Office, DECC Officials, Miriam Maes 24 June 2011 13:15, RE: [UNCLASSIFIED] GB presentation.ppt

[] thank you. These will be helpful []. will get back to you with any comments. I would just say that we need to get a date firmed up asap as I know there are real difficulties with Greg's diary in the run up to recess.

Email from CO Official to DECC Officials (cc: Trevor Hutchings, Miriam Maes), 04 June 2011 13:04, RE: [UNCLASSIFIED] GB presentation.ppt

At the first meeting of the Ministerial Steering Group (likely to be mid July) for the Greening Government Commitments, Greg is scheduled to give a short presentation on 'how we delivered the 10%'. I have prepared a few slides which might be a helpful start. I think it would also be helpful to get Greg's view on how we'll deliver the 25%. Can you let me know if you are happy with these?

Miriam – it would be good to get your input too given your proximity to Greg throughout this process.

Email From DECC Official to Miriam Maes 29 June 2011 17:01, RE: Introduction on FITS

Following [] introduction below. I would appreciate the opportunity to introduce myself and share some thoughts on the ongoing FIT review. Would you have a moment this week or next to meet up?

Email From: DECC Official to Miriam Maes (cc: DECC Official), 13 June 2011 11:05, RE: Introduction on FITs

Thank you for a very useful discussion this morning. I promised to introduce you to in our Commercial Team, because [] providing expert input for us on investor responses to the FITs scheme and potentially some help on financing models. It might be useful for the two of you to swap thoughts, so here is an introductory email.

Email from Tracy Vegro to [], (cc: Miriam Maes DECC Officials) 20 June 2011 07:56, RE: introduction

Great - and see you soon.

Email from [] to Tracy Vegro (cc: DECC Officials, Miriam Maes) 20 June 2011 07:14, RE: introduction

Tracy, thank you very much for agreeing to meet me. I really do appreciate it. I will ask my PA [], to get in touch with your office to arrange a time.

Email from Tracy Vegro to, Miriam Maes (cc: DECC Officials), 19 June 2011 13:55, RE: introduction

Thank you Miriam - and hello[]. I'd be delighted to meet to discuss the Green Deal. Perhaps you might suggest some dates, and we can fix something soon. Very timely, as the Bill introducing the Green Deal is just finishing the Committee Stage in the House of Commons next week.

Email from Miriam Maes to Tracy Vegro (cc: DECC Official), 16 June 2011, 19:11, RE: introduction

I met recently with [] at CBRE. We discussed amongst others the Green Deal and [] would be interested to meet with you.
Would you be interested in meeting [] I am sure you will enjoy it and find it useful.
Many thanks in advance for your response.[]

Email from: Miriam Maes to CO Officials, Trevor Hutchings, DECC Officials, 16 June 2011 09:04, RE: [UNCLASSIFIED] Draft end of programme report on 10% carbon reduction

Please find attached my additions to the report, which is largely exactly as it is but I added into the Introduction and refined the lessons learned.
Please let me know if you have any questions or comments.

Email from CO Officials to Trevor Hutchings (cc: CO Officials, Miriam Maes), 10 June 2011 22:21, [UNCLASSIFIED] Draft end of programme report on 10% carbon reduction

Please find attached a draft end of 10% programme report.
As you'll see, there is still some formatting to be done, and there are some gaps for final data etc. Also the numbering of the case studies needs sorting out, but since I am expecting a few more from departments I will do that later. Note that the case studies have not yet been cleared with the relevant departments.
It would be really helpful to have any suggested comments or amendments by close on Wednesday 15 June, if possible, please.

Email from Miriam Maes to CO Officials, DECC Officials, 09 June 2011 18.32, RE: 10% Checkpoint meeting

Thanks [] for sending the note. I indeed did not receive last week's weekly update. I forgot to ask on the call where you were with the VfM and the lifecycle savings of the Carbon and Energy Savings investments. It is important that NAO understands this.

Email from CO Officials to CO Officials, Miriam Maes, 08 June 2011 09:07, RE: 10 % Checkpoint meeting

This time with the right email addresses
Note of yesterday's meeting.
One thing I forgot to mention was that we need to ensure we have clear and early communications with depts on when and what they can announce internally re: their own performance on 6 July and provide them with a short core script which they can adapt to their needs (ie for DECC "PM has announced that gov has met the target.

DECC achieved x%. Moira says fantastic achievement, well done everyone but still more to do with new target...", etc, etc). Can pl build into the timetable she's got for the final days and discuss with [] to make sure we join up the internal comms teams with practitioners.

Email from Tracy Vegro to Miriam Maes (cc: DECC Officials), 8 June 2011 10:06, RE: UK Government Decides to Invest in Offshore Renewable Energy Centre

I'm guessing it is part of the ORED – side of DECC I'm copying in [] Hi []– as I think he may be able to supply some more information.

Email from Miriam Maes to Tracy Vegro, 08 June 2011 10:00, RE: UK Government Decides to Invest in Offshore Renewable Energy Center

Have you heard of below offshore renewable energy center or of anyone in DECC who could tell me more about them?

Email from [] to Miriam Maes, 06 June 2011 10:23, RE: UK Government Decides to Invest in Offshore Renewable Center

All ok? I was wondering do you have more info about this offshore centre?
UK Government Decides to Invest in Offshore Renewable Energy Center
Wind energy will benefit from two completely separate initiatives that the U.K. government has agreed to help fund: an innovation center for offshore energy and a "green" bank.

The government has announced a decision to invest in an offshore renewable energy technology and innovation center to help British businesses commercialize wind, wave and tidal power.

"The UK has world-leading expertise in offshore engineering and understanding of our seabed and marine environment," the government's Technology Strategy Board said. *"This has given us a worldwide reputation in offshore facilities and makes the UK an excellent base for offshore research."*

Indeed, the U.K. accounted for more than half of the global offshore market in 2010, installing 653 MW, according to Stefan Gsänger, Secretary-general of the World Wind Energy Association. Offshore represented 26 percent of the country's total wind capacity and 59 percent of that was added last year.

The offshore energy research program is part of the U.K. government's £200 million (\$330 million) commitment to establish an "elite" network of innovation centers to support local high-tech industries and help them bring their new innovations to the market.

Last year, Prime Minister David Cameron unveiled plans to create at least six elite tech centers. Offshore energy, the third center to be announced, follows one for cell therapy and another for manufacturing.

The centers will receive funding over a four-year period. In addition to providing in-house research, they will provide access to skills and equipment to companies that aim to pursue their own research, and also network closely with universities and other research institutions in the country.

The offshore power center is expected to open next year, following a formal bidding process to begin this summer.

RenewableUK, the country's leading wind and marine energy trade association formerly known as BWEA, welcomed the government's announcement.

"This is a clear indication that the Government has recognized the importance of supporting wind and marine energy," said Gordon Edge, RenewableUK's director of policy. *"Investment in ambitious R&D projects like this is a key part of the package of measures needed to attract companies from around the world to the U.K."*

The investment in the elite network of innovation centers is a key component of the £325 million UK Innovation Investment Fund (UKIIF), which supports businesses working on energy efficiency, water treatment and conservation, alternative energy generation and renewable energy infrastructure.

Deputy Prime Minister Nick Clegg confirmed that Britain's Green Investment Bank plans to begin making investments from April 2012. Clegg said the *"early priorities"* of the bank will be to invest in *"offshore wind, waste and non-domestic energy efficiency."*

The bank, a central plank of Prime Minister Cameron's green growth strategy, is to receive £3 billion in funding from the government, with the rest, £15 billion, to come from the private sector. The bank will act initially as a fund unable to borrow until 2015

Email from Miriam Maes to Colin Church, 28 July 2010 17:54, RE: Outline document

Attached you will find the outline of qualifications.

Email from Miriam Maes to DECC Official (cc: Colin Church), 28 July 2010 17:56, RE: Pricing Schedule

The pricing schedule is attached.

Firmed Fixed Price
(in Pound Sterling, excluding VAT)

	YEAR 1	YEAR 2
Total Cost of Consultancy		
Total Cost of Travel and Subsistence		
Cost per day		
Number of days		
Total Costs of Meetings, appointments related to projects		
Any other miscellaneous Costs		
OVERALL TOTAL COSTS		

Letter To: FAO Ms Miriam Maes Foresee Consulting Ltd.

Date: 19 July 2010

Dear Miriam

INVITATION TO QUOTE FOR THE PROVISION OF CONSULTANT SUPPORT
FOR
DECC's PUBLIC SECTOR LOW CARBON PROGRAMME

1. You are invited to submit a quotation and method statement for the supply of the services noted above.
2. The following documents are attached to this invitation and provide details of the requirement:
 - The specification
 - Pricing schedule
 - The Department of Energy and Climate Change standard terms and conditions of contract (PF31)
 - The code of conduct to which you will be required to adhere
3. You are required to complete and return the following items:
 - CV
 - Outline of how you meet the specification
 - Price and delivery schedule
 - Supplier information form (AP1a)
4. Please submit your quotation, in writing, together with the completed DECC documents requested above and a copy of both your Employers' Liability insurance policy and your certificate of insurance under the Employers' Liability (Compulsory Insurance) Regulations (SI 1998 No. 2573), to:
Colin Church
The Department of Energy and Climate Change
Area 1C, 3 Whitehall Place, London
SW1A 2HD
Tel []
e-mail: []
By 15:00hrs on 31 July
Invitation to Quote DPF39
to whom all enquiries concerning this Invitation to Quote should also be addressed. Interviews will be held on 5 August.
5. The Department of Energy and Climate Change does not undertake to consider quotations received after the due date and time unless clear evidence of despatch is available (eg clear post mark and/or certificate of posting). Envelopes franked by your own franking machine will not be regarded as sufficient evidence of posting.
6. The following instructions are relevant to this Invitation to Quote:
 - You must bear all costs associated with the preparation and submission of the quotation.
 - Prices shall be quoted in pounds sterling unless otherwise stated.
 - Quotations shall remain valid for a period of 28 days
 - If requested you must provide documentary evidence establishing your eligibility to tender and your qualifications to fulfil the contract if your quotation is accepted.

- You must provide documentary evidence that goods conform to the
- quotation documents, which may be in the form of literature, drawings and
- data.
- The quotation, all correspondence and all documents relating to the
- quotation must be written in English. Any literature printed in another
- language and provided by you to DECC must be accompanied by an
- English translation of its relevant passages.
- Where a conflict of interest may exist or arise you must inform DECC and
- submit proposals for avoiding such conflicts.

7. Any contract will incorporate the Department's Standard Term and Conditions of Contract attached to this invitation. The Contractor's terms will not be applicable to any quotation

8. The Department of Energy and Climate Change does not bind itself to accept the lowest or any quotation, and reserves the right to accept a portion of any quotation, unless the supplier expressly stipulates otherwise in their quotation.

Yours faithfully

Colin Church

Director National Climate Change

for the Secretary of State for Energy and Climate Change

Invitation to quote

DPF39

Email from Colin Church to Miriam Maes, DECC Official, 15 September 2010 17:06, RE: Engaging with stakeholders and departments

I understand you and [] and ERG colleagues have had useful meetings on how we are project managing this exercise and on ways of working, and that you are now plugged into the weekly catch up calls, which is good. If you are happy, I would also like to set up some regular (monthly?) opportunities for you and me to get together. Your offer to provide a weekly review and look forward of meetings and activities you are engaged in is very welcome – it is vital that the team get the option to sit in on these meetings, especially in relation to MoD work, and to help make clear the separation of your Foresee/Matrix position and your contract with DECC. To that end, it would be preferable if meetings that are happening with your DECC hat on, especially with departments, happened where possible in DECC, ERG or the relevant department's offices, rather than at your Foresee office. [] team is happy to work with ERG colleagues to arrange space, and this approach allows more regular contact with the team.

There is one other issue I wanted to mention. I know the team are keen to share the full range of our work with you to maximise their use of your experience. However, we are of course speaking to a range of outside contacts, where the parties concerned may have concerns on the level of disclosure of commercially sensitive material. While likely in only a very few cases, we will need to take a case by case judgement on whether (and if so under what constraints) we can share such material with you to balance the concerns of others with our desire to maximise your input, all in order to meet our need to see a wide range of quality evidence. I am sure you will understand this and am of course very happy to discuss.

Email from DECC Official to MoD official, cc; Miriam Maes, 18 October 2010 15:52, RE: letter from Greg Barker to A Robathan

We spoke a while ago about Greg Barker writing to your minister with regards to the longer term target that the MoD has offered to work towards.

I am attaching a letter that we've just had from our private office, and should be on its way to your minister today

Email from Miriam Maes to DECC Officials, 30 November 2010 20:44, RE: [UNCLASSIFIED] RE: weekly update

Thank you for your email and for the various follow-up's from this afternoon's discussion.

I am not sure whether companies will share their contracts with DECC and ERG without the necessary protection and comforting sounds by Greg. However, I will try! I propose that as a first step, DECC/ERG get the letter and NDA ready and approved, so that I can send this to the 3 companies. We will have to take it from there and in view of everyone's agenda's these meetings are likely to take place in the new year.

Many thanks for all your help!

Email from DECC Official to DECC Officials, Miriam Maes, 30 November 2010 19:20, RE: [UNCLASSIFIED] RE: weekly update

Thanks for this.

Greg's Micropower speech is on the DECC website

(http://www.decc.gov.uk/en/content/cms/news/micro_council/micro_council.aspx)

and I have let Jonathan Brearley know that Greg has asked you to meet with him.

I have also asked [] to start thinking about the meeting on evidence for CHP with the Chief Scientist - this will need to be sometime in January.

Just for clarity, Greg will be speaking with [] at the next 10 per cent meeting but there are no current plans to have them meet separately. We can reassess this if it looks like there are problems that cannot be resolved by you and the team as we progress.

In your weekly update you asked about arranging meetings with Greg and []. If you speak to [] about sending up a submission to get Greg formally signed up to this. I think it would be a good idea if we make sure that the companies deliver first (in terms of offering up useful information) and then have them in to see the Minister. Once we have this in place [] in this office (on this email address) can see about finding some time in the diary.

Email from Miriam Maes to Wiliam Jordan (cc: DECC Officials), 30 November 2010 18:31, RE: [UNCLASSIFIED] RE: weekly update

Latest update from this afternoon's discussion with GB:

1) He is pleased that we will meet with the MoD team prior to his discussion with [] and prior to the 10% Ministerial meeting in December. This implies probably that we will have to meet with [] [] and [] on rather short notice. Shall my PA send you my availability [] for a meeting or conference call?

2) GB wants to progress the WHDS with a degree of urgency as part of the 10% Programme (and also in terms of the messaging on the importance of Decentralised Energy as part of the UK Energy Mix moving forward).
Trust this update is helpful.

Email from DECC Official to William Jordan, Miriam Maes (cc: DECC Officials), 29 November 2010 16:26, RE: [UNCLASSIFIED] RE: weekly update

Just to let you know that I'm already in touch with MoD about a next steps meeting – as a follow up to the [] letter to Greg Barker.
Just catching up on emails having been out Friday and today – but have seen there is something from the team at MoD. Once I've digested, I'll get back to you.

Email from William Jordan to Miriam Maes (cc: DECC Officials), 29 November 2010 10:06, [UNCLASSIFIED] RE: weekly update

This all seems like excellent progress.
On the MoD as this looks like a delivery issue, I would suggest that either we here ([]) or you should set up the meeting around delivery of a long-term 25% energy reduction target.

Email from Miriam Maes to DECC Officials (cc: William Jordan), 27 November 2010 19:16, RE weekly update

Please find attached my weekly update for your information. I have also added a number of questions in bold. Could you please come back to me with the various replies?
Many thanks in advance.

Update Week 21-28th November 2010.doc (42 KB)

Update Miriam Maes Week 21th - 28th November 2010

This week, I have been involved in meetings on request or with Greg Barker, on the following topics:

- Energy Market Reform: met with the DECC team to discuss input in EMR consultation.
- India-UK bilateral initiative on Climate Change: a) Invited to official announcement in the Foreign Office. b) Invited for drinks in GB's office c) Follow-up meeting with various people, including DECC.
- Feed-In Tariff Workshop in DECC: GB had asked me to invite a number of representatives from the financial world. Assisted at workshop.
- CHPA Conference: attended part of the Conference. GB's speech was greatly appreciated.
- 10% Energy and Carbon Savings Programme:

Work stream 5: Finance

Calls/meetings with []:

All 3 companies are willing to share specific off-balance sheet contracts, provided they are protected by a specific letter and NDA covering this exchange. The possibility of meeting GB has definitely "worked wonders" in obtaining their agreement to let us have the contracts.

I herewith will provide the names of people Greg would need to invite:

[]

- Had a call with DECC,ERG to discuss the progress and next steps on the Funding work stream. [] has sent an updated summary of actions.
- Meeting with RBS' [] was cancelled by [].
- Sent- and will resend update of 3 financial models summary.
- Meeting with EIB's [], [] (EIB/PWC) now in the diary for 9th December. [] (LDA) will also attend the meeting. **Can you please let me know who will join from DECC and ERG?** Location: Hilton Park Lane from 9am-10am.
- Meeting with PWC being organised by my PA. I have send PWC an agenda for the meeting, so that they can have the right people in the room.

Work stream 12: Whitehall District Heating

- [] and [] are completing the business case.
- I had a session with the ARUP and LDA team to go into the details of the financial models. [] could not attend but I will brief him separately as Head of this WHDS work stream. Very impressive work has been done. Outcomes of the various scenario's is encouraging. Further work will be done and then serve as input into the business case.
- First indications are that as part of the 10% Programme, WHDS can offer some savings to a number of Central Government departments, provided we expedite a number of do-able issues in time.

Work stream 13: MoD

- Discussed the letter from the MoD minister with Greg (Did GB see this letter already?). He was pleased to hear that the MoD is prepared to work together on the longer term 25% target. As the next steps, the following initiatives were discussed:
 - a) To invite [], Brigadier John Bowden and [] for a meeting with DECC, ERG and I to discuss and agree the exact longer term Energy Savings Project Briefing and Deliverables. **Who will invite them? [] or I, as work stream leader?**
 - b) GB to invite [] to discuss and agree the Project Briefing and Deliverables for the Longer term Energy Savings project. **Who will organise this?**

Energy Agency's in Europe

The following Energy Agencies and persons are worthwhile contacting. If you wish me to do it, I will gladly facilitate the introduction:

- ADENE Portugal: [], []
- European Commission, ESCO []: []
- FEDESCO Belgium: [], []

Next week:

- I will circulate the updated summary of the 3 finance models, incorporating the latest changes.
- Face to face Progress meeting on 1st December

Email from Miriam Maes to DECC Officials, 25 November 2010 12:19, RE: Update Actions Funding work stream 21112010 []

Great update! Thank you! My only addition is that I would also or try to organise a meeting with []. I have also met with [], who have agreed to share contract info and would appreciate a short meeting with Greg in return. The more I think of it, the more

I think that these meetings are useful as the energy services companies have a lot of interesting experiences to share and they have helpful ideas on how to deliver an energy savings programme in the wider public sector.

Email from DECC Official to Miriam Maes, 24 November 2010 17:32, RE: Update Actions Funding Work Stream 21112010 []

I attach an updated note of progress on finance issues, with actions. Let me know if anything has been missed.

As agreed, let's speak again in 2 weeks to ensure that we are making progress.

Email from Miriam Maes to DECC Officials (cc: William Jordan), 19 September 2010 10:39, weekly update

Please find attached my weekly update for your information.

As I have an important meeting on Tuesday at the time of our call, I will be unable to join you. Please call me if you need any more information.

Email from Miriam Maes to William Jordan (cc: DECC Officials), 29 November 2010 15:52, RE: Weekly Update

Please find herewith the uncorrupted hopefully file of the 3 funding options summary.

[]

Email from Miriam Maes to DECC Officials (cc: William Jordan), 19 September 2010 10:39, RE: Weekly Update

Please find attached my weekly update for your information.

As I have an important meeting on Tuesday at the time of our call, I will be unable to join you. Please call me if you need any more information.

Email from DECC Official to Miriam Maes, 25 November 2010 15:51, RE: Update Actions Funding work stream 21112010 []

Sorry – the attachment won't open at our end – it hasn't come through as an excel or word doc, so our computers are too confused to open it.

Could you resend?

Email from Miriam Maes to DECC Official, 25 November 2010 12:43, RE: Update Actions Funding work stream 21112010 []

Please find as agreed the update summary of the 3 funding options, which now includes [] comments.

Email from DECC Official to Miriam Maes, 24 November 2010 17.32, RE: Update Actions Funding work stream 21112010 []

I attach an updated note of progress on finance issues, with actions. Let me know if anything has been missed.
As agreed, let's speak again in 2 weeks to ensure that we are making progress.

Email from DECC Official to DECC Official (cc: Miriam Maes, Trevor Hutchings), 22 November 2010 16:23, RE FW: 26-11-2010, Contribution Request for PO2010/10891

You might want to be aware of this letter, which follows the Salix meeting with GB.
[] - We'll prepare a response.

Email from DECC Official to DECC Official, 22 November 2010 15:57, RE: Due: 26-11-2010, Contribution Request for PO2010/10891

You are being asked to make a contribution to a correspondence case.
I was wondering if you could help me with a few lines or advise to the attached case from [] (Salix Finance Ltd).
Please reply via email by 26-11-2010.
Correspondence Unit

Email from DECC Official to DECC Official (cc: Miriam Maes), 22 November 2010 16:49, RE: CDEI / RDEL switch

Thanks for showing us a copy.
A few small comments in here, which I hope are useful.

Email from DECC Official to DECC Official, 19 November 2010 11:56 RE: CDEL / RDEL switch

Thanks [] I attach a copy of our submission on the RDEL/CDEL switch- this is likely to go up on Monday. Happy to discuss if required.

Email from DECC Official to DECC Official (cc: Miriam Maes), 19 November 2010, RE: CDEL/RDEL switch

[] and I discussed [] drafting in parallel to in box here today so please share words. By the way we held off as waiting news your end on whether OL had acted on anything, and when we would deploy GB

Email from DECC Official to DECC Official cc Miriam Maes 17 November 2010 15:35 RE CDEI/ RDEL switch

William is keen for us to put this note up to Oliver Letwin (a month has elapsed since our meeting with him) You previously asked us to hold off whilst you considered tactics- Can you let us know if you have any objections.

Email from Miriam Maes to DECC Official (cc: Colin Church, William Jordan), 21 November 2010 15:28, RE: Delivery Advisor - Invoices and Contract

Thank you for having organised the payment.

As I said to you I have had discussions with Greg and [] on my support to him. I will support Greg on certain issues and not calculate the hours. I have for example several meetings this week with him or other DECC persons, upon his request on a number of other subjects. I will not count the hours.

Regarding the Funding work stream, I will need to be involved in the evidence gathering, as my knowledge and introductions/contacts are key to addressing the funding issues. I have also been putting the funding papers together and did the presentation to the ministerial meeting. I therefore will need to stay involved in this essential phase and focus on finding solutions with [], [], [], [], etc.

Regarding the WDHS, it is Greg personally who asked me to get involved on this and the use my experience on Decentralised Energy systems and contracts to move this project forward quickly. He asks me regularly where we stand on progressing the scheme. He still very much likes to progress this scheme, hence, I therefore will need to stay involved.

[]

Let's discuss if you have any further points if necessary.

Email from DECC Official to Miriam Maes (cc: Colin Church, William Jordan, DECC Official), 19 November 2010 15:40, RE: Delivery Advisor - Invoices and Contract

This got stuck in my out box - I owed you a response asap after our discussion on invoices.

As discussed, we need to maximise the value of your time to delivering the 10% target and related issues on energy efficiency and ensure a strategic approach, as there is finite time under the contract.

One way to do this is to let my team engage on the evidence gathering meetings with both govt. and private sector, with steers on who we should meet from you of course. Then meet and have your comments on draft papers and draft advice to Ministers that flow from those meetings.

I understand the [] is keen to take the same approach on your input to WDHS.

[] and I will also ensure that we maximise joint ERG/DECC meetings on the same issue.

Your weekly update and look ahead reports are very useful to help us reduce overlaps.

[] is also aware and has agreed to help clarify for all when Ministerial requests are within contract or not, and will share such requests with my team.

We have authorised payment of the last invoice and activated extension of the value of the contract; relevant paperwork for you to sign to follow.

Email from Miriam Maes to DECC Officials, CO Officials 18 November 2010 21:52, RE: Implementation Group 14

Please find attached my weekly report.

Update Week 15-21th November 2010.doc (35KB)

Work stream 5: Finance

Phone call (EIB/PWC):

[]

JESSICA Fund: [] in EIB is the person to talk to. [] was also involved in their proposal to the Treasury.

ELENA Funds: [] in EIB is the person to contact but [] knows a lot about Elena as well.

PWC: [] will give the contacts of the people with PWC. I have 2 names but she will check whether they are the right ones.

We agreed that I would meet with [] when he will be in London next.

Fiona will also organise a meeting with PWC.

Calls with []: to ask if we could receive contracts from respectively [], [], and []

Terms & Conditions. I received the last one. Other 2 are being discussed internally.

Next week:

I will meet with [] to discuss amongst others off-balance sheet private finance models.

[] is organising the call with DECC, ERG and MM to discuss the next steps on the Funding work stream.

I will circulate the updated summary of the 3 finance models, incorporating the latest changes.

Work stream 12: Whitehall District Heating

[] and [] have agreed a template for the business case and are starting to complete the parts.

End of report

Email from DECC Official to DECC Officials cc Miriam Maes 18 November 2010 11:40 Re Implementation Group 14

Attached is the draft agenda for next week's meeting. Please send any items for AOB and updates on actions to me by noon Mon 22 Nov. Given that there is a Project Board next week, could you also have a look at the risks and send any amendments to [].

Email from Miriam Maes to DECC Official (cc: DECC Officials), 15 November 2010 18:19, RE: Meeting

It would be great if we could meet to discuss your "deep dive" into the wider Public Sectors energy consumption.

As this is a key topic currently for DECC and ERG, would it be possible to do a presentation to DECC and ERG team at the same time?

Email from [] to DECC Officials, 15 November 2010, 09:51, RE: Meeting

Miriam is keen to meet you to better understand the CCG volumes as part of the governments 10:10 savings initiative

Could make contact when you are next in London.

Email from Miriam Maes to DECC Officials, 14 November 2012 18:54, RE: 10% Implementation Group 13

Please find attached my weekly report for your information.

[], a hard copy of the plan would be welcome as I can't open it up with my current software. I will see if I can solve this problem.

Email from DECC Official to DECC Officials, Miriam Maes, 12 November 2010 08:35, RE: 10% Implementation Group 13

Attached is the draft agenda for next week's Implementation Group. Please send me any updates on actions or items for AOB by midday on Monday; the plan is included so you can check the progress of the workstreams and flag up any that have issues or are slipping. You will also find attached the risk register, any amendments to risks should be sent to [] so she can update the register for the Project Board next week. Miriam, have you managed to resolve the issue with displaying the plan or would you like a hard copy?

Email from DECC Official to Miriam Maes (cc: William Jordan), 11 November 2010 11:16, RE: Summary

Think the attachment was missing – but Miriam, have added the grid you sent me earlier this morning, which I think is the same.

Email from Miriam Maes To DECC Officials (cc: William Jordan), 11 November 2010 11:07, Summary.

Please find attached the "grid" summary I did based on yesterday's conference call. I would welcome your comments/ corrections.

Email from DECC Official to Miriam Maes, 11 November 2010 18:57, RE: Summary overview of 3 funding options

Sorry – quick note to say that the attachment seems to be rather empty, and possibly an early version of the table?
e.g. noting under options 2 and 3

Email from Miriam Maes to DECC Officials (cc: William Jordan), 11 November 2010 18:54, Summary overview of 3 funding invoices

I adapted the Summary grid I sent to some of you this morning, based on our discussions today.
Could you please take a critical look and let me know if this summary reflects our thinking so far?

Email from Miriam Maes to DECC Officials (cc: William Jordan), 11 November 2010 19:06, Summary overview of 3 funding invoices

This time with the right attachment. Sorry!

Email from Miriam Maes to DECC Officials (cc: William Jordan), 11 November 2010 18:54, Summary overview of 3 funding invoices

I adapted the Summary grid I sent to some of you this morning, based on our discussions today.

Could you please take a critical look and let me know if this summary reflects our thinking so far?

Email from DECC Official to DECC Officials, Miriam Maes, 10 November 2010 23:03, presentation for meeting with GB - finance next steps

I've pulled together a few slides for tomorrow's meeting, based on our earlier conversation on next steps, and on back of phone call this afternoon with Miriam / ERG.

Idea is that this enables us to talk through all of the next steps on the key areas we're progressing.

If you've got any thoughts, would be good to have them by 11.

Email from DECC Official to Miriam Maes, 09 November 2010 18:40,FW: submission on salix funding

The Salix submission that you saw last week has been changed after some internal discussions with Finance. The new version is attached – and this went up to Ministers earlier today. Only really some subtle changes...

Email from Miriam Maes to DECC Officials, 07 November 2010 18:41, RE: Implementation Group 12

Please find attached my update on last week as well as an overview of my meetings next week.

Update Week 1-7th November 2010

Work stream 5: Finance

[]

Clinton Climate Initiative: Had various discussions with [] the MD of CCI in the UK. She has been very helpful so far and their specialists in the US are willing to engage with us to identify acceptable off-balance sheet private finance models.

[]: Is an Energy Efficiency and Decentralised Energy Fund, []. They are keen to support the UK Public Sector Energy Savings Programme. I will be briefing them more in depth on our desired solutions in a meeting on 10th November.

[]

[]: Spoke with [] about the meeting with [], of which [] did the note. He would like to see me on 11th November to discuss his proposal further.

Greg Barker: A meeting is scheduled with DECC and ERG on 11th November to discuss private finance solutions.

Work stream 12: Whitehall District Heating

Following the meeting led by [] with the DECC team and Buying Solutions, a second meeting will take place on 11th November. Attendants will be: [] [] [] [] [] and myself.

[]has been working on the financial models and the outcome will be discussed at the meeting, together with the next steps.

Work stream 13: MoD

As far as I am aware, no further action for now as we are awaiting response to Greg Barker's letter to the MoD minister.

Risks:

Insufficient expert resource to drive delivery against 10% target:

I did a speech (reviewed by DECC) at the annual European Energy Services Conference, explaining the need for more energy services expertise, innovation and off-balance sheet private finance solutions to come into the UK market. Clearly, other European Countries have made significant progress in their Public Sector Energy and Carbon Savings programmes.

For example, Portugal is aiming at 30% of Energy savings in the Public Sector over a period of 5 to 7 years. These savings are coming from:

5% Passive Measures (Insulation and Glazing)

10% Active Equipment (HVAC, Lighting, Building Management, Solar Thermal)

5% Behavioural Change

10% Decentralised Generation of Heating, Cooling and Power (CHP and Renewables)

There was a lot of interest from Energy Services companies to engage with the UK Public Sector Programme.

It was worth while noting that most of the European Countries have a so-called "Energy Agency", such as "ADEME" in France, ADENE in Portugal, "FEDESCO" in Belgium. These agencies have a lot of knowhow and experience on running Public Sector Energy Programmes and it might be useful to invite them to share some of their knowledge with us.

From DECC Official to DECC Officials, Miriam Maes, 04 November 2010 12:10, Implementation Group 12

Attached is the draft agenda for next week's Implementation Group meeting, along with the plan to enable you to review your workstreams. Please send any updates on actions and items for the agenda to me by noon,

Email from Miriam Maes to DECC Official (cc: Colin Church), 6 November 2010 17:52, RE: DECC Delivery Advisor - Invoices for Sept/October

Thank you for your email and please find my response in red below. **[Note - These are indicated in bold in the following email]**

I wish to inform you that I have not been counting any travel time or weekend/evening work I have undertaken for DECC, something I would do under any other Foresee Consultancy contract. I have also not counted any of my PA's time or administrative and other expenses to limit the amounts charged to DECC. Equally, I have not counted a number of meetings with Private Sector companies, NGO's and other institutions which have approached me on the 10% initiative. In summary, I have charged less hours and costs than actually spent. I trust that we can come to a satisfactorily conclusion quickly.

Email from DECC Official to Miriam Maes 05 November 2010 13:16: RE DECC Delivery Advisor - Invoices for Sept/October

Thank you for the invoice. I need to raise a few issues.

[]

I must ask you to resubmit the invoice having deleted two items more related to your direct relationship with Ministers. These are 3 hours on 6 October accompanying the Minister to a renewables conference, and an hour on 11 October meeting the Minister and Lord Marland.

Both meetings took place upon request of the Minister: The first one was close to Birmingham and was organised by DECC . Greg asked me to accompany him , so that no DECC official needed to travel to join the minister. The second meeting was a general introduction meeting on request of Greg for which I came to DECC.

Can you please advise me on how I can get paid for meetings for which the minister is asking me to be present?

[]

Contract Extension

Email from Miriam Maes to DECC Official (cc: DECC Officials, CO Officials), 02 November 2010 19:14, RE: Public sector finance - next steps

They will not and as agreed I have asked them to do exactly as you said. As I prefer to ensure that the paper will respond to the brief, I am just making sure that it is. Lots of pressure to get this resolved and good

Email from DECC Official to Miriam Maes, 02 November 2010 18:48m RE: Public sector finance - next steps

As long as we get their (govt) accountancy view on the models in your paper , and how a model might be changed to address the balance sheet issues , and other addressing other VFM issues, don't mind how we do it! Want be sure they test the models not produce their own version of ' the answer'.

Email from Miriam Maes to DECC Official (cc: DECC Officials, CO Officials), 02 November 2010 16:26, RE: Public sector finance - next steps

Friday/ Monday meeting not possible because of agenda's. I am trying to ensure that the brief is right in the first place, facilitating the process. Will keep you informed and ensure full transparency in the process. Hopefully we can organise a meeting with all parties next week. Look forward to staying in touch.

Email from DECC Official to Miriam Maes, 02 November 2010 09:43, RE: Public sector finance – next steps

Sorry if this is what you had planned, but might be useful if, at either Friday/Monday meeting or subsequently, we have someone from here in the same room as []as they explain their thinking on their accountancy advice on treatment in the paper?

Email from Miriam Maes to DECC Official (cc: DECC Officials), 01 November 2010 21:25, RE: Public sector finance - next steps

Thank you for your email and I spoke to [] before my hols. We agreed that they would do a paper on the approach we discussed over the phone, which we would subsequently discuss with the DECC and [].

The [] paper has been written last week and I will meet with them on Friday/Monday to discuss the final version.

It is a practical paper on options how to move forward from where we are, on the basis of which we(the DECC/ERG team) can then discuss the preferred route.

Email from DECC Official to Miriam Maes (cc: DECC Officials), 01 November 2010 12:01, RE: Public sector finance - next steps

I hope you had a nice week on holiday. Just a quick note before you depart for Lisbon to ask you if you have made any further progress with the [] contacts? Happy to progress this whilst you are away, if helpful

Email from Miriam Maes to DECC Official (cc: DECC Officials), 20 October 2010 09:14, RE: Public sector finance - next steps

I will contact [] and see if we can meet with them at short notice. Will keep you posted!

Email from DECC Official to Miriam Maes (cc: DECC Officials), 19 October 2010 15:34, RE: Public sector finance - next steps

Thanks very much for the executive summary. I'm just writing regarding our conversation about [] yesterday morning. On reflection, we think that if your contacts at [] are happy to undertake the analysis for free, then that is fine so long as the content is signed off by somebody senior in [] thereby legitimising it for use with the NAO.

Do you think this could be possible? Happy to discuss further.

Email from Miriam Maes to DECC Official (cc: DECC Officials, CO Officials William Jordan), 19 October 2010 14:41, RE: Public sector finance - next steps

Please find attached the Executive Summary, reflecting the latest discussions and the "ask" to the Ministers.

Trust you will guide this paper further.

Email from DECC Official to Miriam Maes (cc: DECC Officials, CO Officials, William Jordan), 19 October 2010 12:59, RE: Public sector finance - next steps

Excellent - thanks

Email from Miriam Maes to DECC Official (cc: DECC Officials, CO Officials, William Jordan), 19 October 2010 12:58, RE: Public sector finance - next steps

I have come back early from Olympic Venue to work on Exec Summary and will send you the final version before 3pm. I also spoke to William Jordan, and [] and will incorporate their input into my summary. They agree with the approach we discussed yesterday and obviously want to participate fully into the briefing and discussions with the accounting firms, as it is a complex technical subject. Upon William's guidance, I will put various options on the way forward into the summary, which we would like for the 3 ministers to consider.

Email from DECC Official to Miriam Maes, (cc: DECC Officials), 19 October 2010 09:37, RE: Public sector finance - next steps

Greg's office demanding it today (3pm). If exec summary not changing much I think we can use current version for 21st. It for []/whoever view we need polished version.

Email from Miriam Maes to DECC Officials (cc: DECC Officials), 19 September 2010 09:22, RE: Public sector finance – next steps

I am pleased we were able to define a constructive way forward. I will work on the final version of the executive summary. In it, I will include the options we wish to be discussed by the 3 ministers. I intend to send it to you midday Wednesday if all goes well.

Email from DECC Official to Miriam Maes, 18 October 2010 14:47, RE: Public sector finance – next steps

1. You going to give us latest version of your paper so we can put exec summary under cover of note to GB for his mtg on 21st. So really need by tomorrow please.
2. []

Email from DECC Official to [Multiple], 01 December 2010 16:56, FITs seminar - copy of slides

Thank you for attending last Wednesday's FITs stakeholder event. Attached are the slides which [] used in his presentation and which several of you have requested copies of.

I know that many of you have taken the Minister up on his offer and written with further thoughts. Thank you for these letters and e-mails which will be considered as part of the wider reflection on the discussion and points made at last week's event. Some of you have asked for clarification about what the Spending Review means for the projected FITs costs. As you'll see from the slides that [] used for his presentation, the Spending Review document published by Treasury stated that:- "The efficiency of Feed-In Tariffs will be improved at the next formal review, rebalancing them in favour of more cost effective carbon abatement technologies. This will save £40 million in 2014-15."

As we have said, this is equivalent to approximately a 10% saving in 2014/15 based on estimated costs for that year (i.e. reducing those projected costs to approximately £360m in nominal prices). Estimates of FIT expenditure are drawn from the analysis and projections on FITs uptake that informed the Impact Assessment published just

prior to the start of the FITs scheme. Estimates are presented as net subsidy costs, additional to business-as-usual. The Impact Assessment is available from our website at www.decc.gov.uk/FITS.

FITs seminar slides.pdf (1 MB)



REVIEWING FITS – THE BACKGROUND

2

The FITs scheme as introduced

“We will undertake periodic reviews of FITs....

If necessary, early reviews will be set up to consider any significant changes to the fundamentals affecting the operation of the scheme outside of the periodic review timetable....

All aspects of the FITs scheme will be subject to review including... tariff levels”.

Feed-in tariffs: Government’s response to the summer 2009 consultation

February 2010

3

On 20 October 2010 the Chancellor announced:

“The efficiency of Feed-In Tariffs will be improved at the next formal review, rebalancing them in favour of more cost effective carbon abatement technologies. This will save £40 million in 2014-15.”

- The first review is currently scheduled to be undertaken over 2012 and take effect from April 2013.
- Announcement soon on the trigger for early review

SETTING THE TRIGGER

5

Setting the early review trigger

- Aim – to enable adjustments to tariffs to be made to prevent unacceptable overspend.
- Key factors:-
 - What measure to use for deployment
 - How much deployment is “higher than expected”

6

Defining the metric



	Warning indicator for overspend	Transparent	Easily monitored
Total Spend	✓✓✓	x	x
Generation	✓	x	x
Number of installations	x	✓	✓
Total capacity	✓	✓✓	✓
Capacity index weighted by technology	✓✓✓	x	✓
Technology specific capacity	✓✓	✓✓	✓

7

Defining “higher than expected deployment”



- Starting point – amount of deployment expected at start of planned review i.e. early 2012.
- Issues:-
 - Review will need to deliver 10% saving
 - Greater the over-shoot, the greater the claw-back necessary through review to deliver savings
 - Early warning = more time to review and implement changes.

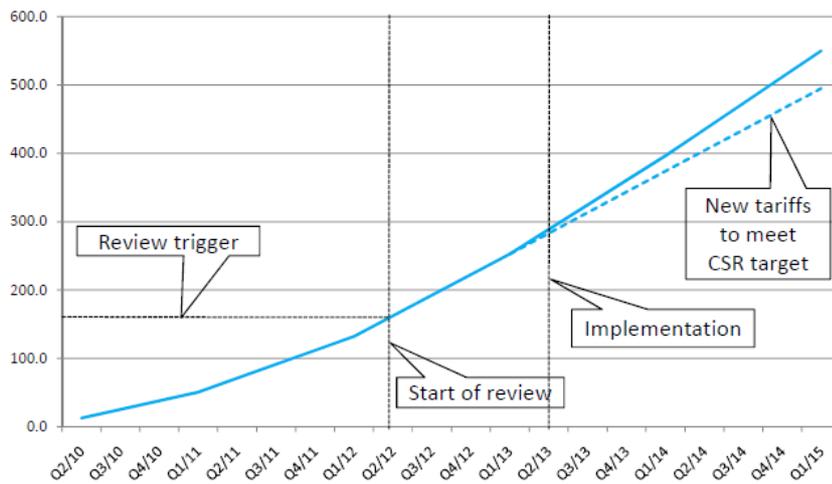
8

Forecast deployment

Year ending	Capacity (Total)		Capacity (PV)		Capacity (PV+small wind)	
	New	Cumulative	New	Cumulative	New	Cumulative
31.03.2011	141	141	51	51	64	64
31.03.2012	191	333	86	137	105	169
31.03.2013	293	626	147	284	176	345
31.03.2014	399	1,025	249	533	279	624
31.03.2015	488	1,513	299	832	328	952
31.03.2016	523	2,036	337	1170	365	1317
31.03.2017	443	2,480	264	1434	288	1605
31.03.2018	377	2,856	204	1638	225	1830
31.03.2019	320	3,176	153	1791	171	2000
31.03.2020	276	3,451	114	1905	129	2130

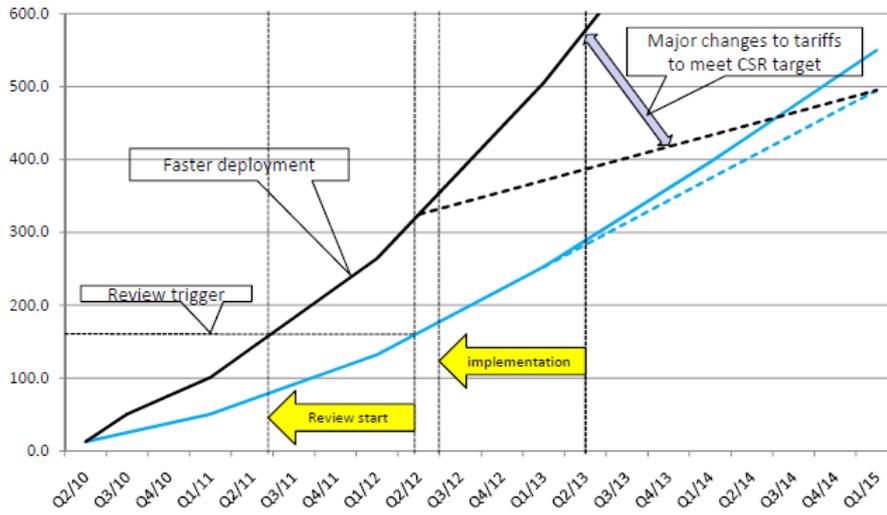
9

Review starting early 2012 allows tariff changes to meet CSR target



10

Higher than expected deployment will trigger early review



The more cautious the review trigger, the less correction needed

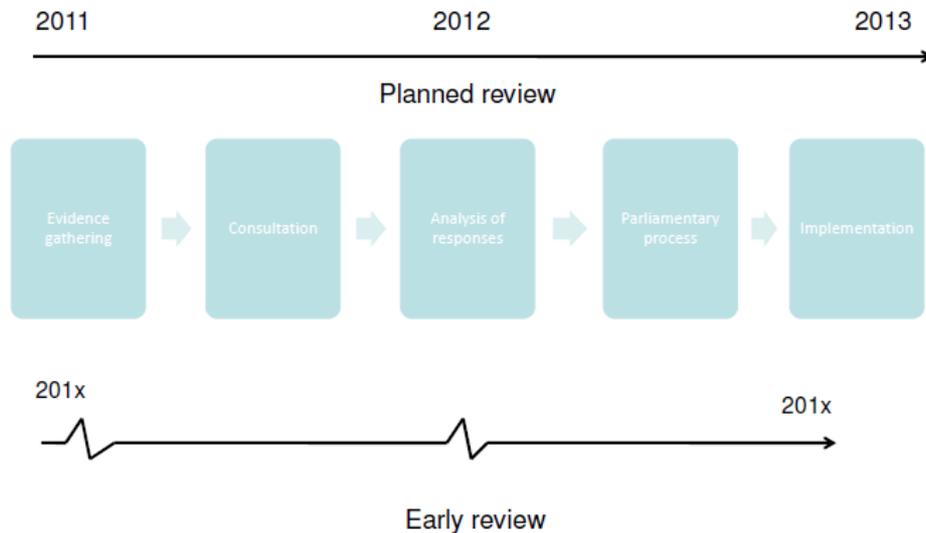
11



LOOKING AHEAD TO THE REVIEW

12

Review process



13

What the review will consider

- How to deliver 10% savings
- Squaring the circle – a demand-led scheme within a set spending envelope.
- Testing original assumptions – particularly around costs
- Any other aspects of scheme.

14

Topic 1 - defining the metric

- a) Are there any tests other than transparency, ease of monitoring and warning of overspend that the metric should meet? **Table 1**
- b) Does it make sense to go for a capacity based approach? **Table 2**
- c) What are the pros and cons of focusing the metric on particular technologies? **Table 3**

Topic 2 - defining “higher than expected deployment”

- a) How we should define the trigger point? **Table 4**
- b) Are there benefits in adopting a cautious approach? **Table 5**

Email from Miriam Maes to DECC Official (cc: Colin Church, David Wagstaff), 02 December 2010 14:41, RE: Whitehall DH System - Project Update

Please find attached the note with my comments included.
I've signed it off with your name but if you would like to have it signed under both our names, then I am fine with that.

Email from DECC Official to Miriam Maes (cc: Colin Church, David Wagstaff), 02 December 2010 14:41, RE: Whitehall DH System - Project Update

Thanks Miriam – happy to reflect the meetings you've had with [], but I'd quite like to keep this note short and focussed on the ability of the network to deliver in the 10% target, since this is specifically what Greg asked for. On that basis, the financial modelling won't affect the 10% work, since it cannot alter the fact there are no carbon savings available within the time period.

The financial modelling will, however, be the core of the business case, and it will certainly be good to catch up on that later today or tomorrow.

Email from Miriam Maes to DECC Official (cc: Colin Church, David Wagstaff), 01 December 2010 22:30, RE: Whitehall DH System - Project Update

Thank you for sending me the project update and indeed I am aware of the request from the Minister for an update. This was a resulting from my discussion with Greg

yesterday, as I was updating him on the WHDS projects, for which he had asked me to get involved in initially.

As I really wanted to understand the work on the financial modelling, undertaken by [] I have had a further meeting with them last week. The work that they have done is impressive and the outcomes promising in terms of the economics.

We will need to reflect that in the note and I will work on that tomorrow.

It would be good if we could catch up on the WHDS this week. Would you be around any time on Thursday or Friday?

Email from DECC Official to Miriam Maes, (cc: Colin Church, David Wagstaff), 01 December 2010 17:26, Whitehall DH System - Project Update

I think you're aware that the Minister has asked me for a quick project update by tomorrow. I've put together the attached but thought you might wish to see a copy given your previous involvement.

[] and I have also been discussing and working on the business case – though I know [] is still working on carbon modelling, so there's a little way to go yet. I'm also yet to receive the formalised financial figures from [] and [], but have chased about that too.

Email from Miriam Maes to DECC Official (cc: Colin Church, David Wagstaff), 02 December 2010 09:53, RE: Whitehall DH System - Project Update

The note may be need to be short but should also be factual correct. Some of the points in your note are not as clear as stated. I will send you my comments early afternoon after my meetings this morning.

Email from DECC Official to Miriam Maes (cc: Colin Church, David Wagstaff), 02 December 2010 08:37, RE: Whitehall DH System - Project Update

Thanks Miriam – happy to reflect the meetings you've had with [], but I'd quite like to keep this note short and focussed on the ability of the network to deliver in the 10% target, since this is specifically what Greg asked for. On that basis, the financial modelling won't affect the 10% work, since it cannot alter the fact there are no carbon savings available within the time period.

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Email from Miriam Maes to DECC Official, 02 December 2010 13:55, RE: November invoice

Attached are Miriam's weekly reports for November as well as her invoices for the month.

Hard copied are on their way to you via post.

Please let me know if you require any more information.

Update Week 1-7th November 2010.doc (31 KB)

Update Week 1-7th November 2010

Work stream 5: Finance

[]

Clinton Climate Initiative: Had various discussions with [] the MD of CCI in the UK. She has been very helpful so far and their specialists in the US are willing to engage with us to identify acceptable off-balance sheet private finance models.

[]: Is an Energy Efficiency and Decentralised Energy Fund, []. They are keen to support the UK Public Sector Energy Savings Programme. I will be briefing them more in depth on our desired solutions in a meeting on 10th November.

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Greg Barker: A meeting is scheduled with DECC and ERG on 11th November to discuss private finance solutions.

Work stream 12: Whitehall District Heating

Following the meeting led by [] with the DECC team and Buying Solutions, a second meeting will take place on 11th November. Attendants will be: [] [] [] [] [] and myself.

[] has been working on the financial models and the outcome will be discussed at the meeting, together with the next steps.

Work stream 13: MoD

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Risks:

Insufficient expert resource to drive delivery against 10% target:

I did a speech (reviewed by DECC) at the annual European Energy Services Conference, explaining the need for more energy services expertise, innovation and off-balance sheet private finance solutions to come into the UK market. Clearly, other European Countries have made significant progress in their Public Sector Energy and Carbon Savings programmes.

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It was worth while noting that most of the European Countries have a so-called “Energy Agency”, such as “ADEME” in France, ADENE in Portugal, “FEDESCO” in Belgium. These agencies have a lot of knowhow and experience on running Public Sector Energy Programmes and it might be useful to invite them to share some of their knowledge with us.

Update Miriam Maes Week 8-14th November 2010

Work stream 5: Finance

Conference call on 10th November with [] [] [] [] [] and Miriam Maes to prepare for Ministerial meeting and discuss the funding options. Subsequently, wrote a presentation summarising the discussion.

Ministerial meeting: A meeting took place on 11th November to discuss progress on Funding work stream, in presence of Greg Barker, [], [], [] and Miriam Maes.

Key outcome of the meeting:

- talked through slides prepared by [].
- Greg Barker:
 - []
 - agreed to meet some of the companies to help ‘extract’ contracts and to talk through detail.
 - agreed that his input could be useful in the HMT review of the accountancy rules.
 - wants to follow up with Oliver Letwin and Francis Maude on their trilateral.
 - agreed on the long term target with the 25% over 5 years, saying he would rather under promise and over deliver.

PWC/EIB: Meeting with [] (PWC, seconded into the EIB), [] (London Mayor’s Office Re:Fit Programme), [], [] and [].

Key-outcome of the meeting:

[]

[]: I met with [] on 10th November. []. They are keen to support the UK Public Sector Energy Savings Programme and would review if they could support us on Off-Balance Sheet Private finance solutions.

[]: Met with this [] Company []. Useful discussion about off-balance sheet private funding solutions in Portugal.

Outcome of the meeting:

[]

[]: Met with this UK based Mechanical and Electrical Contracting company, which has an Energy Savings “product”, offering Private funded Energy Savings services to the Public and Private sector. They will send me their Terms and Conditions for their [] offering, which is an Energy Performance Contract, paid for by [] themselves and assets held by [].

Work stream 12: Whitehall District Heating

Following the meeting led by [] with the DECC team and Buying Solutions, a second meeting has taken place on 11th November. Attendants were [], [], [], [], , Miriam Maes (end of meeting only)

A number of actions were agreed and a follow- up meeting will be organised in about 3 weeks time to discuss the outcomes of the financial modelling.

First results seem to indicate that the WDHS can become profitable, provided a number of conditions are met. [] and I agreed that these conditions will need to be reviewed in detail and that we should start writing the business case as soon as we have greater insight in the financial modelling results.

Work stream 13: MoD

As far as I am aware, no further action for now as we are awaiting response to Greg Barker’s letter to the MoD minister.⁴

Do we have any news on this, as I would like to organise a second meeting with the MoD before they go “cold”.

Update Week 15-21th November 2010.doc (35 KB)

Update Miriam Maes Week 9-21th November 2010

Work stream 5: Finance

Phone call (EIB/PWC):

- []
- JESSICA Fund: [] in EIB is the person to talk to. [] was also involved in their proposal to the Treasury.
- ELENA Funds: [] in EIB is the person to contact but [] knows a lot about Elena as well.
- PWC: [] will give the contacts of the people with PWC. I have 2 names but she will check whether they are the right ones.
- We agreed that I would meet with [] when he will be in London next.
- [] will also organise a meeting with PWC.
- Calls with []: to ask if we could receive contracts from respectively [], [], and [] Terms & Conditions. I received the last one. Other 2 are being discussed internally.

Next week:

- I will meet with [] to discuss amongst others off-balance sheet private finance models.
- [] is organising the call with DECC, ERG and MM to discuss the next steps on the Funding work stream.
- I will circulate the updated summary of the 3 finance models, incorporating the latest changes.

Work stream 12: Whitehall District Heating

[] and [] have agreed a template for the business case and are starting to complete the parts.

[]

Work stream 13: MoD

Good news from the MoD: We received a letter from the minister indicating they are prepared to work together on the longer term 25% target.

Update Week 21-28th November 2010.doc (42 KB)

Update Miriam Maes Week 21th - 28th November 2010

This week, I have been involved in meetings on request or with Greg Barker, on the following topics:

- Energy Market Reform: met with the DECC team to discuss input in EMR consultation.
- India-UK bilateral initiative on Climate Change: a) Invited to official announcement in the Foreign Office. b) Invited for drinks in GB's office c) Follow-up meeting with various people, including DECC.
- Feed-In Tariff Workshop in DECC: GB had asked me to invite a number of representatives from the financial world. Assisted at workshop.
- CHPA Conference: attended part of the Conference. GB's speech was greatly appreciated.
- 10% Energy and Carbon Savings Programme:

Work stream 5: Finance

Calls/meetings with []:

All 3 companies are willing to share specific off-balance sheet contracts, provided they are protected by a specific letter and NDA covering this exchange. The possibility of meeting GB has definitely "worked wonders" in obtaining their agreement to let us have the contracts.

I herewith will provide the names of people Greg would need to invite:

[]

- Had a call with DECC,ERG to discuss the progress and next steps on the Funding work stream. [] has sent an updated summary of actions.
- Meeting with RBS' [] was cancelled by [].
- Sent- and will resend update of 3 financial models summary.
- Meeting with EIB's [], [] (EIB/PWC) now in the diary for 9th December. [] (LDA) will also attend the meeting. ***Can you please let me know who will join from DECC and ERG?*** Location: Hilton Park Lane from 9am-10am.
- Meeting with PWC being organised by my PA. I have send PWC an agenda for the meeting, so that they can have the right people in the room.

Work stream 12: Whitehall District Heating

- [] and [] are completing the business case.
- I had a session with the ARUP and LDA team to go into the details of the financial models. [] could not attend but I will brief him separately as Head of this WHDS work stream. Very impressive work has been done. Outcomes of the various scenario's is encouraging. Further work will be done and then serve as input into the business case.
- First indications are that as part of the 10% Programme, WHDS can offer some savings to a number of Central Government departments, provided we expedite a number of do-able issues in time.

Work stream 13: MoD

- Discussed the letter from the MoD minister with Greg (Did GB see this letter already?). He was pleased to hear that the MoD is prepared to work together

on the longer term 25% target. As the next steps, the following initiatives were discussed:

- c) To invite [], Brigadier John Bowden and [] for a meeting with DECC, ERG and I to discuss and agree the exact longer term Energy Savings Project Briefing and Deliverables. **Who will invite them? [] or I, as work stream leader?**
- d) GB to invite [] to discuss and agree the Project Briefing and Deliverables for the Longer term Energy Savings project. **Who will organise this?**

Energy Agency's in Europe

The following Energy Agencies and persons are worthwhile contacting. If you wish me to do it, I will gladly facilitate the introduction:

- ADENE Portugal: [], []
- European Commission, ESCO []: []
- FEDESCO Belgium: [], []

Next week:

- I will circulate the updated summary of the 3 finance models, incorporating the latest changes.
- Face to face Progress meeting on 1st December

Email from DECC Official to Miriam Maes, 01 December 2010 22:37, RE: November invoice

And on meeting up - I'm pretty tied up tomorrow, and I think [] is too. Can we get back to you in the morning to confirm? But would nextweek be any good as an alternative?
Perhaps Wednesday?

Email from DECC Official to Miriam Maes (cc: DECC Official), 02 December 2010 16:20, RE: November invoice

Sorry – Wednesday at that time is not so good for us – are you available at all on Thursday, ideally before 11?

Email from Miriam Maes to DECC Official (cc: DECC Official), 01 December 2010 22:43, RE: November invoice

Thank [] and totally understand in view of my last minute request. My Eurostar to Paris was cancelled for tomorrow so suddenly the 2 days became available. I could do Wednesday 8th December from 11 to 12/12.30 am. Would that work for you and []?

Email from DECC Official to Miriam Maes (cc: DECC Official), 01 December 2010 22:37, RE: November invoice

And on meeting up – I'm pretty tied up tomorrow, and I think [] is too. Can we get back to you in the morning to confirm? But would next week be any good as an alternative?
Perhaps Wednesday?

Email from Miriam Maes to DECC Officials (cc: Fiona Samson), 06 December 2010 17:47 RE: Implementation Group 16

My apologies but I am not able to be on the call tomorrow, as I have to attend another meeting of importance to DECC that needs attention.
Thank you for your understanding and I look forward to catching up with you soon.

Email from DECC Official to DECC Officials, Miriam Maes, 06 December 2010 15:43, Implementation Group 16

Please find attached the agenda for tomorrow's meeting. Details are: 1130 to 1230, dial [] code []

[]

Email from Miriam Maes to DECC Officials (cc: Fiona Samson), 06 December 2010 20:35, RE: Implementation Group 16

Please find herewith the presentation on ELENA, which I just received. That is all I have received.
Trust this is of use to you.

Email from DECC Official to DECC Officials (cc: Fiona Samson, Miriam Maes), 06 December 2010 15:43, Implementation Group 16

Please find attached the agenda for tomorrow's meeting. Details are: 1130 to 1230, dial [] code []

[]



Overcoming barriers by provision of technical assistance and suitable finance to ESCO projects

Ralf Goldmann, Projects Directorate, Energy Efficiency & Renewables Division

ESCO EUROPE , 4. November 2010, Lisbon

November 2010

1



The European Investment Bank (EIB)

Long-term finance promoting European objectives



- ❖ European Union's long-term lending bank set up in 1958 by the Treaty of Rome.
- ❖ Shareholders: 27 EU Member States
- ❖ Governance
 - ❖ Board of Governors – EU Finance Ministers
 - ❖ Board of Directors - Member States & European Commission
 - ❖ Management Committee –EIB's executive body
 - ❖ Audit Committee – independent, non-resident

November 2010

2



➤ Within the Union:

- Cohesion and convergence
- Small and medium-sized enterprises (SMEs)
- Environmental sustainability
- Knowledge Economy
- Trans-European Networks (TENs)
- Sustainable, competitive and secure energy

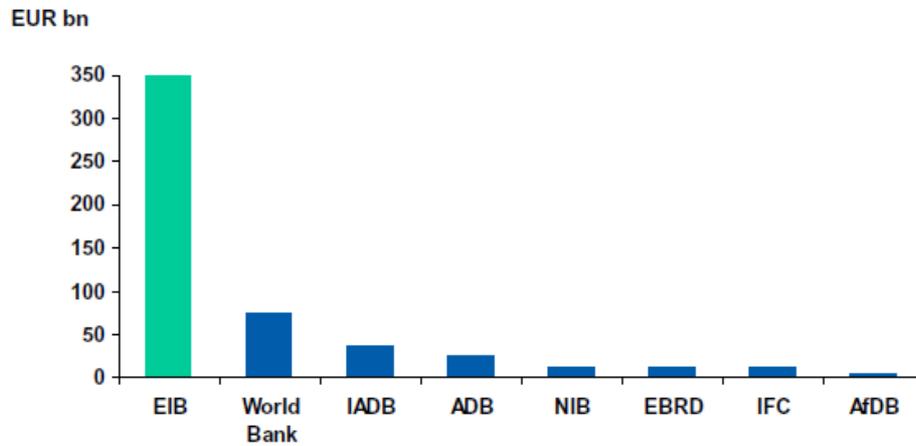


2009 key figures



➤ European Union:	EUR	70.5bn
➤ Partner countries:	EUR	8.6bn
➤ Total lending:	EUR	79.1bn
➤ Borrowings:	EUR	79.4bn
➤ Subscribed capital:	EUR	232.4bn
(at 01/04/2009)		

Largest Supranational Lender



Loans outstanding (signed)

EIB, IADB, ADB, NIB, EBRD, AfDB : December 2008
World Bank, IFC: June 2009

November 2010

5

European Investment Bank Supporting cities to cut carbon

- ❖ Exploit economies of scale
 - ❖ Which level of local government has sufficient technical capacity to deliver a programme of projects?
 - ❖ Standardise contractual approach;
 - ❖ Aggregate projects to levels that interest private sector and local banks.

November 2010

6



European Investment Bank Provision of Technical assistance



European Local ENergy Assistance – ELENA

- EC-EIB cooperation to support local and regional authorities to reach 20-20-20 targets;
- Grant facility: managed by EIB; funded by EU budget (CIP/IEE programme).
- Application to Energy Efficiency; local renewables; clean transport.
- Market replication focus;
- investment leverage required (ratio 25) / 90% grant
- Budget 2009: 15 Mio €
- Budget 2010: 15 Mio €
- envisaged Budget 2011: 19 Mio €

November 2010

7



Eligible Investment Programmes/Projects



- **EE and RES investment in public and private buildings**, including social housing and street and traffic lighting;
- **Urban transport** to support increased energy efficiency and integration of renewable energy sources;
- **Local energy infrastructure** to support developments in previous sectors including smart grids, ICT, etc.

November 2010

8



ELENA (eligible costs)



- Additional technical staff
- Refinement of Feasibility studies
- Technical studies
- Procurement/tendering
- Financial structuring

November 2010

9



First results



ESCO Project Development supported:

Signed:

- Province of Barcelona
- Province of Milan

Under Development

- City of Paris
- Greater London Authority

Pipeline of Projects

- Spain, Poland, Slovakia, Italy, Denmark,

The facility supports also other projects (e.g. DH, Urban transport)

November 2010

10

 Experiences 

- ❖ Pre-mature applications
- ❖ Budget restrictions
- ❖ Long project development cycles
- ❖ Lack of available data

November 2010

11

 Financing Facilities 

- ❖ EIB provides two main facilities:
 - ❖ **Direct Loans**
 - ❖ Large-scale projects (more than EUR 25m)
 - ❖ **Intermediated Loans**
 - ❖ Small and medium-scale projects via national and regional intermediary banks
 - ❖ Lending decision remains with the financial intermediary

November 2010

12



❖ **Energy Efficiency funds**

- ❖ Direct investments in large-scale projects
- ❖ Debt to financial intermediaries
- ❖ Debt directly to municipalities
- ❖ Investment in PPPs
- ❖ SPVs for ESCO projects?

 For more information...

<http://www.eib.org/elena/>

Tel:

Fax:

Email from Miriam Maes to DECC Officials (cc: Fiona Samson), 06 December 2010 20:50, RE: Implementation Group 16

Please find attached my update in red italics on the various actions points under my name, as I am not able to attend tomorrow's calls.

Email from DECC Official to DECC Officials (cc: Fiona Samson, Miriam Maes), 06 December 2010 15:43, Implementation Group 16

Please find attached the agenda for tomorrow's meeting. Details are: 1130 to 1230, dial [] code []

[]

Email from DECC official to DECC Officials, CO Official, Miriam Maes (cc: [multiple]), 08 December 2010 11:21, RE: Meeting with Miriam Maes, DECC, PWC and []

[] and I found yesterday's meeting very interesting, touching on a number of topics as it did, and hope it was useful for yourselves. We would of course be pleased to work with you so look forward to your thoughts on possible next stages when you have had a chance to consider.

Email from DECC official to DECC Officials, [multiple] (cc: CO Official), 07 December 2010 13:43, RE: Meeting with Miriam Maes, DECC, PWC and []

There is now a change of venue for this meeting. So to confirm, today's meeting will be taking place at the DECC offices 3 Whitehall Place London SW1A 2AW at 5 pm

Thank you all for your patience with the opening of this meeting. It is much appreciated.

Email from DECC Official to DECC Officials, [] (cc: CO Official), 07 December 2010, 13:25 RE: Meeting with Miriam Maes, DECC, PWC and []

We've booked a room here in 3 Whitehall Place, so if you could confirm with PWC (and copy me in), so we have names for the door) that would be great.

Email from [] to DECC Officials (cc: CO Official), 07 December 2010 10:18, RE: Meeting with Miriam Maes, DECC, PWC and []

It would be great if you could have it in DECC.. as it also saves Miriam the travel as she is in a meeting at DECC at 4 pm as well.

Please let me know if you do get a room there, so I can inform the team from PWC and Miriam.

Email from DECC Official to [], DECC Officials, 06 December 2010 23:13, RE: Meeting with Miriam Maes, DECC, PWC and []

Happy to have it in DEEC. Shd be able to find a room at 5pm too. Is only [] ERG's side...

Email from DECC Official to [] (cc: DECC Officials), 06 December 2010 21:07, RE: Meeting with Miriam Maes, DECC, PWC and []

Would it be easier if we have the meeting at DECC?

Email from [] to DECC Officials (cc: DECC Officials), 06 December 2010 18:46, RE: Meeting with Miriam Maes, DECC, PWC and []

Apologies for the short notice but this meeting will be taking place tomorrow at 5pm at 1 Horse Guards. This meeting was organised between Cabinet office and PWC last minute on the Friday and it was also a struggle to fit it in with Miriam. As most of last weeks correspondence was between myself [] and PWC- I had assumed that [] had relayed the message to you.

Miriam will be slightly late as she will be coming from another meeting at DECC. I do hope you can make the meeting and apologise again!

Email from DECC Official to DECC Officials (cc: Colin Church, Daron Walker, David Wagstaff, Miriam Maes), 08 December 2010 16:10, RE: Update paper on Whitehall District Heating System

Many thanks for this update. As discussed, the Minister has commented that this is good but that we need to go as quickly as possible.

Email from DECC Official to DECC Officials (cc: Colin Church, Daron Walker, David Wagstaff, Miriam Maes), 02 December 2010 15:36, Update paper on Whitehall District Heating System

You asked for a paper for the Minister updating on the position of the Whitehall DH project, please see attached. This paper has been put together with advice and contribution from Miriam Maes, and comments from colleagues in ERG. Apologies I'm a couple of minutes late for the box.

Whitehall District Heating System – Project Update

In a paper for the most recent 10% Ministerial Working Group of 25 October, we highlighted work that was ongoing to identify potential for the network to contribute towards the 10% target. It is now clear that there is a limited possibility of the Whitehall network being used to deliver significant carbon savings by May 2011. Discussions with Arup have reassured us that there are cost savings available for new and existing buildings, however, and there is medium term potential (within about 3 years) for significant carbon reductions (10% to 25%) if the network were operated more efficiently and were connected with Pimlico.

Short Term Options: Heating

Currently, the load factor on the turbine is only 26% and there is no capacity constraint for adding new Whitehall buildings to the system. At times there may be a capacity constraint on the CHP turbine and when this happens the boilers will

operate. With increasing the connected load through adding new Whitehall buildings, this constraint may increase, but it will also increase the load factor on the CHP plant and thus on balance may potentially deliver carbon savings. However, further work is needed to load manage the system to ensure optimal performance of the CHP plant. We also need to understand whether there are constraints on new Whitehall departments connecting because of existing energy supply contracts that they cannot get out of.

Solutions to delivering carbon savings are a) to connect the Whitehall network to the Pimlico network or b) to other heat loads whose demands occur outside the Whitehall office-hours (e.g. Houses of Parliament, Local Buildings with longer operating hours, Housing Estates). Such connections would fully utilise the carbon saving potential of the Whitehall gas turbine.

The real opportunity for carbon savings lies in connecting the Whitehall network to the Pimlico network. This is feasible and there is significant appetite throughout Government and the sector. Work undertaken previously indicates that construction and engineering of the link should take ~15-18 months. This unfortunately restricts any contribution to the May 2010 targets – though in any case, construction work on either network can only be undertaken when switched off i.e. summer.

Medium Term Options: Electricity

We highlighted in October, an additional possibility of selling the Whitehall CHP *electricity* to the MoD. Depending on the electricity demand profiles, this concept could be extended to other public estate buildings. The intention would be to deliver both lower electricity prices-as well as lower carbon electricity- to the public estate. Using the electricity from the CHP plant within the Public Estate, will result in lower electricity prices (compared to purchasing of electricity from the utilities), because of the costs differential between the higher cost of importing grid electricity and the lower cost of local electricity generation through CHP.

We have held contractual negotiations and MoD are supportive – however, Buying Solutions have 11 months yet to run on an existing private sector contract for sales of that electricity, which would be costly to break. In addition, Electricity generated by CHP will result in significant carbon savings, independent of whether the electricity is used by the Public Estate or sold to the grid.

Next steps

As previously highlighted, we believe there is good opportunity for long term cost and carbon savings. We are therefore working to build an evidence base to support future decision making. As part of the 10% Energy and Carbon Savings Programme, work is currently being undertaken on the financial modelling and business case for the operation and expansion of the WHDS. The first objective is to provide a better economic solution to existing customers of the WHDS, as they are paying too much for their heat.

The initial modelling results are providing indications that the price of heat from the scheme is likely to be competitive with the alternative option of delivering heat from individual departmental boilers. The modelling is analysing fully, both the economic and the carbon benefits. The results of the final modelling are expected in the coming weeks. []

The results of this work – once received – will be consolidated into a single business case to present the options (including privatising the Whitehall network).

Email from DECC Official to [] (cc: DECC Officials, Miriam Maes), 08 December 2010 20:48, RE: Meeting with [], [] and Miriam Maes Thursday 9th December for 9am at Hilton Park Lane

Sorry to reply to you so late – from DECC will be []

Email from [] to DECC Officials (cc: Miriam Maes), 08 December 2010 15:43, Meeting with [], [] and Miriam Maes Thursday 9th December for 9am at Hilton Park Lane

Please could you confirm to me who from your team will be attending the above meeting tomorrow. I need to pass the names to [] office as soon as possible.

Email from DECC Official to Miriam Maes, 09 December 2010 08:50, RE: This morning

Not sure if anyone got back to you yesterday and I replied to [] quite late, so thought I'd let you know that [] and I are coming to the meeting this morning. []

Email from Miriam Maes to DECC Official, 08 December 2010 15:24 , MoD

I am not sure whether you were able to send me the meeting invite for the meeting with the MoD today, following last evening's quick discussion?
Looking forward to receiving your note after the MoD meeting.
Many thanks in advance.

Email from DECC Official to Miriam Maes, 06 December 2010 17:36, 25% target - DECC work

It was good to catch up with you at last Wednesday's meeting with ERG on the data deep dive. I know that you are trying to find a date in the diary for us to have a catch-up but thought it would be useful in the interim to tell you what we're leading on in DECC on the 25% target to help us all avoid any repetition and overlap.

- Evidence base: we are pulling together the scope for the WPS by identifying what data is currently collected, where there are gaps, where there are opportunities for and threats to data collection in the future (e.g. the development of the half hourly database by ERG and the potential demise of the NHS ERIC dataset etc). We are using this to set the scope of the WPS 25% target because you can't have a target if you can't measure it!
- We are also working with our statisticians and economists to update the current baseline (07/08 data currently) to 09/10 and to look at how our data can help input to the GHG inventory and other DECC evidence workstreams. We are also looking to see how we can use other datasets (e.g. DECs) as policy levers.
- We are mapping our stakeholders and starting engagement with them. We are also mapping the policy landscape (e.g. Green Deal, green Investment Bank, Property Vehicle, Total Capital and Assets Pathfinders, Carbon Budgets, Carbon Reduction Commitment, SOGE, Localism agenda etc etc

etc) and starting to draft scoping papers on what the delivery landscape will look like (taking the transformation agenda into account – NHS, Schools etc).

Email from Miriam Maes to DECC Officials, 13 December 2010 16:45, Update

Attachments: Update Week 29th November-5th December and 6th December-12th December 2010.doc (40 KB)

Here is my update for both the 29th of November – 5th of December and 6th December – 12th December.

Update Week 29th November-5th December and 6th December-12th December 2010.doc (40 KB)

Update Miriam Maes Week 29th November - 5th December and 6th-12th December 2010

I have been involved in meetings on request or with Greg Barker, on the following topics:

-Energy Market Reform: met with the Jonathan Brearley in DECC to discuss input in EMR consultation. I met with various organisations to progress input on EMR.

-Feed-In Tariff Workshop in DECC: Follow up on the workshop.

10% Energy and Carbon Savings Programme

Work stream 5: Finance

1. I sent JESSICA presentation to all on 6th December. There is no specific ELENA presentation available.

2. Communicated to [], [] and [] the process of NDA and letter as 1st step (probably December), to be followed by meetings with DECC/Cabinet office (probably January) and to be finalised with a meeting with GB (probably end January/February).

3. Provided background to PWC meeting on 7th December in DECC.

4. Attended the meeting in DECC with []. Three potential ways for off-balance sheet funding were discussed:

a) Non asset specific Output based Energy Services Agreements

b) Concession Accounting Principles

c) Sale and Leaseback of buildings, including Energy Savings Technologies

DECC to write minutes of the meeting and to frame the questions more specifically to [].

Solutions will not be easy and will be restricted but [] was asked to review the “art of the possible”.

5. Had meeting on “Deep Dive” with Buying Solutions, ERG and DECC to understand the baseline consumption energy figures for the Public Sector better.

This is important for the 25% Energy Savings project. Some questions on the figures are still remaining. Jessica is reviewing the data.

6. Had meeting with EIB's , [], (LDA) , , DECC() on 9th December to discuss: a) Off-balance Sheet Funding solutions and approach

[]

c) Programme Delivery Unit, combining the national and London Energy Savings Programme.

It was agreed to set up a Steering Group with 1 representative from each party:

EIB: []

LDA/GLA:

ERG/Cabinet Office:
DECC: tbc (**Is there a decision on this?**)
DECC: Miriam Maes

Outstanding question to DECC from previous update:

**Note FYI: GB is visiting the Royal Free Hospital on 13th January.
Should anyone from us join the visit?**

Work stream 12: Whitehall District Heating

- Supported with his note for GB on the WHDS.
- Had meeting with [] on the financial modelling and the business case for the various options of the WHDS.
- Will meet with [] and on 14th December to discuss note to GB and Francis Maud.
- Potential meeting with GB and Francis Maud on 15th December. I am awaiting response.

Work stream 13: MoD

- a) had a meeting with the MoD and will send an update.
- b) GB to invite [] to discuss and agree the Project Briefing and Deliverables for the longer term Energy Savings project. ***Who will organise this?***

Email from DECC Official to Miriam Maes (cc: Colin Church), 14 December 2010 17:08, RE: November invoice

Thanks for your invoice, and for the breakdown in details, and thank you for your work in November.

We've looked at the breakdown, and I have a couple of points:

- []
- Following discussion with others in the Public Sector Team and the District Heating Team, I am afraid that we consider the meeting on 26 November with ARUP and the LDA not to be chargeable to this contract. This is because we have agreed that whilst your input to the WHDS is valuable and that Greg is clearly keen for you to stay involved, we can't include evidence-gathering meetings on issues that are not explicitly within the scope of the 10% target contract, particularly where officials are not present.

Email from [] to DECC Official, 02 December 2010 13:55, RE: November invoice

Attached are Miriam's weekly reports for November as well as her invoices for the month.

Hard copied are on their way to you via post.

Email from DECC Official to Miriam Maes (cc: DECC Official), 01 December 2010 22:37, RE: November invoice

And on meeting up - I'm pretty tied up tomorrow, and I think [] is too. Can we get back to you in the morning to confirm? But would next week be any good as an alternative?

Perhaps Wednesday?

Email from DECC Official to Miriam Maes (cc: DECC Official), 01 December 2010 22:37, RE: November invoice

And on meeting up - I'm pretty tied up tomorrow, and I think [] is too. Can we get back to you in the morning to confirm? But would next week be any good as an alternative?

Perhaps Wednesday?

Email from Miriam Maes to DECC Officials (cc: []), 08 January 2011 09:40, Contact Details

As discussed at our last Tuesday call, please find attached an overview of the names of companies and persons to invite to the workshop. I have added their contact details in the word document attached.

Trust this will be of help to you.

Email from Miriam Maes to [multiple], 09 January 2011 18:37, Meeting in

In my role as Delivery Advisor to DECC, I am currently supporting the Department for Energy and Climate Change and Cabinet Office in delivering the 10% Energy and Carbon Savings target for central government after 12 months of being in power (i.e. May 2011).

I have been asked to provide names of companies and people to attend a workshop on amongst others, the following subjects:

- a) Although we are so far on track to achieve the 10% energy and carbon savings, what contingency measures should we be implementing in the coming months, to ensure that Central government will achieve/exceed the 10% savings target?
- b) We are considering expanding the energy and carbon savings target to achieving a 25% reduction over 5 years for the wider public sector, including schools, universities, hospitals and possibly local authorities. Again, your input on how to achieve such ambitious targets would be very welcome.

A workshop will take place on Monday 24th January to start the engagement with Departments and Energy Services Companies, to discuss amongst others the above 2 points.

Date and time workshop: Monday 24th January 2-4pm

Location: Cabinet Office Efficiency and Reform Group

1 Horseguards Road

London

You will receive a formal invitation from Cabinet Office soon to attend this workshop. However, in view of time I would like to give you a "heads-up" so that you can organise for yourself or a person replacing you to be present.

I trust that this meeting will be of interest to you.

Email from Miriam Maes to DECC Official, 11 January 2011 20:14, RE: Briefing for Greg / Francis meeting

Thank you for sending the updated briefing.

Good idea to meet and catch up but unfortunately I cannot make this time. Greg has asked to see me at 5pm and I have other meetings before that. Shall we schedule a catch-up meeting next week?

Email from DECC Official to Miriam Maes, 11 January 2011 16:46, Briefing for Greg / Francis meeting

here's a copy of the briefing that's just gone up to Greg for the meeting tomorrow.

Would it be useful for you to come over for 15mins or so before the pre-brief to run through everything (and even give you a quick update on other bits of work – Salix, 25% etc)?

Email from Miriam Maes to DECC Official, 11 January 2011 20:15, RE: Briefing for Greg / Francis meeting

Many thanks[] for your clear note and slides.

Email from DECC Official to William Jordan, Miriam Maes, (cc: DECC Officials), 11 January 2011 16:36, briefing for Barker / Maude meeting

Please find attached a revised set of slides for the meeting tomorrow between Greg Barker and Francis Maude.

Email from DECC Official on behalf of Gregory Barker to DECC Officials (cc: Ravi Gurumurthy, Vanessa Howlison, Colin Church, Tracy Vegro, Trevor Hutchings, James Hughes, Miriam Maes), 12 January 2011 11:45, RE: SUBMISSION: Request for Ministerial approval for release of funds from BIS/DECC dual key SIF funds

As discussed, the Minister has approved your recommendation that we allocate up to £5 million of LC-SIF funding to Salix Finance.

Email from DECC Official to Miriam Maes (cc: Colin Church), 13 January 2011 09:41, invoices

Good to see you yesterday – I hope you managed to have a bit of a chat with Greg yesterday, without more interruptions from votes. Did he say any more about the Francis Maude meeting?

I'm mainly emailing today, as I wanted to get in touch about invoices and your contract.

[]

Email from Miriam Maes to DECC Official, 15 January 2011 10:27, RE: [UNCLASSIFIED] teleconference with Colin Church and William Jordan

My PA will follow up on this as I have a clash with the proposed times

**Email from CO Official to Miriam Maes, 13 January 2011 14:47,
[UNCLASSIFIED] teleconference with Colin Church and William Jordan**

Colin has requested a teleconference on 19th January from 10-11am. Would you be able to make this time? I'm not in the office tomorrow but I have copied Colin's PA into this email if you need more information. Below are the dial in details for this meeting.

**Email from DECC Official to [] (cc: Miriam Maes, CO Official, [multiple]),
17 January 2011 12:40, RE: 20101220-Project 10 Workshop 19 January 2011-U**

Can you confirm if 27th is going ahead?
We have it marked in our diaries, but it would be good to know if it's definite.

**Email from [] to DECC Official (cc: Miriam Maes, CO Official, [multiple]), 11
January 2011 12:09, 20101220-Project 10 Workshop 19 January 2011-U U**

I will tentatively pencil the morning of 27 Jan in Brig Jim Bowden's diary. I will speak with [] to confirm.
South Ruislip is opposite RAF Northolt.

**Email from DECC Official to [] (cc: CO Official, Miriam Maes, [multiple]), 10
January 2011 12:47, RE: 20101220-Project 10 Workshop 19 January 2011-U**

26th and 27th are best for me (I'm not around on Fridays) and I have another meeting on morning of 3rd. Could you let me know how near the base is to the station (Northolt tube?). I'm copying in [], who might also come with me, as well as [] from ERG, as I think it would be useful to have someone from his side there as well.

**Email from DECC Official to DECC Official (cc: CO Official, Miriam Maes,
[multiple]), 07 January 2011 17:06, RE: 20101220-Project 10 Workshop 19
January 2011-U**

Apologies, please disregard the email below. Miriam can't make the 13th now, but her PA has offered up the following dates which have been passed to Brigadier Bowden's PA (copied in) to see if another meeting can be arranged.
Possible meeting dates - 26, 27 28 Jan or 3, 4 Feb.

**From [] to DECC Official (cc: CO Official, Miriam Maes, [multiple]), 07 January
2011 10:26 ,Release-Authorised: RE: 20101220-Project 10 Workshop 19
January 2011-U**

Yes the 13th is still good for Brigadier Bowden, [] & RAF Northolt. The timings are 10.00 -12.00 with the rough agenda as follows:

10.00 - Meet & greet, background to station, hard and soft FM contracts,

10.30 - Short Tour, demonstrating examples of the mixed estate (new build & old legacy build), the challenge of applying technology to a mixed estate etc.

11.30 - Wash Up - long term strategy etc.

If you could confirm whether Miriam (and you, plus others?) are able to attend asap and we'll organise and send a final agenda/ instructions shortly.

Email from DECC Official to Miriam Maes, 20 January 2011 15:48, ministerial working group

Just to let you know that we've just had confirmation of the date for the next MWG – it's on Thursday 3 February. Ministers are currently holding a slot between 11.00am and 12.30pm – but the meeting will only be an hour long. Hope you can make it!

Email from DECC Official to Miriam Maes, 20 January 2011 21:57, RE: invoices

If there's anything from your chats with Greg that's pressing / useful, then I guess you might be able to update Colin and William tomorrow?

Otherwise look forward to getting some dates from []

The broad agenda for the discussion tomorrow is

- 10% update
- Finance update
- Central govt target, governance, and wider public sector.

Email from Miriam Maes to DECC Officials, 20 January 2011 21:33, RE: invoices

I will ask [] to send some dates through for you, [] and I to meet for a catch-up. I had several chats with Greg and will fill you in when we meet.

Email from DECC Official to Miriam Maes, 19 January 2011 21:20, RE: invoices

Good to see you earlier.

Just to say, if [] wants to send through some dates, then [] and I can look at them and I'm sure we can find something soon.

Did you have a chat with Greg earlier?

I hope it went well – and do let us know if there was any useful discussions on our public finance ideas.

Email from Miriam Maes to DECC Officials (cc: Colin Church), 17 January 2011 18:39, RE: invoices

Apologies for my late reply but I have been quite busy with a number of actions for Greg.

On the various points:

1. Greg was positive about the meeting with Francis although like probably all of us, a little frustrated by the inevitable interruptions for the voting.
2. I will send you the revised invoice with PO number and the revised expenses headline.
3. As for the issue of the contract, I suggest that I discuss it face to face in my meeting with Colin and William on Friday.
4. As you and I discussed, it would be good to have a more in-depth catch-up with you, [] and []. Shall I ask [] to organise it?

Email from DECC Official to Miriam Maes (cc: Colin Church), 13 January 2011 09:41, Invoices

Good to see you yesterday – I hope you managed to have a bit of a chat with Greg yesterday, without more interruptions from votes. Did he say any more about the Francis Maude meeting?

I'm mainly emailing today, as I wanted to get in touch about invoices and your contract.

[]

Email from Miriam Maes to Gregory Barker, 27 January 2011 17:54, FW: DECC - Greg Barker praises Salford for green growth ENER-G

Well done ! Your visit today is already circulating on the net!

I am at home tonight and call me at any time. Had a good visit to MoD in Northolt today. Positive engagement although targets are challenging because of budget issues.

Email from [] to Miriam Maes, 27 January 2011 15:04, FW: DECC - Greg Barker praises Salford for green growth ENER-G

For Info

Email from [] to [multiple], 27 January 2011 12:54, DECC - Greg Barker praises Salford for green growth ENER-G

Cats/ep/cx/rx

Greg Barker praises Salford for green growth (Press notice)

27 January 2011

DECC Press Notice: 2011/009

- Minister to open £2million expansion at Salford firm and announce new jobs for 2011
- Greg Barker launches Salford University's life size Energy House model
- Local businesses share their experience of green growth

Climate Change Minister Greg Barker will today congratulate the North West on seizing the opportunities that a low carbon future offers as local firm ENER-G announces the creation of 100 new jobs.

Greg Barker is visiting the region to learn from the successes of local green business but also to hear firsthand what challenges still exist.

As part of the fact finding mission Greg Barker will visit Salford based eco-company ENER-G to open their new £2m extension and announce new jobs at the company. ENER-G will today confirm plans to create a further 100 new jobs in 2011. EnerG already employs nearly 300 people in Salford making low carbon and renewable technologies.

Greg Barker said:

"I'm extremely pleased to be able to announce the £2m expansion to ENER-G and to celebrate the new jobs that will come with that investment. These are still challenging times for the whole economy but as the recovery really starts to grow Salford is fast

becoming a green beacon of the North West by capitalising on a move to a low carbon economy.

“I’m impressed by the forward thinking nature of businesses here which are developing the technologies of the future but I also want to find out what challenges still exist for those yet to benefit. I’m talking to local businesses to find ways to unlock investment.

“We’re serious about being the greenest government ever and unlocking low green growth in all parts Britain.”

Greg Barker will also address a conference at Salford University on the importance of retrofitting homes to improve energy efficiency. The Green Deal, due to start in 2012, is the Government’s new and radical way of enabling private companies to make energy efficiency available to all at no upfront cost. Greg Barker will launch the impressive new Energy House at the University– a life size model of an energy efficient home within a laboratory used to research the effectiveness of new technologies in reducing energy use and waste.

Tim Scott, chairman of ENER-G said:

“The growing global demand for our innovative products and services is stimulating strong growth – reflected both in our rising turnover and the need to expand our headquarters. The sectors in which we operate offer solid potential for future growth, supported by UK and international government policies for sustainable energy.

“We are exceedingly proud of the rich contribution engineering and manufacturing businesses like ours make to UK PLC, and our position at the helm of building a new low carbon economy”.

Conference organiser and Energy Hub project manager Steve Waterworth said:

“The response we’ve had to the conference even before announcing the speaker programme has been staggering, and I’m delighted that Greg Barker has agreed to address the conference and officially open the University’s new Energy House and Hub.

“The calibre of the experts we’ve secured, and the influential delegates set to attend, demonstrate that retrofit is right at the top of the sustainability and housing agendas and that it is highly relevant to both the commercial and public sector.”

Notes for editors:

Further detail on the Energy Bill and the Green Deal can be found on the [Energy Bill 2010 / 2011](#) web page.

Contacts

Salford University press office contact: []

ENER-G press office contact: []

<http://www.energ.co.uk/>

keys/energ-g/salford plant expansion/decc/barker/chp/heat pumps/efw/energy from waste/energy bill/low carbon/green deal/energy hub

[]

[]

Industrial and Power Association (IPA)

energy. environment. employment

[Power Scotland 2011: Policies For Power, 1st February](#)

[Registration Form](#)

<http://www.ipa-scotland.org.uk> []

[] (DD)

Industrial and Power Association Ltd (IPA)
 Brunel Building
 Scottish Enterprise Technology Park
 East Kilbride G75 0QD
 Scotland
 UK
 Registered in Scotland No.140994 Registered office as above

Email from DECC Official to Miriam Maes, 03 February 2011 11:23, Monthly meetings with Colin Church

Colin has expressed an interest in having a monthly meeting with you. When are you next available? I have included Colins's availability for the next 2 weeks, however feel free to suggest other times

Monday 7th- 10am to 1.30pm and 2.30pm to 5pm
 Thursday 10th -12pm to 2pm and 3.30pm onwards
 Friday 11th – 12pm to 2 pm and 3.30pm onwards
 Tues 15th – 4pm to 5pm
 Thursday 17th – 11.30 to 1.30pm
 Friday 18th – 12pm to 1.30pm and 2.30 onwards
 []

Meeting Request from Colin Church to Miriam Maes, 15 February 2011 16:00 – 17:00, Colin Church/Miriam Maes Monthly Meeting

Resource Scheduler Notification	
Subject: New Resource Use Notification	
General Information	
Action Performed By: []	
Reservation Title: Miriam Maes/Colin Church	Location: 3 - 8 Whitehall Place; WHPW Floor 1; Room 101
Resources: WHPW First Floor - Room 101	
For More Details Click: []	
Date and Time Information	
Starting: Tuesday, 15 February 2011 4:00 PM United Kingdom	Ending: Tuesday, 15 February 2011 5:00 PM United Kingdom
Additional Information	
Options: Contact Phone Number: [] Number of Attendees: 2	Tab Information: Passes Required 38W: No

Email from Miriam Maes to DECC Official, 05 February 2011 20:28, RE: monthly meetings with Colin Church

I understand that my PA is already following up on your email. Thank you very much for sending Colin's availability

Email from DECC Official to Miriam Maes, 03 February 2011 11:23, Monthly meetings with Colin Church

Colin has expressed an interest in having a monthly meeting with you. When are you next available? I have included Colins's availability for the next 2 weeks, however feel free to suggest other times

Monday 7th- 10am to 1.30pm and 2.30pm to 5pm

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Friday 11th – 12pm to 2 pm and 3.30pm onwards

Tues 15th – 4pm to 5pm

Thursday 17th – 11.30 to 1.30pm

Friday 18th – 12pm to 1.30pm and 2.30 onwards

[]

Email from Miriam Maes to [] (cc: DECC Officials), 06 February 2011 10:44, NDA DECC

Since our discussions on off balance sheet private financing of public sector projects, DECC has put together a non Disclosure Agreement. The NDA will allow a confidential exchange of real contracts with DECC to determine the conditions under which these private funded energy savings contracts can be classified as off-balance sheet.

I have communicated your name and email details to DECC and you should receive the NDA in the coming 10/14 days.

Following the signature of the NDA by your company, we would like to receive the contracts in the week thereafter.

Subsequently, we will then review the contracts and engage-where appropriate- in direct discussions with you.

I wish to thank you in advance for your co-operation, which is crucial to solving the private funding issues. Your company's support is greatly appreciated by the DECC and Cabinet Office team!

Please do not hesitate to come back to me with any further questions.

Email from Gregory Barker to Miriam Maes, 06 February 2011 10:55, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Yes pls. Just call in when you are there. Have you seen page 2 of the Telegraph business section today? ok article I think.

Email from Miriam Maes to Gregory Barker 6 February 2011 10:48, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Many thanks Greg for the extra push!

I am in DECC tomorrow at 11.30 for the meeting with Joel (SPAD Chris Huhne) for a meeting on EMR together with []. I could quickly come in to see you as I will not be able to be at the 1pm lunch. I have to go to Brussels for my ELIA Board meeting.

Trust that you have had some constructive follow up conversations.

Email from Gregory Barker to Miriam Maes, DECC Officials (cc: William Jordan, Colin Church, CO Officials), 06 February 2011 10:42, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Thank you Miriam, this is extremely helpful. Driving this project forward is key to achieving our short term as well as long term goals. So can everyone please push extra hard to get the NDA's out as soon as possible and new projects up and running asap.

Please keep me closely informed of our progress as I want to have real examples to mention to the Prime Minister at our next informal chat.

Email from Miriam Maes to DECC Officials (cc: William Jordan, Colin Church, CO Officials), 06 February 2011 10:34, RE: Energy Services Companies Overview 6th February 2011 for NDA.xls

Please find as discussed the list and names plus email details of the Energy Services, FM companies and one Bank, with whom in the past months I have been discussing off-balance sheet finance contracts.

These companies are all prepared for the request to send DECC typical and representative actual contracts on current or past public sector projects, in the UK preferably, which have been or will be private funded and classified as off-balance sheet. They are expecting an NDA to be sent to them shortly.

The 9 companies are my selection of the most interesting ones, having spoken or met with some others as well.

Trust this preparation and info will be helpful and could you please let me know when you intend to send the NDA's?

Email from DECC Official to Miriam Maes, 09 February 2011, RE: Energy efficiency contracts and energy efficiency financing

Just checking that when you say 'let's see what they come up with' are you going to speak to them to persuade them to come up with something from their wide experience? As we stand they are not planning to give us anything.

OR shall we here just ask the for the name of the CEO in questions as he says that best if *'CEO of one particular client be approached as a more correct means of getting that specific information'*

Email from DECC Official to Miriam Maes, 09 February 2011 10:42, RE: Energy efficiency contracts and energy efficiency

Miriam – my strong view is that if they are not prepared to share real world contracts, suitably redacted, which is whole purpose of the exercise, then we stop the discussion here, certainly we do not proceed with NDA.

I see nothing new in his other offered input that we have not seen elsewhere and often.

So our actions should be:

- a. See if you can push him for contracts, if you think it is worth it, but still under the NDA arrangement we have set up.
- b. Get him to at least name these govt dept customers so we can go to them
- c. If no joy on a. we will send a polite 'thanks but no' from here.

Email from DECC official to Miriam Maes, DECC Officials, 09 February 2011 17:53, RE: RE:FIT Working Group - Actions

An update from me: we have sent out NDA's to 9 companies, asking to see contracts that they believe work off-balance sheet. We have not been able to include the EIB / LDA into these agreements (as it would be outside the scope of our liability).

However, I think we reached this conclusion at our last meeting, and said that DECC and ERG would do an overview of the contracts to see which ones might be the most useful.

At that point, we can go back to those companies and see if they would be happy to share contracts with EIB/LDA

[] I'll see you tomorrow to take forward our action on the road map!

Email from [] to DECC Officials, 27 January 2011 08:18, FW: RE:FIT Working Group - Actions

Please find attached the actions from the RE-FIT working group held on 19 January 2011.

With apologies for the delay in distributing

Email from Miriam Maes to Gregory Barker, 06 February 2011 11:11, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Will give it some thought!

Email from Gregory Barker to Miriam Maes, 06 February 2011 11:08, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Its a good article. Could you also have a think how I could have a stakeholder event or similar this week for foreign investors + manufactures looking to open up in the UK so I can bang the drum for green jobs + green growth?!!

Email from Miriam Maes to Gregory Barker, 06 February 2011 11:03, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Not yet but will do so!. I will come in and see you. I am talking to [] and [] about the final recommendations of the Whitehall District Heating Scheme tomorrow at 9am

Email from Gregory Barker to Miriam Maes, 06 February 2011 10:55, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Yes pls. Just call in when you are there. Have you seen page 2 of the Telegraph business section today? Ok article I think.

Email from Miriam Maes to Gregory Barker 6 February 2011 10:48, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

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Email from Gregory Barker to Miriam Maes, DECC Officials (cc: William Jordan, Colin Church, CO Officials), 06 February 2011 10:42, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

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Please keep me closely informed of our progress as I want to have real examples to mention to the Prime Minister at our next informal chat.

Email from Miriam Maes to DECC Officials (cc: William Jordan, Colin Church, CO Officials), 06 February 2011 10:34, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

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The 9 companies are my selection of the most interesting ones, having spoken or met with some others as well.

Trust this preparation and info will be helpful and could you please let me know when you intend to send the NDA's?

Email from Miriam Maes to Gregory Barker, 06 February 2011 19.02, RE: Meeting with Air Products

Ok understood!

Email from Gregory Barker to Miriam Maes, 06 February 2011 15:48, RE: Meeting with Air Products

Of course, let's get it in the diary but let's have a chat rather than email.

Email from Miriam Maes to Gregory Barker, 06 February 2011 14:50, Meeting with Air Products

This week we discussed briefly the request by one of my clients Air Products to meet with you. Air Products Vice President Energy is coming to Europe on the week after the February recess (commencing 28th February).

I am excited about their new High Temperature Gasification Energy from Waste Plant, which will provide 50 MW of base load, mostly renewable power, classifying for double ROC's. I have been working with Air Products on this project since over a year and am impressed by their technology and the progress they are making to build their first plant in the UK.

Air Products is advancing with their planning permission at T side and have secured their waste contract. They also are well advanced with 15 year Power Purchase Agreements for the output of their first plant. They have identified other sites in the UK, a.o. around London to build other large renewable base load power plants. It would be great if you could meet for 45 minutes with their US based global Vice President Energy. Please find below more detailed information.

I will send a formal request in through [] but could you give it a gentle nudge if needed?

Subject: Meeting Requested with Minister of State for Energy and Climate Change Greg Barker

Preliminary Meeting Attendees: [] [] (may be one or two others)

About Air Products

Air Products (NYSE:APD) serves customers in industrial, energy, technology and healthcare markets worldwide with a unique portfolio of atmospheric gases, process and specialty gases, performance materials, and equipment and services. Founded in 1940, Air Products has built leading positions in key growth markets such as semiconductor materials, refinery hydrogen, home healthcare services, natural gas liquefaction, and advanced coatings and adhesives. The company is recognized for its innovative culture, operational excellence and commitment to safety and the environment. In fiscal 2010, Air Products had revenues of \$9.0 billion, operations in over 40 countries, and 18,300 employees around the globe. For more information, visit www.airproducts.com.

Meeting Objectives:

- 1) Highlights of Tees Valley Project
- 2) Raise concerns regarding RO Banding Review and potential RO vs. FIT outcomes from EMR review
- 3) Review benefits of gasification
- 4) Path forward

Highlights of Tees Valley Project

Raise concerns regarding RO Banding Review and potential RO vs. FIT outcomes from EMR review

Review benefits of gasification

Path forward

Tees Valley Renewable Energy Facility Description

The proposed Tees Valley Renewable Energy facility will use advanced gasification technology to provide renewable electricity for up to 50,000 homes in the North East. The 49MW power plant will be located at the Reclamation Pond site (adjacent

to the North Tees Chemical Complex), which is now part of the New Energy and Technology Business Park, near Billingham, Teesside.

The plant will mostly use non-recyclable waste (i.e. household, commercial and industrial waste left over after recycling) that is currently going to landfill sites in the Teesside area for the production of renewable energy in the North East. Longer term, this plant has the potential to generate a renewable source of hydrogen for commercial use, for example to fuel public transport.

Potential Availability Dates for Meeting:

Any day of the week commencing 28 February; one other meeting on 2 March which may be moved

Email from Miriam Maes to Gregory Barker, 06 February 2011 22:51, RE: WHDS URGENT

Thanks Greg! Will let you know how the 9am call with [] and [] (Cabinet Office) will go.

Email from Gregory Barker to Miriam Maes, 06 February 2011 22:06, RE: WHDS URGENT

I will raise it with Phil Wynne Owen, that should sort it!

Email from Miriam Maes to Gregory Barker, 06 February 2011 21:51, RE: WHDS URGENT

He is working for [].

Email from Gregory Barker to Miriam Maes 06 February 2011 21:49, RE: WHDS URGENT

Who is this []? Is he at DECC? Either way I am with you 110 per cent. Let's sort him out or get him off the case!

Email from Miriam Maes to Gregory Barker 06 February 2011 21:08, FW: WHDS URGENT

Can't believe it but you should be aware of what it happening on the Whitehall District Heating Scheme.

Please see below email I just sent to [] and [] having read the business case this afternoon. The ARUP work and [] (DECC advisor) was very impressive and I had "my CHP guy" checking all the modelling constantly-for-free-to make sure we had a solid base.

Their conclusions of extending the scheme through the Pimlico connection and other Whitehall buildings was providing [] versus the decommissioning cost of the WHDS of [] (please see below extract from []

Whole system outputs

[] and I have no idea where they are coming from and his conclusions are wrong, []

Please see below email for your information.
Can we have a urgent chat about this tomorrow morning as someone is clearly manipulating the figures!
So sorry not to be able to give you more positive news?

Email from DECC Official to Miriam Maes, 06 January 2011 23:19, RE: MoD

I'm just trying to find some dates with MoD, and they have emailed today to see if 13th is still a possibility? I'm not sure if that suited you?
I've asked them to suggest some other dates as well- but it would be good to know from you if you could do 13th, or if there are any other days when you'd be able to spend a few hours at Northolt with them (and me!)

Email from Miriam Maes to Gregory Barker, 09 December 2010 09:03, RE: MoD

I understand and thank you for your feedback. Great idea to go to Northolt and happy to hear that they are engaging with the process.

Email from Gregory Barker to Miriam Maes, 08 December 2010 20:53, RE MoD

I'm really sorry-I completely forgot this morning, was running around.
I'll send a note of the meeting soon, but in short, they are keen to meet with you in the new year to discuss and develop their plans, .and are keen for it perhaps to be somewhere like RAF Northolt, so whilst it's a meeting it also gives an opportunity to get a flavour of their estate.

They had suggested 13 January as being particularly good, but clearly they can find other days!

Email from Miriam Maes to DECC Officials, 08 December 2010 15:24, RE: MoD

I am not sure whether you were able to send me the meeting invite for the meeting with the MoD today, following last evening's quick discussion?
Looking forward to receiving your note after the MoD meeting.

Email from DECC Official to Miriam Maes, 06 December 2010 17.36, RE: 25% target-DECC work

It was good to catch up with you at last Wednesday's meeting with ERG on the data deep dive. I know that you are trying to find a date in the diary for us to have a catch-up but thought it would be useful in the interim to tell you what we're leading on in DECC on the 25% target to help us all avoid any repetition and overlap.

- Evidence base: we are pulling together the scope for the WPS by identifying what data is currently collected, where there are gaps, where there are opportunities for and threats to data collection in the future (e.g. the development of the half hourly database by ERG and the potential demise of the NHS ERIC dataset etc). We are using this to set the scope of the WPS 25% target because you can't have a target if you can't measure it!
- We are also working with our statisticians and economists to update the current baseline (07/08 data currently) to 09/10 and to look at how our data

can help input to the GHG inventory and other DECC evidence workstreams. We are also looking to see how we can use other datasets (e.g. DECs) as policy levers.

- We are mapping our stakeholders and starting engagement with them. We are also mapping the policy landscape (e.g. Green Deal, green Investment Bank, Property Vehicle, Total Capital and Assets Pathfinders, Carbon Budgets, Carbon Reduction Commitment, SOGE, Localism agenda etc etc) and starting to draft scoping papers on what the delivery landscape will look like (taking the transformation agenda into account – NHS, Schools etc).

Email from Miriam Maes to DECC Officials, 07 February 2011 15:00, RE: [UNCLASSIFIED] FW: WDHS report 07/02/11

Thank you for this helpful note and for constructive discussion this morning. I am now on the train to Brussels and will be able to read the latest version after dinner tonight. Maybe we need another call with the 3 of us on Wednesday to discuss any final issues?

Email from DECC Official to Miriam Maes (cc: CO Officials), 08 February 2011 15:50, WDHS

You'll have seen from emails that the Greg / FM meeting has been postponed – according to his diary secretary, the earliest we're likely to get another date is the beginning of March.

I've also been looking at the numbers since [] sent through new figures yesterday and think I've come up with a better / clearer option. This will need updating in the business case – which I've spoken to [] / Arup about – and I'd also like to give my Directors a chance to consider things briefly since the previous version had to be cleared by them in incredibly short order.

My intention is to get another version of the business case out tomorrow. Lets have a chat after that and make sure we're still on the same page re: the conclusions etc. We probably don't, therefore, need a meeting at this stage.

Email from Miriam Maes to Gregory Barker, 08 February 2011 17:41, FWD: Invoice January

Please find below email for your info and advise.

Email from DECC Official to Miriam Maes (cc: Colin Church), 07 February 2011 14:55, FW: Invoice January

Thank you for this invoice, and for the re-submitted December one. I'll arrange for the December one to be processed now.

For the January invoice, as per my email of 13 January (attached), I'm afraid that we do not have clearance for the extension of your contract, and therefore we cannot

pay more than the amount remaining on the current contract, which is £1988.20 once the December invoice has been paid.

I therefore need to ask you to resubmit the January invoice up to the remaining value on the contract of £1988.20. We are unable to pay the full invoice amount of £2437.50 (excl VAT) and the travel at £50.40.

I also need to say that – until the point where we have Ministerial and Perm Sec sign off for your contract extension - we are unable to pay you any further funds. This means that any work carried out after we have exhausted the £1988 remaining on your contract, will need to be carried out for free, or you will need to stop carrying out any further work.

We will try to resolve the contract issue as soon as possible.

Email from Miriam Maes to DECC Officials, 06 February 2011 11:46, Invoice January

Please find as requested my January Invoice. As discussed [], I am not counting any of the time I have spent working for Greg on other topics, nor have I included any admin. time this months.

I trust we can sort out the contract issues shortly.

Thank you in advance for your follow-up on this and looking forward to working together with you!

Email from DECC Official to Miriam Maes, 10 February 2011 14:24, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Five! That sound interesting

Email from Miriam Maes to DECC Officials (cc: Colin Church), 10 February 2011

14:04, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Many thanks []

Just had a very useful discussion with [] on how NAO has signed off at least 5 of [] contract as off balance sheet private finance. I will do a separate note on this.

Email from []to Miriam Maes, 10 February 2011 13:26, No Subject

Thank you. I've sent the NDA to [].

Email from Miriam Maes to DECC Officials (cc: Colin Church), 10 February 2011 09:36, RE, Energy Services Companies Ovderview 6th February 2011 for NDA.xls

I have another company to add to the list I sent already. It is the company [] who is working closely together with [] and have according to [] (email I sent to you last week) received NAO clearance on 2 projects.

I have a call with their CEO today and will tell you more after I have spoken to him. He is however interested in receiving the NDA.

Could you or [] send an NDA to [] on below email address?

Email from DECC Official to Gregory Barker, Miriam Maes (cc: Colin Church), 09 February 2011 14:54, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Thank you for your email. You'll be pleased to know that the NDAs issued yesterday to all the companies suggested by Miriam.

We are also working on a update note on finance for energy efficiency in the public sector, and will have this with you shortly.

Email from Gregory Barker to Miriam Maes, DECC Officials (cc: William Jordan, Colin Church, CO Officials), 06 February 2011 10:42, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Thank you Miriam, this is extremely helpful. Driving this project forward is key to achieving our short term as well as long term goals. So can everyone please push extra hard to get the NDA's out as soon as possible and new projects up and running asap.

Please keep me closely informed of our progress as I want to have real examples to mention to the Prime Minister at our next informal chat.

Email from Miriam Maes to DECC Officials (cc: William Jordan, Colin Church, CO Officials), 06 February 2011 10:34, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Please find as discussed the list and names plus email details of the Energy Services, FM companies and one Bank, with whom in the past months I have been discussing off-balance sheet finance contracts.

These companies are all prepared for the request to send DECC typical and representative actual contracts on current or past public sector projects, in the UK preferably, which have been or will be private funded and classified as off-balance sheet. They are expecting an NDA to be sent to them shortly.

The 9 companies are my selection of the most interesting ones, having spoken or met with some others as well.

Trust this preparation and info will be helpful and could you please let me know when you intend to send the NDA's?

Email from Miriam Maes to DECC Officials, 10 February 2011 15:37, RE: [UNCLASSIFIED] RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

I am not sure what we can do at this point in time on accelerating the contracts being sent. First the NDA's will need to be signed by both parties and returned to the Energy Service Companies.

This will take a couple of days at least to turn around.

In your well deserved absence, who will take over from you for this subject and the WHDS?

Email from CO Official to Miriam Maes, DECC Officials, 10 February 2011 14:42, [UNCLASSIFIED] RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Just to flag that after next week I will be away (for 3 weeks) so I will only be able to review contracts that come in early next week - otherwise this will have to wait until the end of March. Anything that you can do to expedite this would be helpful.

Email from Miriam Maes to DECC Officials (cc: Colin Church), 10 February 2011 14:04, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Many thanks []

Just had a very useful discussion with [] on how NAO has signed off at least 5 of [] contract as off balance sheet private finance. I will do a separate note on this.

Email from DECC Official to Miriam Maes, 10 February 2011 13:26,

Thank you. I've sent the NDA to [].

Email from Miriam Maes to DECC Officials (cc: Colin Church), 10 February 2011 09:36, RE, Energy Services Companies Overview 6th February 2011 for NDA.xls

I have another company to add to the list I sent already. It is the company [] who is working closely together with [] and have according to [] (email I sent to you last week) received NAO clearance on 2 projects.

I have a call with their CEO today and will tell you more after I have spoken to him. He is however interested in receiving the NDA.

Could you or [] send an NDA to [] on below email address?

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Email from Miriam Maes to DECC Officials (cc: William Jordan, Colin Church, CO Officials), 06 February 2011 10:34, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Attachments: Energy Services Companies Overview 6th February 2011 for NDA.xls (23 KB)

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Email from Miriam Maes to DECC Official, 10 February 2011 15:38, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

For both. That is why it is interesting. I will explain it in my note.

Email from DECC Official to Miriam Maes, 10 February 2011 15:17, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Thanks for this – a quick question: are these contracts for energy efficiency retrofit, or are they for energy centres?

Email from Miriam Maes to DECC Officials (cc: Colin Church), 10 February 2011 14:04, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Many thanks []

Just had a very useful discussion with [] on how NAO has signed off at least 5 of [] contract as off balance sheet private finance. I will do a separate note on this.

Email from DECC Official to Miriam Maes, 10 February 2011 13:26, No Subject

Thank you. I've sent the NDA to [].

Email from Miriam Maes to DECC official (cc: Colin Church) 10 February 2011

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Trust this preparation and info will be helpful and could you please let me know when you intend to send the NDA's?

Email from Miriam Maes to DECC Official, 10 February 2011 16:39, cc Gregory Barker FW: Greg Barker Meeting Request 020311 (3)

I sent the formal meeting request through to your office last week and just wanted to check where it was in the system.
It would be really great if you could see the Air Products Global VP Energy for 45 minutes?
They are planning his diary for when he is over in the last week of February after recess.
Thank you in advance for your reply.

Email from Miriam Maes to DECC Official (cc: DECC Official), 06 February 2011 14:58, Greg Barker Meeting Request 020311 (3)

Please find attached the formal meeting request from Air Products Global Vice President Energy, who will be in Europe in the week commencing 28th February. He would like to meet the Minister to explain their innovative large scale base load Energy from Waste plant, which they intend to build in the UK.

Plans are progressing really well and it would be the first large scale renewable electricity plant in the UK.

As briefly discussed, I mentioned it to Greg who would be interested to meet with Air Products.

Could you please guide this request through the proper channels?

Many thanks in advance and looking forward to seeing you tomorrow.

Email from Miriam Maes to DECC Official, 10 February 2011 16:40, RE: FYI. Energy efficiency contracts

Many thanks for sending me copies of the letters.

Please let me know if you want me to chase them at a point in time.

Email from DECC Official to Miriam Maes, 09 February 2011 15:05, FYI. Energy efficiency contracts

For your information/records, I have attached the emails I sent yesterday asking for redacted contracts.

Thank you for the table of contact details. I was working at high speed yesterday and found its at-a-glance simplicity helpful.

Email from Miriam Maes to Gregory Barker, 10 February 2011 17:11, RE: Table of Tariffs

[] is around Tuesday and Wednesday, although he leaves on the evening train on Wednesday. Would Tuesday suit you?

Email from Gregory Barker to Miriam Maes, 10 February 2011 15:57, RE: Table of Tariffs

No problem, let's do it next week then!

Email from Miriam Maes to Gregory Barker, 10 February 2011 15:45, RE: Table of Tariffs

Many thanks Greg. No responses yet from [] nor [] for drinks tonight. Looks like it might be difficult.

Do you want to reschedule?

Email from DECC Official to Gregory Barker, 10 February 2011 10:12, FW: Table of Tariffs

FITs table as an attachment and copied below

Email from DECC Official to Gregory Barker, 10 February 2011 10:06, Table of Tariffs

PSA table of tariffs for FITs

Email from Miriam Maes to Gregory Barker, DECC Official, 11 February 2011 12:00, FIT Speech

Re: FIT Speech

As just discussed, please find below as requested, the programme for the New Energy Economy Forum, which will take place on Tuesday and Wednesday next week. Around 300 people are expected to attend and more information can be found on the website:

<http://www.newenergyeconomy.co.uk/programme.php>

I will call [] to see if you could speak on Wednesday morning.

Re:FIT discussions with separate groups:

1. The Social Housing Actors (eg British Gas, Eaga, Developers and others): I would ask REA for the top 6 list. You could meet with them as a group.
2. The Roof top players (top ones) : Idem to 1.

Re: FIT OPED

You would want to do one in the Guardian or the Times next week but have messaging clear before hand.

Re: EMR

You would like to speak at the EMR event for the Expert Stake holder Workshop on the "D3" event on 3rd March.

Attendance will be the independent smaller producers- the Non Big 6 and all others. I sent you the programme in my first email today to you.

I will call [] to discuss.

I have a lunch meeting and then a 3-5pm meeting.

Speech on FIT:

 Join our LinkedIn Group - [click here](#)

15-16 February 2011
Allen & Overy, One Bishops Square, London E1 6AD

[Home](#)

[Event Programme](#)

[Book your place](#)

Event Programme
[View Day 1](#) | [View Day 2](#)

Day 1 - Tuesday 15th February 2011		
Registration and Refreshments		
9.00	Anne Baldock Global Head of Projects, Energy & Infrastructure, Allen & Overy	Welcome
	David Porter CEO Association of Electricity Producers	Introduction and Chairman's opening remarks
Government Policy & Incentive Programs to Stimulate and Reshape the Industry		
	Dr. Anthony White , Co-founder, BW Energy Ltd	A view of Electricity Market Reform and the Green Deal Will the reforms decarbonise and keep the lights on whilst keeping prices affordable?
	Tony Ward Partner, Ernst & Young	Funding the transformation of energy infrastructure and new service models
	Ian Smyth Partner, Lane Clark & Peacock LLP	The Structure of Utility Revolutions - How will utilities generate value in the 21st Century <ul style="list-style-type: none"> · Revolution or evolution - the invisible hand at work · The decline of fossil fuels - really? · The rejuvenation of risk management · Old problems new skills
Distributed, Green and Home Energy		
10.15	Simon Skillings Director, Trilemma UK	Delivering D3 through electricity market reform <ul style="list-style-type: none"> · The D3 concept and why it's important · Opportunities to enhance delivery of D3 through electricity market reform
	Chris Welby Commercial Director, Good Energy	Pioneering green customer supply and community energy generation <ul style="list-style-type: none"> · Empowering consumers to deliver the renewable transformation · Transforming the customer/supplier relationship to incorporate wider microgeneration · Powerful partnerships to deliver the new energy economy
	Graham Meeks Director, CHPA	CHP and district heating - the heart of the energy transformation <ul style="list-style-type: none"> · The New Energy Economy driving prospects for CHP · CHP and District heating as a solution to environmental and financial goals · CHP as an example of an integrated approach to intelligent energy systems
	Robert Groves COO, SmartestEnergy	Championing independent energy entrepreneurs <ul style="list-style-type: none"> · Driving growth in the independent energy market · How the independent energy sector can help to plug the energy gap · Supporting all leading technologies of renewable generation
	Ian Rose Business Development Director, Bglobal Metering	Helping to realise the green deal through the use of smart energy data <ul style="list-style-type: none"> · Strategic drivers for the consumer energy usage revolution · The information lifecycle of smart energy services

		<ul style="list-style-type: none"> · The information lifecycle of smart energy services · Applying smart meter data to deliver key energy market incentives · Making energy count – our vision for practical delivery
	Richard Smith Future Transmission Networks Manager, National Grid	Blending decentralised and centralised energy to achieve sustainability and security <ul style="list-style-type: none"> · 2020, 2030 and 2050 energy mix · Smarter energy networks · Operating the future transmission grid
11.45	Refreshments and Networking	
	Identifying & Using Existing Assets to Reduce Dependency on Carbon Based Fuels	
	Peter Jones OBE Chairman, Waste2Tricity & Advisor to the Mayor of London	Transforming waste streams into energy streams <ul style="list-style-type: none"> · The importance of maximising waste to energy strategies in the new energy economy · Developing opportunities for integrated waste to energy to district heat projects · Realising the scale of opportunities in all business sectors
	Oliver Harwood Chief Surveyor, Country Land & Business Association	Rural assets at the heart of the new energy economy <ul style="list-style-type: none"> · Maximising energy production from land and farming assets · Learning from Europe on anaerobic digestion - can the UK catch up and reap the benefits? · Opportunities and Challenges for investors
	Andrew Mercer CEO, Blue-NG	High efficiency, high sustainability, decentralised energy – Renewable baseload
	David Olivant Energy Procurement Manager, Asda	Taking control of your own Business energy use <ul style="list-style-type: none"> · The importance of energy to business success and sustainability · The impacts of increased energy cost and compliance · Practical steps to take control of energy and carbon · Bringing it alive across the whole business through a cultural shift
13:00	Lunch	
14:15	David Green CEO, UK Business Council for Sustainable Energy	Introduction and Chairman's opening remarks
	Use of National Infrastructure to Enable Consumer Engagement	
	David Mitchell MD, Energy & Sustainability, Datamonitor	Will information & communication technologies help or hinder the new energy economy? <ul style="list-style-type: none"> · Will the wide range of technology approaches hinder the transformation of the energy sector · How do you select the technology initiatives that will enable real cost-effective transformation · Has government already influenced our technology choices?
	Neill Young M2M Product Manager, Everything Everywhere (Orange / T-mobile) Speaker to be confirmed	Turning energy into part of our smart life through converged communications <ul style="list-style-type: none"> · Turning the wealth of smart energy data into information that consumers want to use · Adding value through services, choice and personalisation · How self-service and flexible communications generate involvement · Realising value outside the energy sector for wider consumer offerings
	David Hawkins Development Manager, GE Digital Energy	Preparing distribution networks for the low carbon future <ul style="list-style-type: none"> · Anticipated impact of new low carbon demands (and generation) · Traditional response to the low carbon impact · Smart alternative to the low carbon future
	Stuart Lacey CEO, Electralink	Evolving the energy market model to enable the smart grid revolution <ul style="list-style-type: none"> · Focusing on benefits and organising the market to achieve target outcomes including a positive customer experience · Using the data generated by the smart meter roll-out to create real-time intelligence across distribution and retail markets · The role of policy, incentives, regulation, innovation and

	<p>Stephen Woodhouse Director, Pöyry Energy Consulting</p>	<p>The transformation of UK energy networks to deliver smart energy</p> <ul style="list-style-type: none"> - delivering energy from diverse low-carbon sources - renewables by 2020 and de-carbonisation by 2030 - - evolution of the needs for flexibility e.g. through energy balancing markets - the potential sources of "flexibility" - the role of "smart energy" to meet the needs for flexibility (down to the lowest voltage levels, including alternative types of demand services) - the contradictory needs of the T and D networks and the wider energy system and how these may be resolved.
15.45 Refreshments and Networking		
The emerging supplier landscape		
	<p>Mark Covle Corporate Development Director, Utiligroup</p>	<p>Future energy supplier paradigms</p> <ul style="list-style-type: none"> - The range of new entrant suppliers bringing value today - The consumer intelligence and brand based next supplier model - Emerging supply entry from other sectors such as media, financial services, retail and telecommunications - The implications for the role of energy supply and its delivery
	<p>Doug Stewart CEO Green Energy UK</p>	<p>Challenging conventional thinking - becoming more than just an energy supplier</p> <ul style="list-style-type: none"> - Creating a new approach - Sharing the benefits with customers - Supporting a growing share of renewable energy generation
	<p>Ramsay Dunning CEO, Co-operative Energy, part of Midcounties Co-operative</p>	<p>The co-operative approach to the new energy economy</p> <ul style="list-style-type: none"> - Offering consumers expanded choice from their trusted brands - Building an enduring relationship across energy and other services - Differentiation from existing market players
	<p>Michael Brown Director, Delta Energy and Environment</p>	<p>Strategies for success in the retail energy services market</p> <ul style="list-style-type: none"> - How will the retail energy services market develop: in the short-term and to 2020? - Winners & losers – the role(s) which utilities and new entrants will play - Insights from recent energy service initiatives, in the UK and abroad - Key success factors for retail energy service providers
17.15 Chairman's Closing Remarks		
<p>19.00 Drinks Reception hosted by Bglobal Metering at Plaisterers Hall</p> <p>Dinner hosted by Ernst & Young</p> <p>Compere: Dr James Bellini, Futurologist and former Sky and BBC presenter (Money Programme, Newsnight and Panorama)</p>		

Day 2 - Wednesday 16th February 2011

Registration and Refreshments		
9.00	<p>Dr James Bellini, Futurologist and former Sky and BBC presenter (Money Programme, Newsnight and Panorama)</p>	Introduction and Chairman's opening remarks
Energy Visions, Smart Goods and New Opportunities to Connect with Consumers		
	<p>Richard Postance Partner, Head of Smart Energy UK, Ernst & Young</p>	<p>The Smart Energy (R)evolution: The importance of Risk Management and Unlocking Customer Value</p>
	<p>Dr Mike Patterson, R&D Director, Passiv Systems</p>	<p>Alternative approaches to achieve the smart home</p> <ul style="list-style-type: none"> - How today's activities create a path through smart metering and grid towards the smart home - Joining up devices, data and buildings to create the smart home - The diverse needs of differing property types in realising the smart

<p>Dr. Uwe Braun, Senior Vice President Sales Power Plus Communications</p>	<p>Achieving consumer energy usage optimisation through interconnected devices</p> <ul style="list-style-type: none"> · Turning expanding energy complexity into simplicity through trust, automation and consumer control · Reflecting diversity and flexibility of information experience · Making data available through adaptive communications from sector to devices
<p>Amv Cooke Strategic Business Development Director, Cable & Wireless Worldwide</p>	<p>Applications – making the smart grid smart</p> <ul style="list-style-type: none"> · Enabling consumer choice and utility efficiency through apps · The integration challenge · Data and Physical security of interconnected devices
<p>Jeremy Parker Consulting Director Utilities, Vertex</p>	<p>The Generation “Y” Customer Revolution</p> <ul style="list-style-type: none"> · Are you ready for confident and tech savvy customers · Working with the networked consumer · Maximising an increasingly ‘self serve’ relationship
<p>10:30 Refreshments and Networking</p>	
<p>Workshop Sessions - The conference now splits into four streams:</p>	
<p>11:00 Workshop 1</p> <p>Hosted and facilitated by Utiligroup</p> <p>Presentations from :</p> <p>Dave Sowden, Chief Executive, Micropower Council</p> <p>Andrew Hillier, Managing Director, Ice Energy Technologies</p> <p>Iain Robertson, Business Development Manager for Scotland, SmartestEnergy</p> <p>Bill Wright, Chairman, Retail Energy Forum</p> <p>Andrew Buglass, Head of Energy, Structured Finance, Royal Bank of Scotland</p> <p>Steven Fawkes, Partner/Head of New Energy & Power Research, Matrix Corporate Capital</p> <p>Mark Clayton, Managing Director, Carbon Guerrilla</p> <p>Ashley Guise, Managing Director, AVC energy</p> <p>Urszula Thorpe, FIT Compliance Manager, OfGEM</p> <p>Paddy Thompson, General manager Business Development, Ceramic Fuel Cells Ltd</p>	<p>The growing role of incentives to drive the smart energy transformation</p> <p>The workshop will consider the increasing role of incentive mechanisms as a way to realise government policy in energy around distributed energy, energy efficiency and innovation. A series of introductory speeches, panels and open discussion will explore experiences to date, implications for the future, responses by the energy sector, investors and consumers.</p> <ul style="list-style-type: none"> · Energy incentives as government policy realisation mechanism · Feed In Tariffs - Progress to date and into Phase 2 · Renewable Heat Incentive – the next wave and how it fits with FIT · Carbon Reduction Commitment – from incentive into tax? <p>The importance of carbon as a driver for business profitability and sustainability · Green Bank – how might this be used to stimulate initiatives to deliver policy</p> <ul style="list-style-type: none"> · Network investment – the pivotal role of regulatory investment in delivering the smart grid
<p>16:00 Workshop 1A</p> <p>Discussion led by three members of the D3 working group – Mark Coyle, Steve Fawkes and Graham Meeks</p>	<p>Additional session- D3 – An enhanced programme for electricity market reform</p> <p>D3 is a stakeholder initiative promoting an expanded role for the demand-side in our reforming electricity market, with the aim of maximising the prospects of achieving energy policy goals, increasing competition and choice, and managing costs of transition in the interests of consumers. new choices. It embraces three key elements (hence ‘D3’): Demand management, Demand response and Distributed generation.</p> <p>The immediate objective of D3 is to press for a programme of electricity market reform that facilitates the competitive, commercial and cost-effective deployment of a diverse demand-side response.</p>

	<p>The final session of the workshop focuses specifically on this D3 agenda, providing delegates with the opportunity to:</p> <ul style="list-style-type: none"> - discuss the challenges for the D3 agenda within the EMR process and beyond - share the practical experience of bringing forward D3 actions and investments in the UK and other markets - feed into the recommendations of the working group
<p>Workshop 2</p> <p>Hosted and facilitated by Ernst & Young</p> <p>Presentations from :</p> <p>Graham Smith, Managing Director, Toyota Motors Europe</p> <p>Mike Wilks, Principal Consultant, Pöyry Energy Consulting</p> <p>Sara Bell, Head of Commercial Strategy, UK Power Networks</p> <p>Richard Postance, Partner - Power & Utilities, Ernst & Young LLP</p>	<p>Creating the right economic environment to enable smart <i>Be part of making change happen</i> – this will be an interactive session. The workshop will investigate the roles that need to be played by government, utilities, corporate and consumers in order to create the right economic environment to enable efficient and effective development and delivery of a smart grid for the UK.</p> <p>Specialist speakers will help to set the scene and present data and information to enable an informed debate leading to real and practical solutions. Workshop attendees will then take part in a live polling session contributing to the vision of the new energy economy in the UK. The results from the session will be collated and shared with the workshop attendees with key findings being made available to engage and inform the market.</p> <p>Starting with the grid, the workshop will investigate the issues and barriers that need to be overcome as the UK aims to make the right connections and unlock the optimum economic benefits in the value chain as we start to embrace smart meters, smart homes, microgeneration and electric vehicles. Some of the key topics for debate will include:</p> <ul style="list-style-type: none"> - How to create market pull, and who will ultimately drive this? Do we have the right market structure in place? - Where are the disconnects? - What's the future for regulation? - How can we really leverage relationships with consumers? - What are the risks? We hope that this workshop goes some way to helping to define the practical steps needed to create the right economic environment to enable smart.
<p>Workshop 3</p> <p>Hosted and facilitated by EAGA</p> <p>Presentations from:</p> <p>Jonathan Stearn, Head of Sustainability and Disadvantage, Consumer Focus</p> <p>Derek Lickorish, Chairman, Fuel Poverty Advisory Group</p> <p>Simon Green, Head of Business Development, Energy Saving Trust</p> <p>Jenny Holland, Head of Parliamentary Team, Association for Conservation of Energy (ACE)</p> <p>Ian Manders, Deputy Director & Head of Development, Combined Heat & Power Association</p> <p>John Swinney, Director, Eaga</p> <p>Olivia Powis, Regional Manager, London and Environmental Sustainability at National Housing Federation (NHF)</p> <p>Clare Dudeney, Senior Policy Advisor, UK Business Council for Sustainable Energy (UKBCSE)</p>	<p>Social Energy - A Green Deal for Everyone?</p> <p>This workshop will focus on what the New Energy Economy has to offer vulnerable and socially disadvantaged consumers, what are the barriers to their full participation, what techniques will be needed to engage this type of consumer and what new opportunities will be created during these interactions.</p> <p>Some of the key topics for discussion will include:</p> <ul style="list-style-type: none"> - The barriers facing the socially disadvantaged and vulnerable - Driving engagement in the new energy economy - Ensuring fairness for all - "It's more than just loft insulation!"

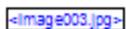
<p>for Conservation of Energy (ACE) Ian Manders, Deputy Director & Head of Development, Combined Heat & Power Association John Swinney, Director, Eaga Olivia Powis, Regional Manager, London and Environmental Sustainability at National Housing Federation (NHF)</p> <p>Clare Dudeney, Senior Policy Advisor, UK Business Council for Sustainable Energy (UKBCSE)</p>	
<p>Workshop 4</p> <p>Hosted and facilitated by Electralink</p> <p>Workshop Chaired by Adrian Clough, Partner, Herbert Smith Stuart Lacey, Chief Executive, ElectraLink Peter Haigh, Chief Executive, Elexon David Thorne, Chief Executive, Gemserve Nick Salter, Head of Strategy and Development, Xoserve</p>	<p>Evolution of Markets: to deliver the new energy economy This workshop will explore the changes that need to occur in the markets as data from smart meters becomes more prevalent.</p> <p>In the context of the governance codes and the central bodies that underpin market competition and the existing Supplier Hub principle we will consider how the current distribution of data across multiple stakeholders presents both opportunities and pitfalls for:</p> <ul style="list-style-type: none"> - ultimate governance code consolidation - data centralisation - step changes in data volumes and availability - changes in data ownership and value <p>This workshop will also seek answers to the following questions:</p> <ul style="list-style-type: none"> - How can the market ensure a smooth transition to the smart world? - What is the optimum governance model to secure the stated benefits? - Who will do what with all of this data, from networks to suppliers to customers?
12:45 Lunch	
15:30 Refreshments and Networking	

The Organisers reserve the right to change the programme if necessary and without prior notice

Please contact us via visit@newenergyeconomy.co.uk with any enquiries

Support Organisations

[Registration Terms](#) | © 2010 New Energy Economy



Email from Miriam Maes to DECC Official, 11 February 2011 18:02, RE: public funding pot

Just catching up on my emails.
I will mention it to Greg when I speak to him in half an hour

Email from DECC Official to Miriam Maes, 10 February 2011 18:27, public funding pot

When [] and I saw you last week, we talked about the possibility of creating a dedicated funding pot for public sector loans. We discussed how this would help deliver targets, and then greenest govt ever commitment – but that it would need high-level political support.

We're just drawing up a note to Greg at the moment, and wondered if you had mentioned this to him, so we can set it out accordingly?

Email from Gregory Barker to Miriam Maes, 11 February 2011 11:15, RE: FIT/EMR

Extremely helpful. Will call shortly. G

Email from Miriam Maes to DECC Official, 11 February 2011 10:29, FIT/EMR

A. You asked me to think about a FIT speech or OPED next week. Several options are:

1. You could speak at next week's New Energy Economy Forum, where about 300 people are expected. It is on Tuesday and Wednesday. Details of programme to be found at: visit@newenergyeconomy.co.uk

The conference is organised by [], whom I know quite well. I could give [] a call to see if you could become keynote speaker.

2. Definitely try to do an article in the Guardian or Times, explaining the process and addressing the 50Kwh issue. This is the key one that created confusion and upset, as the roof tops are into this category.

3. Have REA organise a meeting to meet members at short notice (they had 60 people this week at 2 days' notice).

Could be organised in one of the big lawfirms offices. Large numbers of members expected to attend.

5. Do a North UK tour with several manufacturers- []/REA could help to organise this.

B. You asked me to think about an event where you could speak on EMR to the non Big 6.

As it happens, an event is organised on 3rd March by the "expert" group we pulled together under chairmanship of []. The invitations have gone out and Jonathan Brearly will be speaking. I am sure we would be delighted to have you as key note speaker!

Please see below the invitation.

Just let me know if you want me to speak to [] about this.

I will await your call/responses on both.

You are invited to join us at the Expert Stakeholder Workshop 'Demand-Side, Distributed Generation & the Smarter System: Security, affordability and choice in electricity market reform'. Places are limited, so book today by return email to avoid disappointment: [].

D3 Expert Stakeholder Workshop

Demand-Side, Distributed Generation & the Smarter System: Security, affordability and choice in electricity market reform

3rd March 2011 09:30 – 17:00

Venue: Central London venue tbc

For further information and bookings, please contact [], []

or visit our website www.emrd3.org.uk

Workshop overview

The Electricity Market Reform consultation has set in motion what should be the most significant reform in the UK energy market since the early 1990s, and in looking to meet the challenges of building a decarbonised energy system the Government has not shied away from radical proposals. Amongst these is a commitment to expand the role of the demand-side of the electricity market, creating the opportunity

for energy efficiency, load management, distributed generation and smart systems to compete in delivering a secure energy system at the lowest cost for consumers. An expanded role for the demand-side – demand management, demand response and distributed generation - is not a new concept in electricity markets, but it remains a long way from fulfilling its potential in the UK. As we increasingly look to the ‘smart grid’ to address the challenges posed by an expansion of low carbon generation, it is vital that we put in place the markets that value the actions and the assets that provide the flexibility that the system needs. The D3 workshop provides a platform for stakeholders who are active in the sector to help shape the agenda of market reform, through interaction with Government, regulators, network operators and other experts.

This one day workshop will explore the EMR consultation proposals with reference to the range of demand-side solutions on offer and the capabilities of our electricity networks to mobilise them. Guest speakers from the US will share their experience as designers, participants, analysts and regulators of the New England capacity markets, alongside industry participants and experts from the UK. The programme will include both plenary and interactive workshop sessions.

Areas of focus will include:

Creating effective market mechanisms to access the value of demand-side and distributed generation participation in capacity and ancillary services markets.

Establishing the proper market conditions for competitive new market entry, including liquidity and transparency in electricity markets.

Elimination of barriers to entry, including costs of market participation, unmanaged risk and regulatory burden

Putting in place the systems, infrastructure and incentives to leverage the benefits of demand-side participation, including active network management and ‘smart’ systems.

Workshop programme

09:30 – 10:00 Reception

10:00 – 10:15 Conference introduction Chair: []

10:15 – 10:45 D3 in Context The value of D3 in meeting objectives for market reform
Chair: []

Speakers:

Jonathan Brearley, DECC

[], Exeter University

[], National Grid

10.45 – 11.00 Questions

11.00 – 11.30 Coffee

11.30 – 12.15 Unlocking the Value What role can markets play in creating price and volume certainty for D3 resources?

Chair: [] E3G

Speakers:

[], Principal Energy Futures Group US

[], Senior Associate, Synapse Energy

Economics US

12.15 – 13.00 Unpacking the Issues. This plenary Q&A session will identify the cores issues for the afternoon workshops.

Chair: [], E3G

13.00 – 13.45 Lunch

13.45 – 15.30 Parallel workshop sessions

Workshop 1. Creating the conditions for new market entry

Chair: [], Matrix

Speakers:

[], Utilisoft

[], Allen & Overy

Workshop 2. Designing capacity markets for demand-side participation

Chair:[], E3G

Speakers:

[], Energy Futures Group US

[], Synapse Energy Economics

Workshop 3. Technical and operational challenges

Chair: [], Lower Watts Consulting

Speakers:

[], National Grid

[], CE Networks

15.30 – 16.00 Tea

16.00 – 16.45 Closing plenary

Chair: []

Session Chairs

16.45 – 17.00 Closing remarks and next steps

Email from Miriam Maes to DECC Official (cc: Gregory Barker), 11 February 2011 12:13, RE: FIT Speech

I am just responding to Greg's questions to me.

I am sorry if I did anything wrong And welcome your guidance.

Email from DECC official to Miriam Maes. 11 February 2011 12:06, RE: FIT Speech

I'd be grateful if you could direct all logistical arrangements regarding the Minister's attendance at events on Departmental business through this office please.

The Minister is often not aware of what is happening in his diary and it makes it very difficult for us to organise his time effectively if arrangements are made without our knowledge.

Email from Miriam Maes to Gregory Barker, DECC Official, 11 February 2011 12:00, FIT Speech

Re: FIT Speech

As just discussed, please find below as requested, the programme for the New Energy Economy Forum, which will take place on Tuesday and Wednesday next week. Around 300 people are expected to attend and more information can be found on the website:

<http://www.newenergyeconomy.co.uk/programme.php>

I will call [] to see if you could speak on Wednesday morning.

Re:FIT discussions with separate groups:

1. The Social Housing Actors (eg British Gas, Eaga, Developers and others): I would ask REA for the top 6 list. You could meet with them as a group.

2. The Roof top players (top ones) : Idem to 1.

Re: FIT OPED

You would want to do one in the Guardian or the Times next week but have messaging clear before hand.

Re: EMR

You would like to speak at the EMR event for the Expert Stake holder Workshop on the "D3" event on 3rd March.

Attendance will be the independent smaller producers- the Non Big 6 and all others. I sent you the programme in my first email today to you.

I will call [] to discuss.

I have a lunch meeting and then a 3-5pm meeting.

Speech on FIT:

Email from Miriam Maes to [] cc. Gregory Barker, 11 February 2011 20:05, RE: Meeting with Greg Barker

I just spoke to Greg and he is ok to meet on Monday with both of us at 6pm in the bar area of the Royal Horse Guards hotel.

Looking forward to seeing you then!

Have a good weekend.

Email from Miriam Maes to DECC Official, 13 February 2011 15:37, RE: FIT Speech

Don't worry [] No problem!

Email from DECC Official to Miriam Maes, 12 February 2011 11:50, RE: FIT Speech

OK Miriam, no problem.

I had intended to call you yesterday afternoon to update you on the conference call but got swept up by other things. Sorry about that, but clearly Greg filled you in.

Hope you have a nice weekend too!

Email from Miriam Maes to DECC Official, 12 February 2011 09:41, RE: FIT Speech

Having spoken to Greg last night, he would like me to wait until Monday to contact the [] (for Wednesday's event) and [] (for 3rd March EMR workshop).

I will await your or Greg's ok before calling them.

Have a good weekend!

Email from DECC Official to Miriam Maes, 11 February 2011 12:37, RE: FIT Speech

I've now spoken to the Minister. Are you able to join us on a conference call this afternoon at 2pm please?

In the interim, please make your enquiries as requested but do not confirm his attendance until we have discussed this afternoon.

Email from Miriam Maes to DECC Official (cc: Gregory Barker), 11 February 2011 12:18, RE: FIT Speech

I will not call [] nor [] and Will leave IT to you to advise me On whether to call them or whether DECC Will do so.

Email from DECC official to Miriam Maes, 11 February 2011 12:06, RE: FIT Speech

I'd be grateful if you could direct all logistical arrangements regarding the Minister's attendance at events on Departmental business through this office please. The Minister is often not aware of what is happening in his diary and it makes it very difficult for us to organise his time effectively if arrangements are made without our knowledge.

Email from Miriam Maes to Gregory Barker, DECC Official, 11 February 2011 12:00, FIT Speech

Re: FIT Speech

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I will call [] to discuss.

I have a lunch meeting and then a 3-5pm meeting.

Speech on FIT:

Email from Miriam Maes to Gregory Barker, 13 February 2011 19:02, RE: meeting

I am available in the morning and can come to DECC if you wish. Have meetings from 1pm onwards.

Email from Gregory Barker to Miriam Maes, 13 February 2011 18:45, RE: meeting

Thank you!! Will digest all this when I get home. Drinks at 6pm still fine. But would be good to chat in the morning ahead of my meeting with [] on FITs in the afternoon.

Email from Miriam Maes to Gregory Barker, 13 February 2011 18:10, RE: meeting

As discussed on Friday evening, we would meet with [] (who is on the list of the expert panel and who has helped a lot behind the scene) at 6pm in the Royal Horse Guards Hotel.

We would discuss FIT measures and [] potentially joining the expert FIT team. Are you still ok with this?

Email from DECC Official to Miriam Maes, 14 February 2011 10:33, FW: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

I'm tidying up some actions hanging over from last week; one of which is to forward you the email I sent to [] Thanks again for setting up the contact.

Email from DECC Official to Miriam Maes (cc: Colin Church, []), 10 February 2011 13:26, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Thank you. I've sent the NDA to [].

Email from Miriam Maes to DECC Officials (cc: Colin Church), 10 February 2011 09:36, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

I have another company to add to the list I sent already. It is the company [] who is working closely together with [] and have according to [] (email I sent to you last week) received NAO clearance on 2 projects.

I have a call with their CEO today and will tell you more after I have spoken to him. He is however interested in receiving the NDA.

Could you or [] send an NDA to [] on below email address?

Many thanks in advance.

Email from DECC Official to Miriam Maes, Gregory Barker, DECC Officials (cc: Colin Church), 09 February 2011 14:54, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Thank you for your email. You'll be pleased to know that the NDAs issued yesterday to all the companies suggested by Miriam.

We are also working on a update note on finance for energy efficiency in the public sector, and will have this with you shortly.

Email from Gregory Barker to Miriam Maes, DECC Officials (cc: William Jordan, Colin Church, CO Officials), 06 February 2011 10:42, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Thank you Miriam, this is extremely helpful. Driving this project forward is key to achieving our short term as well as long term goals. So can everyone please push extra hard to get the NDA's out as soon as possible and new projects up and running asap.

Please keep me closely informed of our progress as I want to have real examples to mention to the Prime Minister at our next informal chat.

Email from Miriam Maes to DECC Officials (cc: William Jordan, Colin Church, CO Officials), 06 February 2011 10:34, RE: Energy Services Companies Ovderview 6th February 2011 for NDA.xls

Please find as discussed the list and names plus email details of the Energy Services, FM companies and one Bank, with whom in the past months I have been discussing off-balance sheet finance contracts.

These companies are all prepared for the request to send DECC typical and representative actual contracts on current or past public sector projects, in the UK preferably, which have been or will be private funded and classified as off-balance sheet. They are expecting an NDA to be sent to them shortly.

The 9 companies are my selection of the most interesting ones, having spoken or met with some others as well.

Trust this preparation and info will be helpful and could you please let me know when you intend to send the NDA's?

Email from DECC Official to Miriam Maes (cc: DECC Officials), 14 February 2011 14:08, finance note

Hope you had a good weekend.

Attached is a draft submission that we plan to put to Greg today / early tomorrow, covering the latest on the finance position. It is currently with our Finance team here, as we need to consider how our advice fits with wider DECC-wide business planning advice. So it may be subject to a few changes yet. But we thought you would be interested to see it now.

We'll send you a copy when it goes up to Ministers.

Email from Miriam Maes to DECC Official (cc: DECC Official), 14 February 2011 22:14, RE: Invoice January

Message understood.

[]

Greg is aware of it and I will keep going until this issue will get solved.

Email from DECC Official to Miriam Maes (cc: DECC Official), 14 February 2011 13:21, RE: Invoice January

[]

In addition just to reiterate that until we have Ministerial and Perm Sec sign off for your contract extension we are unable to pay you any further funds. Therefore any work you carry out is at your risk if the extension is not signed or is further delayed.

Email from DECC Official to DECC Official, 14 February 2011 11:26, FW: Invoice January

As discussed!

Email from DECC Official to Miriam Maes (cc: Colin Church), 07 February 2011 14:55, FW: Invoice January

Thank you for this invoice, and for the re-submitted December one. I'll arrange for the December one to be processed now.

For the January invoice, as per my email of 13 January (attached), I'm afraid that we do not have clearance for the extension of your contract, and therefore we cannot pay more than the amount remaining on the current contract, which is £1988.20 once the December invoice has been paid.

I therefore need to ask you to resubmit the January invoice up to the remaining value on the contract of £1988.20. We are unable to pay the full invoice amount of £2437.50 (excl VAT) and the travel at £50.40.

I also need to say that – until the point where we have Ministerial and Perm Sec sign off for your contract extension - we are unable to pay you any further funds. This means that any work carried out after we have exhausted the £1988 remaining on your contract, will need to be carried out for free, or you will need to stop carrying out any further work.

We will try to resolve the contract issue as soon as possible.

Email from Miriam Maes to DECC Officials, 06 February 2011 11:46, Invoice January

Please find as requested my January Invoice. As discussed [], I am not counting any of the time I have spent working for Greg on other topics, nor have I included any admin. time this months.

I trust we can sort out the contract issues shortly.

Thank you in advance for your follow-up on this and looking forward to working together with you!

Email from Miriam Maes to Gregory Barker, 14 February 2011 23:44, RE: Invoice January

Just let me know if you want anything more from us.

I am meeting with the 10 percent team at 11.30-1pm and with Colin Church.

You are doing the right thing!

Email from Gregory Barker to Miriam Maes, 14 February 2011 23:22, RE: Invoice January

Thank you! Of course, will give it a very big nudge. Very depressing analysis tonight but am afraid it is spot on! Will have to work our way through it very carefully.

Email from Miriam Maes to Gregory Barker, 14 February 2011 22:20, FW: Invoice January

Good discussion tonight and sorry that we can't give you more positive news. I need your help to solve below issue on getting my new contract through Moira for half of the value of the old one (i.e. £10k as opposed £20k in the first one). The contract renewal is on Moira's desk since weeks. Can you please give it a nudge?

Many thanks in advance.

See you tomorrow at 6 in Royal Horse Guards in principle but will confirm it.

Email from DECC Official to Miriam Maes (cc: DECC Official), 14 February 2011 13:21, RE: Invoice January

[]

In addition just to reiterate that until we have Ministerial and Perm Sec sign off for your contract extension we are unable to pay you any further funds. Therefore any work you carry out is at your risk if the extension is not signed or is further delayed.

Email from DECC Official to DECC Official, 14 February 2011 11:26, FW: Invoice January

As discussed!

Email from DECC Official to Miriam Maes (cc: Colin Church), 07 February 2011 14:55, FW: Invoice January

Thank you for this invoice, and for the re-submitted December one. I'll arrange for the December one to be processed now.

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We will try to resolve the contract issue as soon as possible.

Email from Miriam Maes to DECC Officials, 06 February 2011 11:46, Invoice January

Please find as requested my January Invoice. As discussed [], I am not counting any of the time I have spent working for Greg on other topics, nor have I included any admin. time this months.

I trust we can sort out the contract issues shortly.

Thank you in advance for your follow-up on this and looking forward to working together with you!

Email from Miriam Maes to Gregory Barker, 15 February 2011 09:07, FWD: EMR – Demand-Side ‘D3’ Expert Workshop

Please find below more details about the EMR event on the 3rd March.

Do you think you would be able to do a speech some time during the day?

It would be an ideal way to engage with the non Big 6.

Email from [] to Jonathan Brearley (cc: Miriam Maes, redacted individual), 14 February 2011 14:46, RE: EMR – Demand-Side ‘D3’ Expert Workshop

Further to my previous email and our prior discussion, we have confirmed the 3 March date. Please see the programme attached.

You will see that we have 2 US speakers with an excellent pedigree, and we expect to attract a broad spectrum of commercial interests, including Enernoc and a number of other businesses now engaging in this market in the UK.

I have put you down to speak in the opening session, alongside [] and [] of National Grid. Please let me know ASAP if this will present you with any difficulties. Also, could I ask that those of your DECC colleagues planning to attend please notify my colleague, [] [] or [], by this Friday 18 Feb.

Thanks again for your cooperation on this.

Email from DECC Official on behalf of Jonathan Brearley to [], 01 February 2011 16:35, RE: EMR – Demand-Side ‘D3’ Expert Workshop

Many thanks for your email.

This has been forwarded to the Future Energy Networks team and Energy Security team in Jonathan’s directorate and someone will be in contact with you soon to discuss.

Enernoc’s contact details is:

[] Director of Business Development, UK

EnerNOC | 1 Sekforde Street | London EC1R 0BE

m: [] | f: []

[] | www.enernoc.co.uk

EnerNOC - get more from energy

Email from redacted individual to Jonathan Brearley (cc: []), 01 February 2011 15:56, EMR – Demand-Side ‘D3’ Expert Workshop

Further to our discussion last week, it looks like we will be aiming to go firm on the 3rd March for the expert workshop. Please find attached a draft programme.

A few key points:

- This programme is not set in stone. I would be pleased to learn of any areas of particular focus you would wish to include. Any comments before Thursday midday would be most welcome, as this is when we have our next Working Group meeting.
- Our US speakers are lined up for the 3rd. You will see the biographies attached , and [] is confident that they will bring the right mix of expertise to bear.
- If there is any problem with the date of 3rd March please shout now as we are about to book tickets.
- I have tried to secure [] engagement in the event but apparently he is otherwise engaged on the 3rd. I am due to speak to [] later today to see how best we can engage with Ofgem on the day. It may well be that in the time that our US colleagues are over there will be scope for bilaterals with [] if he is the key individual.

Do you have a contact at EnerNOC? Their website seems to point everyone at their press and investor relations spokespeople! There are other companies doing similar things in the UK STOR market, including Edinburgh-based Flexitricity, who have just signed a major deal with RWE. I have good links into them.

Please call to discuss any of this.

<<110214 D3 Expert Workshop – Flyer v3.pdf (41.5KB) ATT313456.htm (0.2KB)>>

Email from Miriam Maes to Gregory Barker, 15 February 2011 11:54, RE: drinks with Greg

Will do it in Horse Guards
Will let [] and [] know.

Email from Gregory Barker to Miriam Maes, 15 February 2011 11:51, RE: drinks with Greg

Horse Guards better if we can?

Email from Miriam Maes to Gregory Barker, 15 February 2011 11:30, FWD: drinks with Greg

Would this be ok for you for 6 pm today?

Email from Gregory Barker to Miriam Maes, 15 February 2011 11:12, RE: drinks with Greg

What about across Westminster bridge in the (Marriott?) hotel that used to be County Hall? It has a spacious lounge in it.

Email from Miriam Maes to [multiple], 14 February 2011 22:22, RE: drinks with Greg

Greg can have drinks with us tomorrow at 6 pm in a place close to the House of Commons. Do you know a nice place? Alternatively, the Royal Horse Guards hotel could be an option? Will await

your confirmation and suggestions.

Email from Miriam Maes to Gregory Barker, 15 February 2011 21:51, FW: WWF/Greenpeace: Energy bills to rise as nuclear gets £3.43bn for doing nothing

Please find below the windfall tax topic we were talking about.

Email from [] to [multiple] 14 February 2011 15:06, WWF/Greenpeace: Energy bills to rise as nuclear gets £3.43bn for doing nothing

I dare say we can all think of better things to do with £3.4bn than hand it over to existing nuclear power stations. Like FITs, Gren Investment Bank etc. I stress this is existing nuclear stations. This £3.4bn (the highest level of CPS in Treasury scenarios) is what the nuclear generators get for.....doing what they were going to do anyway.

Email from George Smeeton to [multiple], 14 February 2011 11:41, WWF/Greenpeace: Energy bills to rise as nuclear gets £3.43bn for doing nothing

Press release

Immediate release

Energy bills to rise as nuclear gets £3.43bn for doing nothing

Treasury fail to stop rising energy bills as WWF and Greenpeace call for windfall tax on nuclear generators

Energy bills will rise because Government proposals will handover £3.43bn to nuclear generators for doing absolutely nothing different. The proposals to introduce a carbon floor price as part of the ongoing Electricity Market Reform (EMR) consultation could end up benefiting existing nuclear generators to the tune of £3.43bn between 2013 and 2026.

The windfall follows years of financial subsidies for nuclear energy (including a £10bn public bailout of British Energy in 2002) and makes a mockery of the Coalition government's stated opposition to any form of public subsidy for nuclear.

WWF and Greenpeace are urging the government to introduce a windfall tax on existing nuclear generators alongside the carbon floor price mechanism, that would be used to support energy efficiency and emerging renewable technologies through the Green Investment Bank.

The carbon floor price will operate as a tax on power companies with coal and gas-fired plants. As coal and gas are the dominant forms of power generation in the UK, the carbon floor price will have the effect of increasing the wholesale electricity price as a consequence of increasing the costs incurred by coal and gas-fired power stations.

Because existing nuclear power stations do not burn fossil fuels, they will not have to account for the carbon floor tax but will benefit from increased electricity prices and therefore increased profits. WWF and Greenpeace have obtained the data on potential windfall profits from the modelling work used to underpin the Treasury's consultation on the carbon floor price.

A carbon floor price reaching £40t/CO₂ in 2020 (one of 3 options put forward in the carbon price support consultation) could result in windfall profits of £3.43bn over the 2013-2026 period, and £3bn until 2022. This is based on the average number of hours that the UK's existing nuclear power stations are expected to operate at for the remainder of their operational life.

WWF and Greenpeace are calling for a windfall tax to be introduced to claw back these additional revenues. They also are arguing for a significant proportion of the revenues to be used to help consumers reduce their overall energy consumption and R&D investment in emerging renewable technologies possibly by channelling these funds to properly capitalise the Green Investment Bank.

Commenting on the proposals, Nick Molho, Head of Energy Policy, WWF-UK, said: "At a time of fiscal austerity and rising energy bills, it seems crazy to be introducing a policy that gives huge windfall profits to the existing nuclear generators - especially when this sector has been bailed out by the taxpayer on several occasions in the past. The Government should find ways to prevent these windfall profits, and use the revenue to help householders reduce their energy needs."

Dr Douglas Parr, Chief Scientific Adviser and Policy Director, Greenpeace UK said: "This is yet another taxpayer handout to a failing nuclear industry. The economics of nuclear power have never added up and it has been continually propped up with money from hard-working families.

"The continued kowtowing of the Government to the nuclear industry beggars belief. Government policy should be backing the building of globally competitive industries based on clean, cutting-edge forms of energy and green growth, not an outdated industry that has never been able to stand on its own two feet."

- Ends -

Editor's notes

1. On nuclear, the Coalition Agreement states: "Lib Dems have long opposed any new nuclear construction. Conservatives, by contrast, are committed to allowing the replacement of existing nuclear power stations provided that they are subject to the normal planning process for major projects and also provided that they receive no public subsidy. We will implement a process allowing the Lib Dems to maintain their opposition to nuclear power while permitting the Government to bring forward the NPS etc."
2. Nuclear: A history of financial subsidies: The latest potential windfalls for existing nuclear generators are a reminder of how dependent this industry has always been on subsidies paid for by UK tax payers and electricity consumers. Billions of pounds of taxpayers money has already gone into supporting nuclear power. The idea that nuclear is a cheap energy source is wholly inaccurate.

· In 1995 the Sizewell B nuclear power plant was completed at a cost to electricity consumers of more than £3bn, yet a year later when the newer nuclear plants were privatised as British Energy, it and seven other nuclear power plants of about the same size were sold for only about half this cost

· In 2002, despite acquiring these eight plants for a fraction of their construction cost, British Energy went bankrupt and was saved only by the government committing £10bn of taxpayers' money

· The latest nuclear projects being built in Finland (currently 55% over budget and running 3 years late) and in France (€1bn over budget and running at least 2 years

late) are the latest reminders that the costs of nuclear power stations remain extremely uncertain and very risky for consumers and tax payers.

3. The Offshore Valuation Report recently prepared by government and major energy companies showed that by using just 29% of the UK's offshore resource, the offshore renewables industry could allow the UK to become a next exporter of electricity by 2050, creating 145,000 jobs and £62bn of annual revenues in the process for the UK economy. This does not take into account other jobs that could be created through export opportunities.
4. If everyone used natural resources and generated carbon emissions at the rate we do in the UK we would need three planets to support us. The way we live is leading to environmental threats such as climate change, species extinction, deforestation, water shortages and the collapse of fisheries. WWF's One Planet Future Campaign is working to help people live a good quality of life within the earth's capacity. For more information visit www.wwf.org.uk/oneplanet

For further information, please contact:

George Smeeton

WWF-UK tel: [], email: []

Graham Thompson

Greenpeace UK tel: [], email: []

Email from Miriam Maes to Gregory Barker, 15 February 2011 21:56, No Subject

Thank you very much for your kind invitation for drinks tonight. We really appreciated to have some time with you, although we probably talked shop a bit too much. But what can we expect from all of us.

Very best wishes and thank you again.

Email from DECC Official to Miriam Maes, 17 February 2011 18:50, 25% carbon target for MoD

Further to [] message. I attach the advice that has been put up to Greg Barker this evening. This had to go up today as there is no box tomorrow and next week is recess.

[]

Email from DECC Official to Miriam Maes, 18 February 2011 13:48, Financing Energy Efficiency – update submission

The minster has raised some questions on the submission we put up yesterday and which I shared with you in draft previously (final version attached again). Not sure of details as he yet to drop off his notes to the office.

Be grrateful for a word Monday, by telecon if necessary, when we will know the detailed feedback. Are you around? If so please let me know best times for you.

Email from DECC Official to Miriam Maes, 17 February 2011 13:11, FW: Financing Energy Efficiency – update submission

FYI

Tweaked version of what we shared with you in draft (most around business planning issues)

Went to ministers today.

Email from Gregory Barker to Miriam Maes, 20 February 2011 10:57, RE: Meeting with Miriam Maes

Good morning! This is very helpful, I need to check diary first but if it fits, would like to do a scene setting opening remarks and a small private discussion after the event to get feed back. How does that sound to you?

ps let's have another quick chat on the phone before you go into DECC for your meeting tomorrow!

Email from Miriam Maes to Gregory Barker, 20 February 2011 09:28, FW: Meeting with Miriam Maes

I hope you have a well deserved relaxing weekend!

I just got below email from [] and the EMR workshop, initiated by the expert panel we put in place, addressing the "D3" issues: Energy Efficiency , Decentralised Energy and Demand Response. [] has invited some US speakers on the 3 issues and the audience will be non Big 6 companies and organisations.

As you wanted to have the opportunity to speak to them directly, the event on 3rd March would be ideal. [] outlines your options in his point 1 and 2.

Many thanks in advance for considering this request.

Email from [] to Miriam Maes (cc: [multiple]), 20 February 2011 08:21, RE: Meeting with Miriam Maes

A couple of things:

1. We have our US visitors from the Regulatory Assistance Project attending the D3 workshop on Thursday 3rd March, how do you see the best way of taking this forward with Greg? I see that there are two things in play (which are not mutually exclusive):

- An introductory or concluding address from Greg to the workshop (starts 10.00, concludes 17.00 – venue is 12 Roger Street, London, WC1N 2JU, just off Gray's Inn Road, 8 mins' walk north of Chancery Lane)

- A private briefing with the US delegates and a couple of UK parties – see options below:

- Late afternoon/evening on Wednesday 2nd March

- Breakfast briefing with Greg on the Thursday 3rd March (we would need to have finished by 09.15 at the latest)

- Evening on the 3rd (workshop finishes AT 17.00)

2. I was wondering if it might be possible to bring one of your Elia colleagues over for the workshop to describe the operation of the various short-term markets that operate in Benelux, as an illustration of a shorter-term model?

Email from [] to DECC Official, 18 February 2011 15:41, Meeting with Miriam Maes

Miriam has asked if it will be possible for you to email her with your requests as

today will be hard for a catch up and she is abroad all of next week for meetings. She appreciates your understanding.

Email from Miriam Maes to Gregory Barker, 20 February 2011 12:51, RE: Meeting with Miriam Maes

That sounds great. I will await your response on the 3rd.
I am available today for a call from 5.30 onwards. Would that fit your planning?
I am meeting with [] at 9.45 to 10.45 tomorrow in DECC

Email from Miriam Maes to Gregory Barker, 20 February 2011 09:28, FW: Meeting with Miriam Maes

I hope you have a well deserved relaxing weekend!
I just got below email from [] and the EMR workshop, initiated by the expert panel we put in place, addressing the "D3" issues: Energy Efficiency , Decentralised Energy and Demand Response. [] has invited some US speakers on the 3 issues and the audience will be non Big 6 companies and organisations.
As you wanted to have the opportunity to speak to them directly, the event on 3rd March would be ideal. [] outlines your options in his point 1 and 2.
Many thanks in advance for considering this request.
Enjoy your weekend and the flowers!

Email from [] to Miriam Maes (cc: [multiple]), 20 February 2011 08:21, RE: Meeting with Miriam Maes

A couple of things:

1. We have our US visitors from the Regulatory Assistance Project attending the D3 workshop on Thursday 3rd March, how do you see the best way of taking this forward with Greg? I see that there are two things in play (which are not mutually exclusive):
 - An introductory or concluding address from Greg to the workshop (starts 10.00, concludes 17.00 – venue is 12 Roger Street, London, WC1N 2JU, just off Gray's Inn Road, 8 mins' walk north of Chancery Lane)
 - A private briefing with the US delegates and a couple of UK parties – see options below:
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2. I was wondering if it might be possible to bring one of your Elia colleagues over for the workshop to describe the operation of the various short-term markets that operate in Benelux, as an illustration of a shorter-term model?

Email from Miriam Maes to Gregory Barker, 20 February 2011 21:38, FW: Financed sub – GB comments?

fyi

Email from DECC Official to Miriam Maes (cc: Trevor Hutchings, DECC Officials), 20 February 2011 21:20, Financed sub – GB comments?

Miriam – to note, we might have to rebook if we do not have back what GB specific concerns are. [] – grateful for what you know before 9.45 Monday.

Email from DECC Official to DECC Official (cc: Trevor Hutchings, Colin Church), 18 February 2011 16:58, RE: Miriam Mae's Meeting – GB comments?

Booked a meeting with Miriam and team but only slot we can sort is 9.45 Monday AM – so would be most useful to have sight of GB's specific comments before, or it is a bit of a limited use event.

Email from DECC Official to [multiple], 18 February 2011 15:12, RE: Miriam Mae's availability Monday 21st February

Please can you liaise with [] re discussion with Miriam Mon.

Email from [] to DECC Official, 18 February 2011 14:20, Miriam Mae's availability Monday 21st February

Miriam has asked that I pass on her availability for Monday the 21st of February as a request from the Minister. She will be able from 9am-10.30.
Please do not hesitate to contact me should you require any more information.

Email from Miriam Maes to Gregory Barker, 21 February 2011 07:28, Fwd: Financed sub – GB comments?

PI see below email I just got. Am around for a call from now on. Will be in the tube from 8.45

Email from DECC Official to Miriam Maes (cc: Trevor Hutchings, Colin Church), 21 February 2011 07:22, RE: Financed sub – GB comments?

Happy we can still meet but still need, so that we have an audit trail for decisions, GB's actual comments on submission before we can answer his concerns. As [] said he will try to extract them this AM.

Email from Miriam Maes to DECC Officials (cc: Trevor Hutchings), 20 February 2011 22:40, RE: Financed sub – GB comments?

It is probably better if we meet tomorrow at 9.45 and I will give you more background of my discussions with Greg.

Email from DECC Official to Miriam Maes (cc: Trevor Hutchings, DECC Officials), 20 February 2011 21:20, Financed sub – GB comments?

Miriam – to note, we might have to rebook if we do not have back what GB specific concerns are. [] – grateful for what you know before 9.45 Monday.

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Miriam has asked that I pass on her availability for Monday the 21st of February as a request from the Minister. She will be able from 9am-10.30.
Please do not hesitate to contact me should you require any more information.

Email from Gregory Barker to Miriam Maes 21 February 2011 16:59, FW: Urgent submission – 25% Govt target on energy efficiency

Thoughts welcome!

Email from DECC Official to Gregory Barker, 21 February 2011 16:38, Urgent submission – 25% Govt target on energy efficiency

You emailed [] earlier asking him to rework their 25% energy efficiency target advice. [] and [] have now sent up the attached submission, with the following recommendations on next steps to secure an announcement next Monday by the DPM:

[]

Can you let me know your views on the above recommendations? The SoS is travelling today and tomorrow on a regional visit, but we can set up the calls in between meetings.

Email from DECC Official to Miriam Maes, 23 February 2011 16:53, RE: Feed in Tariff Review

Thanks for the quick reply Miriam,
Happy to call on Friday or meet in person next week, we're working on a few things and I'll forward

Email from Miriam Maes to DECC Official, 23 February 2011 16:23, RE: Feed in Tariff Review

Thank you for your email. I am abroad this week for business and can only organise a call possibly on Friday morning, depending on my programme.
Could you send me anything by email beforehand?

Email from DECC Official to Miriam Maes, 23 February 2011 14:13, No subject

I've been asked by Greg to help the DECC policy team with the Feed in Tariff review. I understand from him that you have provided some insights and it would be great if we could meet to discuss this and your thoughts for the next stage.

I've cancelled meeting relating to my previous role so have a free diary for the most part – when would be a good time for us to meet.

Am I right that you work in DECC part time?

Email from DECC Official to Miriam Maes, 23 February 2011 18:18, FW: Table of Tariffs

Greg asked me to forward these to you

Email from Miriam Maes to Gregory Barker, 25 February 2011 10:22, TR : NEF News

The French announcement from Tuesday on FIT. As said, they play in a different order of magnitude.

Email from [] to Miriam Maes, 25 February 2011 08:18, FW: NEF News

As you mentioned, the Fillon margin to play with is completely different order of magnitude to Greg's.

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

FRANCE SIGNALS SOLAR INSTALLATIONS MAY TRIPLE IN 2011, 2012

T-Venture calls on Cuculus

Smart meter firm Landis+Gyr seeks sale – Rumour

SiC raising USD137m for Asian expansion

Alstom Grid Acquires Psymetrix

FRANCE SIGNALS SOLAR INSTALLATIONS MAY TRIPLE IN 2011, 2012

24 Feb 2011 / Solar / TOP STORIES / France

French Prime Minister Francois Fillon signaled he plans to allow the solar industry to install as much as triple the capacity the government had been targeting for this year and next, relieving concerns about a clampdown.

At least 2.5 gigawatts to 3 gigawatts will be permitted in 2011 and 2012, above the 500-megawatts-a-year the government had targeted since August, Fillon told ministers this week, according to a statement released by his office.

The comments sketch the main parts of the country's new solar energy rules, which are due to be published March 10 after a three-month freeze on projects triggered by concerns a boom in applications for solar plants was under way.

Fillon said 3.4 gigawatts of capacity had been approved before the moratorium, and about 2 gigawatts of that are expected to be built in the next two years. If many of these projects are not built, the government may increase the yearly target from 500 megawatts to 800 megawatts, he said.

These figures compare to the about 800 megawatts installed in France during 2010, according to Bloomberg New Energy Finance.

The nation suspended solar-energy projects for three months in December to study potential subsidy reductions and measures to limit growth in the industry after a boom in installations. At the time, Fillon said he was concerned about a "veritable

speculative bubble.”

Future feed-in tariff rates, or premiums for solar energy producers, will drop depending on the amount of capacity installed each quarter, according to the transcript of Fillon’s speech to ministers. The initial rate will be about 20 percent lower than the rate set on Sept. 1, 2010, Fillon said.

The country has installed more than 1 gigawatt of solar energy to date and is targeting 5.4 gigawatts by 2020.

NEF "FIRST TAKE": The French government’s decision to allow 2.5-3GW to be built under incentives in the next two years comes as a pleasant surprise to many PV project developers. In September 2010 a government report called for an annual cap of 500MW, and in December a decree instituted an immediate three-month moratorium for fear of a mounting speculative bubble, which left many developers with nearly shovel-ready projects that were possibly worthless. The news will relieve these developers and means a 2-3.4GW uptick for our estimate of 2011 demand, bringing the total to 21.3-27.9GW. What is left to be decided is what will happen in France after 2012, when the extra 3.4GW will probably have been built and the market will be left with a 500-800MW cap.

T-Venture calls on Cuculus

T-Venture joins Yellow&Blue Investment Management, the corporate venturing unit of local power group Eon’s Nuon subsidiary, state-backed bank KfW, company and government-backed early-stage investor High-Tech Grunderfonds, and Siegmund Beteiligungsgesellschaft in Cuculus.

Smart meter firm Landis+Gyr seeks sale - Rumour

Landis+Gyr is seeking a buyer in a deal that could be valued at more than USD1bn, according to Reuters. The Swiss smart meter firm has reportedly hired Credit Suisse and Lazard to advise on the potential sale. Landis+Gyr has annual sales of around USD1.3bn and last year signed deals to supply companies including British Gas, Finnish utility Helen Electricity Network and US-based CPS Energy. According to Reuters sources, potential acquirers are likely to be private equity firms and technology companies, such as Cisco Systems

SiC raising USD137m for Asian expansion

SiC Processing is raising EUR100m (USD136.8m) through a bond issue, according to PV Magazine. The funding will be used to expand in Asia, with a focus on China and India. SiC uses hydrocyclone technology to recycle slurry from silicon wafer manufacturers. The German firm separates silicon carbide and glycol in the process and supplies it back to manufacturers. SiC has operations in Germany, China and the US with a combined annual capacity of 215,000 tons. The firm aims to increase this to 400,000 tons by the end of next year.

The bond will have a five-year term with a fixed interest rate of 7.125%. Both private and institutional investors can subscribe to the bond with a minimum investment of EUR1,000 (USD1,367).

In June, Nordic Capital acquired a 70% stake in SiC from UK-based Frog Capital and other investors. The remaining shares in the company are held by the founding family, which holds 25%, and zouk ventures, which owns 5%.

Early last year, SiC participated in Iosil Energy’s USD13.5m investment round. The Florida firm has developed technology for producing high-purity polysilicon from the waste material created during wafer sawing operations.

Alstom Grid Acquires Psymetrix

Alstom’s acquisition of Psymetrix has been completed. Psymetrix is a UK-based Smart Grid applications company with Wide Area Monitoring Systems (WAMS)

expertise. Founded in 1997, Psymetrix is known for its phasor-based applications and online stability solutions for grid utilities, substations, and central systems. The company will continue to operate from its current Edinburgh headquarters. Psymetrix says its software enables TSOs and power utilities to increase power transfers in their systems and improve the reliability of their networks.

Alstom and Psymetrix plan to develop and launch new critical software applications for power electronics, advanced control, substation automation, grid self healing and defense plans, targeting grid utilities as well as power plant operators. The two companies have previously collaborated on projects in South Africa and Sweden, which provided comprehensive integrated Energy Management System (EMS) and WAMS platforms.

Jean-Michel Cornille, Alstom's Senior Vice-President of Automation and Smart Grids, says, "Psymetrix's expertise is a significant step forward toward strengthening Alstom's recognized leadership in the grid control room arena, as our synergy will help build comprehensive Smart Grid online stability and grid defense plan solutions, and develop next generation software applications to manage grid security dynamically both at Transmission and Distribution levels."

Psymetrix Chief Executive, Dr. Jos Trehern, adds: "We have been long-term partners of Alstom Grid and are delighted to have our expertise recognised through this formal agreement. We look forward to working with Alstom to build on our existing successes and to provide increasingly valuable solutions to our customers."

Alstom provides turnkey integrated power plant solutions and associated services for a wide variety of energy sources, including hydro, nuclear, gas, coal and wind, and it offers a wide range of solutions for power transmission, with a focus on smart grids. Psymetrix provides phasor-based wide-area monitoring and control solutions for the improvement of power system dynamic performance and integration of renewables. Psymetrix says its solutions are designed for power system operators and planners worldwide for improving power system security, securely increasing power transfer levels and tracking power system performance, including dynamics, model validation, tuning of power system stabilizers and more.

Email from Miriam Maes to Gregory Barker, 25 February 2011 10:24, TR : ---- SPAM---- 110224SolarFactCheckerFINAL

The REA Gaynor note I referred to.

Email from [] to Miriam Maes, 24 February 2011, 22:01, ----SPAM---- 110224SolarFactCheckerFINAL

FYI

Email from Gregory Barker to Miriam Maes, 25 February 2011 11:19, RE: FIT

Terrific Miriam! Worrying...but much more helpful by miles than anything that I am getting from DECC!

Email from Miriam Maes to Gregory Barker, 25 February 2011 10:19, FIT

[]

Email from Miriam Maes to Gregory Barker, 25 February 2011 16:05, RE:EMR – Demand-Side ‘D3’ Expert Workshop

No it is not . just called to reconfirm.
It starts at 9.30 with coffee. Speeches At 10 am.
Have Asked [] to send us info asap.

Email from Gregory Barker to Miriam Maes, 25 February 2011 16:46, RE:EMR – Demand-Side ‘D3’ Expert Workshop

Spoke to [] and suggested I open at 930am but this is just an evening event apparently!

Email from DECC Official to Gregory Barker, 25 February 2011 15:43, FWD: EMR – Demand-Side ‘D3’ Expert Workshop

Just to update you on this: the event is an evening event so doesn't actually start until 6:30pm. I've left a message for Miriam asking if she knows about another event that's going on during the day.

Email from Gregory Barker to DECC Official, 24 February 2011 23:21, RE: FWD: EMR – Demand-Side ‘D3’ Expert Workshop

I think we need to ask the organisers to start earlier and put me on at 9.30am and I go straight from there to Vauxhall. We also need to make sure someone from DECC is there all day to report back to me on the conference as a whole pls.

Email from DECC Official to Gregory Barker, 24 February 2011 10:28, FW: FWD: EMR – Demand-Side ‘D3’ Expert Workshop

Jonathan Brearley, Director of Energy Strategy and Futures, is currently down to speak. His session is in the evening starting at 6:30pm. The event is at the Policy Exchange in Storey's Gate.

If you still wanted to speak in that session, you should note that you are currently scheduled to be meeting with Francis Maude 6:30pm to 7:00pm []. I wouldn't advise that we try to reschedule this as it's been a nightmare to find a time that both you and Francis can meet. There is also a John Adams Society Reception in the diary that evening until 7:30pm. The rest of the evening is held for [].

The best option might be for you to pop in at the end of the session, 7:30pm, and give a few closing remarks.

Alternatively, we could investigate whether the organisers could fit you into the programme at another point in the day. I'm sure they would accommodate, however, your diary is currently fully committed so you'd have to cancel something. The diary for 3 Mar currently looks like this:

[]

What would you like to do?

Email from PS Chris Huhne to PS Chris Huhne (cc: DECC Officials), 21 February 2011 14:00, RE: FWD: EMR – Demand-Side ‘D3’ Expert Workshop

[]

Email from DECC Official to PS Chris Huhne (cc: DECC Officials), 15 February 2011 18:00, FW:FWD: EMR – Demand-Side ‘D3’ Expert Workshop

[]

Email from [] to Jonathan Brearley (cc: Miriam Maes, []), 14 February 2011 14:46, RE: EMR – Demand-Side ‘D3’ Expert Workshop

Further to my previous email and our prior discussion, we have confirmed the 3 March date. Please see the programme attached. You will see that we have 2 US speakers with an excellent pedigree, and we expect to attract a broad spectrum of commercial interests, including Enernoc and a number of other businesses now engaging in this market in the UK.

I have put you down to speak in the opening session, alongside [] and [] of National Grid. Please let me know ASAP if this will present you with any difficulties. Also, could I ask that those of your DECC colleagues planning to attend please notify my colleague, [] [] or [], by this Friday 18 Feb.

Thanks again for your cooperation on this.

Email from redacted individual to Jonathan Brearley (cc: redacted individual), 01 February 2011 15:56, EMR – Demand-Side ‘D3’ Expert Workshop

Further to our discussion last week, it looks like we will be aiming to go firm on the 3rd March for the expert workshop. Please find attached a draft programme.

A few key points:

- This programme is not set in stone. I would be pleased to learn of any areas of particular focus you would wish to include. Any comments before Thursday midday would be most welcome, as this is when we have our next Working Group meeting.
- Our US speakers are lined up for the 3rd. You will see the biographies attached , and [] is confident that they will bring the right mix of expertise to bear.
- If there is any problem with the date of 3rd March please shout now as we are about to book tickets.
 - I have tried to secure [] engagement in the event but apparently he is otherwise engaged on the 3rd. I am due to speak to [] later today to see how best we can engage with Ofgem on the day. It may well be that in the time that our US colleagues are over there will be scope for bilaterals with [] if he is the key individual.
 - Do you have a contact at EnerNOC? Their website seems to point everyone at their press and investor relations spokespeople! There are other companies doing similar things in the UK STOR market, including Edinburgh-based Flexitricity, who have just signed a major deal with RWE. I have good links into them. Please call to discuss any of this.

Email from DECC Official to Miriam Maes, 01 March 2011 09:51, FW: Whitehall District Heating System – Submission and Business Case on Strategic Options for Development

By way of introduction, I've taken over from [] in Gregory Barker's office. The Minister is meeting Francis Maude on Wednesday to discuss the Whitehall District Heating system and he has asked for a note from you to supplement the official briefing he has received from [] (attached). Given the short timescales I wonder if it's feasible to have this by 3pm today? Happy to discuss if you need longer but the Minister would be grateful to receive your advice ahead of this meeting.

Email from DECC Official to DECC Official (cc: Miriam Maes, Phil Wynnouwen, Daron Walker, Colin Church, David Wagstaff), 22 February 2011 15:08, Whitehall District Heating System – Submission and Business Case on Strategic Options for Development

Ahead of the Minister's meeting with Francis Maude next Thursday 3 March, please see attached a submission and business case of the strategic options for developing the Whitehall District Heating System. The Business Case which underpins advice in the submission has been produced by myself and [] with input and detailed modelling provided from an expert working group including Miriam Maes, the London Development Agency, Arup, AEA Technology and Buying Solutions.

Email from DECC Official to Miriam Maes, 01 March 2011 16:02, finance submission

As per my last email, this meeting has now been postponed, but I think it would be useful to still get this up to him in the next couple of days. Would be grateful for your thoughts on the attached – and happy to discuss later on today or tomorrow.

Email from Miriam Maes to DECC Official, 01 March 2011 18:15, RE: update

Thanks for letting me know and look forward to prepare the meeting with you. Any update on the contracts situation?

Email from DECC Official to Miriam Maes, 01 March 2011 15:45, RE: update

Have just heard that the Oliver Letwin meeting has been postponed...so that gives us a bit more time to get the submission up to Greg. I'll send it over in a bit – but thought I'd let you know in case that saves you a trip to DECC this afternoon, and we can talk tomorrow about it instead? Let me know what you'd rather do.

Email from Miriam Maes to DECC Official, 01 March 2011 18:29, RE: New PSs

Many thanks for your email and I look forward to working with you and [].

Email from DECC Official to Miriam Maes 01 March 2011 17:24, RE: New PSs

Contact details for [] and myself below. [] doing domestic and I'm doing international.

Email from DECC Official to DECC Officials, 01 March 2011 08:11, New PSs

Grateful if the PO useful numbers laminate could be updated with these new PS details for Greg Barker's office please:

Email from Miriam Maes to Gregory Barker, 02 March 2011 12:52, FWD: Working Together

Please find below email from [] for your information.
I would welcome you advice on my response.

Email from DECC Official to Miriam Maes, 02 March 2011 10:40, Working Together

Just wanted to follow up on a couple of points emerging from recent days on how we work together effectively to support delivering as needed.

I trust we have been demonstrating even more sharing of advice and material with you after your concerns expressed in the meeting with Colin. As part of the two way process, in return I would ask if you could restart your short weekly emails of what you have been doing/who you are meeting on our issues and a quick look ahead to make sure we are maximising use of our resources.

Secondly, it would be very useful to be copied your advice to Greg in same we share our advice with you. I trust you would agree that it is not efficient, effective or indeed fair, for me or my team to be in meetings where we are basing our support to GB or SoS on one briefing, if they are working to another briefing we have not seen before. Of course you will and should advise GB as you see fit, including where you disagree with our advice or on how you think we are approaching issues, but we need to see to either amend our briefing or be clear on where we differ and why. Besides providing clarity we do need to watch the 'audit trail' for decisions as it will be me and my management answering challenging select committee questions! As you know the contract issue is still circling at the highest level and is out of our hands, other than to keep asking where is at and being told 'in progress'.

January invoice: I really must push you for a revised January invoice in line with existing contracted amount as previously discussed, as we are fast approaching cut-off date for end of year payment processes.

Email from DECC Official to Miriam Maes, 23 February 2011 16:53, RE: Feed in Tariff Review

Thanks for the quick reply Miriam,
Happy to call on Friday or meet in person next week, we're working on a few things and I'll forward.

Email from Miriam Maes to DECC Official, 23 February 2011 16:23, RE: Feed in Tariff Review

Thank you for your email. I am abroad this week for business and can only organise a call possibly on Friday morning, depending on my programme.

Could you send me anything by email beforehand?

Email from DECC Official to Miriam Maes, 23 February 2011 14:13, RE: Feed in Tariff Review

I've been asked by Greg to help the DECC policy team with the Feed in Tariff review. I understand from him that you have provided some insights and it would be great if we could meet to discuss this and your thoughts for the next stage.

I've cancelled meeting relating to my previous role so have a free diary for the most part – when would be a good time for us to meet.

Am I right that you work in DECC part time?

Email from DECC Official to DECC Official (cc: Miriam Maes, Jonathan Brearley, Tracy Vegro, David Mackay), 10 March 2011 13:11, Invitation to a Ministerial breakfast meeting – Thursday 17 March

Please find attached an invitation from Greg Barker who would like you to attend a breakfast round table meeting with him next Thursday to discuss energy efficiency. Grateful if you could confirm attendance.

Email from Miriam Maes to DECC Official, 02 March 2011 19:21, RE: Commercial director post

Thank you very much for organising this and my PA will contact Simon Virley's office to organise the meeting.

Email from DECC Official to Miriam Maes, 02 March 2011 16:49, Commercial director post

I've spoken to Simon Virley's office and they would be happy to set up a time for you to speak to Simon about the commercial director post.

Do drop Simon an email direct and he, or one of his team, will be in touch to arrange a suitable time.

Email from Miriam Maes to DECC Official, 02 March 2011 22:13, RE: finance submission

I have read the paper and have a number of comments.

I am in DECC tomorrow for meetings with Greg. I can change my schedule to discuss the points with you early afternoon/afternoon. Would that work for you?

I realise we are in a very technical accountancy domain and therefore have to be careful with how we interpret certain issues.

That is what I would like to discuss with you.

Email from DECC Official to Miriam Maes, 02 March 2011 15:38, finance submission

I was wondering if you had any comments on the finance submission?

I've been asked to get this to ministers tomorrow, and I need to work in some (unrelated) lines from other officials for the phone call, as Oliver Letwin also wants to

raise a couple of questions on wider DECC write round issues on innovation and the 4th carbon budget.

I'm around for most of the afternoon, so happy to chat, or to take thoughts by email. Also – we have a parcel arrived here today for you. It's rather large (well, A4 box size). Shall we look after it until you're next in? Or leave it with Greg's office?

Email from Miriam Maes to Gregory Barker, 02 March 2011 22:27, funding paper

I look forward to seeing you tomorrow morning at the EMR event and thank you very much for taking precious time to come and speak.

I just read [] paper on Funding and have lots of questions. It is again not the type of messaging or solutions you are looking for. It seems that if they can present issues in “the glass is half empty” style that they prefer it from the “glass is half full, if we do such and such”.

I offered to go and see her tomorrow afternoon to discuss all of my points.

I will keep you informed!

PS: the Air Products people were delighted with their meeting with you and appreciated the fact that you asked questions, were knowledgeable, engaged and very energetic! They are writing to you separately about you meeting [] and their top guy(s) in Philadelphia!

Email from Gregory Barker to Miriam Maes, 04 March 2011 09:24, RE: briefing for meeting with Oliver Letwin on finance options for public sector energy efficiency

Morning Miriam, great work yesterday. Am on a train down to Sussex am keen to talk this through with you but let's speak later.

Email from Miriam Maes to Gregory Barker, 03 March 2011 22:33, re briefing for meeting with Oliver Letwin on finance options for public sector energy efficiency

This is the submission, I am just discovering tonight on my emails and of which I am not allowed to receive the classified Annexes, which I understand but bring to your attention.

I am not agreeing with [] remark at I have agreed this submission as it is the rectified version of the draft paper, which I am discovering tonight.

I had quite a lot of comments on their draft paper and discovered some new points in the discussion with [] and [] this afternoon. Can we speak tomorrow or over the weekend so that I can brief you on my conversation with [] and []?

On 2 other matters:

- a. I am talking to Simon Virley tomorrow afternoon. Closing date for the Commercial Director role is on Monday. I have my questions and doubts and would like to discuss these with you if possible.
- b. I have been asking [] to push Moira to at least agree my contract renewal for the 10% project (Max value £10k). [] has called Moira yesterday, he told me, to get it agreed whilst we are reviewing other options. No response yet. It now

needs probably you reminding Moira to sign it imminently, whilst we are working on alternative solutions.

Look forward to talking to you tomorrow and for you for your kind message on my phone earlier today!
I truly hope we can find a satisfying compromise for all parties as I love working with you!

Email from DECC Official to Miriam Maes, 03 March 2011 18:00, FW: briefing for meeting with Oliver Letwin on finance options for public sector energy efficiency

Here's the briefing that has gone up to Greg, following our chat earlier. I'm afraid I'm not able to attach all the additional annexes on the low carbon innovation work, as these are Restricted.

Thanks for your time, and have a good weekend.

Email from DECC Official to DECC Official (cc: DECC Officials, PS Chris Huhne, PS Jonathan Marland, PS Charles Hendry, Phil Wynnouwen, Edmund Hosker, Simon Virley, Vanessa Howlinson, Ravi Gurumurthy, Will Cavendish, Colin Church, Trevor Hutchings), 03 March 2011, 16:19, briefing for meeting with Oliver Letwin on finance options for public sector energy efficiency

Please find attached a submission about finance options for public sector energy efficiency. It also contains briefing for the meeting with Oliver Letwin next week (including on the 4th carbon budget and low carbon innovation).

There are a few other attachments to go with the low carbon innovation brief (the write around letter, and responses), which the Minister might find useful. With thanks to [] and [] for the carbon budgets and low carbon innovation briefing.

Email from Miriam Maes to Gregory Barker, 04 March 2011 17:41, RE: briefing for meeting with Oliver Letwin on finance options for public sector energy efficiency

Thank you for your kind words and maybe we can speak over the weekend or on Monday morning.

I had a call this afternoon with Simon Virley regarding the Commercial Director role. I am not sure it is the right role for me and don't think it will allow you to pull me in as you can do now.

It is a role that exists since many years and the person who did it is ex KPMG and I left Decc.

Simon promised me to send me the guy's number.

would reporting into Simon Virley and would have to work within Decc's bureaucratic processes, I would Have to give up Foresee Consulting and possibly also my Non Exec Directorships.

Simon Asked why I did not simply get a consultancy Contract for a Fixed term and with a wider definition, reflecting the work I am doing for you.

He thought that this was feasible.

Thought you wanted to know.

Email from Gregory Barker to Miriam Maes, 04 March 2011 09:24, RE: briefing for meeting with Oliver Letwin on finance options for public sector energy efficiency

Morning Miriam, great work yesterday. Am on a train down to Sussex am keen to talk this through with you but let's speak later.

Email from Miriam Maes to Gregory Barker, 03 March 2011 22:33, re briefing for meeting with Oliver Letwin on finance options for public sector energy efficiency

This is the submission, I am just discovering tonight on my emails and of which I am not allowed to receive the classified Annexes, which I understand but bring to your attention.

I am not agreeing with [] remark at I have agreed this submission as it is the rectified version of the draft paper, which I am discovering tonight.

I had quite a lot of comments on their draft paper and discovered some new points in the discussion with [] and [] this afternoon. Can we speak tomorrow or over the weekend so that I can brief you on my conversation with [] and []?

On 2 other matters:

- a. I am talking to Simon Virley tomorrow afternoon. Closing date for the Commercial Director role is on Monday. I have my questions and doubts and would like to discuss these with you if possible.
- b. I have been asking [] to push Moira to at least agree my contract renewal for the 10% project (Max value £10k). [] has called Moira yesterday, he told me, to get it agreed whilst we are reviewing other options. No response yet. It now needs probably you reminding Moira to sign it imminently, whilst we are working on alternative solutions.

Look forward to talking to you tomorrow and for you for your kind message on my phone earlier today!

I truly hope we can find a satisfying compromise for all parties as I love working with you!

Email from DECC Official to Miriam Maes, 03 March 2011 18:00, FW: briefing for meeting with Oliver Letwin on finance options for public sector energy efficiency

Here's the briefing that has gone up to Greg, following our chat earlier. I'm afraid I'm not able to attach all the additional annexes on the low carbon innovation work, as these are Restricted.

Thanks for your time, and have a good weekend.

Email from DECC Official to DECC Official (cc: DECC Officials, PS Chris Huhne, PS Jonathan Marland, PS Charles Hendry, Phil Wynn Owen, Edmund Hosker, Simon Virley, Vanessa Howlinson, Ravi Gurumurthy, Will Cavendish,

Colin Church, Trevor Hutchings), 03 March 2011, 16:19, briefing for meeting with Oliver Letwin on finance options for public sector energy efficiency

Please find attached a submission about finance options for public sector energy efficiency. It also contains briefing for the meeting with Oliver Letwin next week (including on the 4th carbon budget and low carbon innovation).

There are a few other attachments to go with the low carbon innovation brief (the write around letter, and responses), which the Minister might find useful. With thanks to [] and [] for the carbon budgets and low carbon innovation briefing.

Email from Miriam Maes to DECC Official (cc: Daron Walker, David Wagstaff), 07 March 2011 08:34, RE: WDHS – Next Steps

Thank you for your email and I fully agree with your proposed approach.

I would like to thank you and [] very much for working together on this proposal and both of you have done a great job! My sincere compliments for having been able to turn a complex issue in a logical and underpinned proposition.

You also were very good in front of Francis Maude and Greg was very pleased with the outcome of the meeting.

Shall we try to organise a meeting with you [] and I after your and [] return?

Email from DECC Official to Miriam Maes (cc: Daron Walker, David Wagstaff), 04 March 2011 17.55, WDHS – Next Steps

Just a quick note to say thanks for your help and support in the meeting yesterday – I thought it went really well and we've got ourselves in a good place with both Ministers.

In terms of taking this forward, I'm going to drop [] a quick email now to say that things were positive and we'd like to discuss further, but that I'll pick up on my return from hols. On speaking to [] last night, he felt – as I do – that its sensible to wait for [] to get back before we kick off the full commercial discussions with []. I'm very keen that both he and I are involved in those chats so that we are well placed to advise our Ministers.

I don't think the slight pause for the next week will cause any difficulties with Greg's ambitions for moving forward – whereas I would feel a little uncomfortable asking colleagues from DECC or CO that haven't been involved to date, picking this up for the sake of one week. Hope that's ok with you too.

In the meantime, if there's any issues you wanted to chat through you're very welcome to contact [].

Best wishes, and see you in a week or so.

Email from Miriam Maes to Gregory Barker, 07 March 2011 21:08, FWD: Latest Fit Tariffs

I just received this email. Thought you would like to know!

You can call me as I am back in the hotel after meetings.

Email from [] to Miriam Maes, 07 March 2011 17:21 Latest Fit Tariffs

I do not believe DECC have done this, new projects done in this year (2011) are getting inflation added (4.8%) to the previous HIGH tariff. Everyone thought inflation was only going to be added to completed projects from the second year.

Profits in 2011 are going to be incredible!!

This could well cause a gold rush!

Email from Miriam Maes to DECC official (cc: DECC Officials), 07 March 2011 10:14, Air Products

Following the meeting with Air Products last week, Greg suggested that he could meet with the Air Products' [] during his visit to Philadelphia at the end of this months.

I just received an email from Air Products with the exchange between Air Products and the British Embassy, as organiser of the visit.

Thought it would be helpful to keep you in the loop on Air Products' response to the British Embassy's requests (Please find these exchange for your info below).

[] with whom Greg met last week (Air Products Global Energy President) intends to attend the event on the 29th March.

The questions are:

1. Should Air Products still send a formal invitation letter to Greg to indicating that they will be at the event and would welcome a visit from him to Air Products' Allentown facility (time permitting) and possibly requesting a brief (30min.) follow-up with him on the 29th?
2. Would Greg be interested in a photo shoot with Air Products, if that would be helpful to him? There is a lot of discussion (but nothing arranged yet) about getting the Air Products' hydrogen car down to the event for a photo opportunity or even for Greg to drive it if he wanted to.
3. Should Air Products liaise primarily with the British Embassy on this?

Trust this is helpful background and thank you in advance for your replies.

Email from [] to Miriam Maes, 03 March 2011 15:30, Air Products Invitation to Breakfast and/or Reception for UK Minister of State, Gregory Barker, at the Union League in Philadelphia

Following-up on a phone conversation I had with [] earlier this afternoon (and the basis of the voice message I left for [] ...

I returned the call from my contact at the British Consulate [] who is the organizer of the two events with/for the UK Minister of State, Gregory Barker, to promote development and investment in clean energy technologies on March 29th in Philadelphia... you have both seen the initial invitation (attached below for [] background). [] had reached me initially today making a second, personal invitation for Air Products participation in one or both events, based on the specific request from Minister Barker ... we presume a demonstration of his enthusiasm for Air Products investment opportunities in the UK (e.g. Tees Valley Gasification Project) following the meeting with [] and [] earlier this week in the UK.

Based on my conversation with [] I provided the following update to []

- Air Products is very interested in participating in the program with Minister Barker. A letter accepting the invitation is on its way back to the Minister/Consulate. In addition, Air Products will explore the opportunity to host the Minister at our corporate headquarters during his trip to the Philadelphia area, should his schedule afford such flexibility. [] said she knew his schedule was packed ... he is visiting in NYC, Philly, Washington, and North and South Carolina cities ... so visiting Trexlertown may not be feasible.]
- Next week, our Energy Business team is meeting to confirm which team members are available on the 29th, and our ability to offer a panelist for the evening reception discussion – we will be back in touch with [] next week to confirm who from Air Products will attend.

If possible, Air Products would try to bring our hydrogen fuel cell powered vehicle to the event to offer a meaningful backdrop for a desired photo-op with the Minister ([] said Mayor Nutter is expected at the evening reception and the Deputy Mayor expected at the breakfast – and they may enjoy being “in the picture” as well). [I have sent a quick note to [] asking about availability and range/logistics for the fuel cell Chevy Equinox – just to give him a “heads-up”.]

I just wanted to keep you all current on the status of the invitation/acceptance. You should have [] contact information from the invitation. I leave it in your, collective, able hands to respond back to her with the necessary confirmations. Let me know if you need my assistance in any other way.

Original 3 February invitation ...

[] – How are you? I know that you travel a lot – I hope the bad weather hasn't slowed you down in your travels.

UK Minister of State Gregory Barker (Dept. Of Energy & Climate Change) will be in Philadelphia on March 29th (his bio is attached). He will be meeting with elected officials, policymakers and leading business representatives to share ideas and best practices on maintaining competitiveness and seizing opportunities in a green economy. Mr Barker will be joined by senior-level representatives from leading UK businesses (e.g., manufacturing, chemicals, retail, clean energy) who will join the discussion regarding innovation, sustainability and global competitiveness. Fbutb Invitations are just now being extended (we already have one “yes” from the CEO of Willis Re).

On the morning of March 29th, we will be hosting a Senior Executive Roundtable Breakfast Meeting with the Minister, the UK business leaders that are accompanying him and business leaders from prominent companies in the Philadelphia region. The purpose of the discussion is to explore (in a private setting with “Chatham House rules”) challenges confronting global businesses in the pursuit of sustainability, policies that could drive growth in a “new energy” economy, and emerging economic opportunities in this new economy. Given Air Products' leadership in developing new products and technologies, we would be delighted if a senior-level executive from Air Products could participate in this meeting. 8:30-10:30am., offices of []

As an alternative, we will also be holding a public event that day – a panel discussion and networking event on “Seizing Opportunities in a Green Economy”. Air Products

would be a great addition to the panel (other panellists will be the Minister, 3 of the UK business delegates and 2 representatives from Philadelphia-region companies). This event will be 4:00-6:30pm., March 29th at the Union League in Philadelphia. I hope that Air Products can participate in one (or both!) of these events. I do not yet have a formal invitation for these events, but wanted to get this invitation to you without delay. Please let me know. I'd be happy to answer any questions.

Email from Miriam Maes to Gregory Barker, 09 March 2011 08:36, FW: revised January invoices to fit budget

I am really sorry to bother you with this but below type of emails are really getting to me. This is yet another one (and I am never sending them to you as I do not want to bother you with them).

Can we please find a solution urgently as asking for me to do weekly reports and informing them about all the work I am doing for you (see [] email I sent to you a couple of days ago) is out of the question, in particular as I am doing a lot of confidential work for you and not getting paid anymore since part of January for the 10% work.

This despite Colin saying at the time when I agreed to reduce my day rate by [] that he would ask for an extension of the £20k contract, which has now been used up. The next extension can only be £ 10k but at least would allow me to get paid for some of the work in January, February and March.

I really appreciate your personal support in trying to solve this issue.

Email from DECC Official to Miriam Maes, 08 March 2011, 18:18, RE: revised January invoices to fit budget

Thanks for sending this through to us.

I'm afraid that our finance department won't let us process an invoice that records a future claim beyond the scope of the existing contract / purchase order number.

Could you therefore send us a revised invoice, that just shows the amount remaining on the contract, for January? You can put in the covering email to us what the full amount is, so that there is a record of it. However, we are unable to confirm that, if the contract is extended, that the additional work that you have undertaken can be paid, until we know the terms of the extension.

You say below that you can also send us details for your work in February, and it would be useful to have that.

Are you able to send us your weekly updates?

Email from Miriam Maes to DECC Official (cc: Colin Church), 02 March 2011 18:59, revised January invoices to fit budget

Please find attached the January invoices, revised to fit the contract budget.

I have credited the invoices to stay in line with the budget but count on being paid for the unpaid amount of £ 499.70, once the contract renewal will have been approved.

I also will send you a pro forma February invoice for the amount worked for the 10% project, so that you will be aware of the unpaid amount.

As you know, I am not charging any time I work for the Minister on other than the 10% Energy Savings project.

Hope we solve the contract renewal issue imminently, as it is a very difficult position to be in for all parties.

Thank you very much in advance for organising the payment and following up on the contract renewal.

Email from Gregory Barker to Miriam Maes, 09 March 2011 12:09, Update!

I am sorry about the continuing aggro with your invoice, I really am going to bang the desk about this today. Will also make sure Jonathan Marland sees you asap!
More details to follow!

Email from Miriam Maes to Gregory Barker, 09 March 2011 21:04, RE: Update!

Just catching up on my emails.

[]

Email from Miriam Maes to Gregory Barker, 09 March 2011 13:38, RE: Update!

Thank you very much for following up on the financing and really sorry to bother you with this!

[]

Email from Miriam Maes to Gregory Barker, 09 March 2011 22:03, RE: Whisper it – a positive FIT news story from the Guardian

Good piece! Some other persons beside [] and [] :

- []
- []
- []
- Plus some of the people you invited at the end of the last year for the FIT session in DECC.

Email from Gregory Barker to Miriam Maes, 09 March 2011 19:46 FW: Whisper it – a positive FIT news story from the Guardian

Very good piece, can you share it with [] and [] and anyone else you can think of?

Email from DECC Official to Gregory Barker, 09 March 2011 19:15, FW: Whisper it – a positive FIT news story from the Guardian

FYI

Email from DECC Official to PS Chris Huhne, DECC Officials, 09 March 2011 18:11, FW: Whisper it – a positive FIT news story from the Guardian

For ministers info please! And it is unsolicited, I don't even know the author.
<http://www.guardian.co.uk/environment/2011/mar/09/feed-in-tariffs-good-news-for-small-investors>

Feed-in tariff review is good news for small-scale solar power investors

If an upper limit is set on eligibility for feed-in tariffs, it will prevent the budget being guzzled up by large-scale solar farms
<image001.gif@01CBDEA5.B0C60A50>

The recent announcement of a review of feed-in tariff payments for solar photovoltaic installations, prompted by fears over large-scale solar farms blowing the budget for FITs, was met with a chorus of disapproval from both the solar industry and environmentalists.

However, last week, John Costyn from the Department of Energy and Climate Change (Decc) explained the reason for exploring an upper limit of 50kWp for entering the scheme: it's because that is the legal definition of micro generation. This reminder that the tariff is all about encouraging small installations in and for local communities – not big installations needing big money and generating big profits – suggests that the review should be welcomed instead.

Mark Shorrocks, from solar farm developers Low Carbon Solar and the landowner- and investor-backed campaign group Power to Society, has claimed that "scores of 'big society' community-owned schemes" are affected. In practice it's probably no more than a dozen schemes that are close to 100 kWp, and any limit must surely be adjusted to accommodate these. But let's be clear about how big a 50kWp installation is – up to 270 panels, a sizeable installation for any community building or social housing project. Every school in the country, for example, could spend up to £145,000 and gain an income, including free electricity, of £17,000 a year.

Large-scale solar farms are claimed to be more cost-efficient but have few benefits compared with smaller installations. They don't generate electricity where it's needed and energy is lost in transmission. They are slower to construct due to planning and grid connection issues.

More jobs are created installing a hundred 50kWp systems compared to one 5,000kWp solar farm and these smaller projects can be even more cost-efficient if they are grouped together. They also offer great opportunities to engage people in changing their behaviour around energy use. The Shimmer project based in Kingston-upon-Thames, for example, installs panels on the roofs of fuel poor households and helps tenants monitor their savings and build on them by using energy more efficiently.

If venture capital funds lose interest in solar power, as has already been reported, then it's time to get creative and replace their money with the savings of tens of thousands of small investors through 'community share' schemes – such as those planned by Brighton Energy Co-op and Ovesco in Lewes, based on models successfully used for wind farms. Green Isas and pension plans should be encouraged not threatened, and used to develop renewable energy.

At the Solar Co-op, we have raised finance for our first big installation from another cooperative and there must be hundreds more co-ops, charities, churches, trusts and other organisations interested in finding a safe, ethical home for their members' money. The early review has unsettled a lot of people who are striving to make community-funded installations a reality, but with the clarity that projects below 50 kWp will not be affected, there is still more than enough to be getting on with.

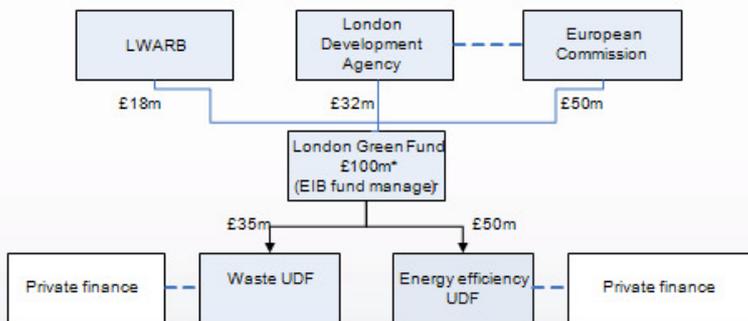
Email from DECC Official to Miriam Maes, 10 March 2011 18:30, EIB model

Good to chat to you just now – here's the EIB model we were just talking about.

London Green Fund_A replicable model_for DECC and Cabinet Office.ppt (1 MB)



Background: The London Green Fund

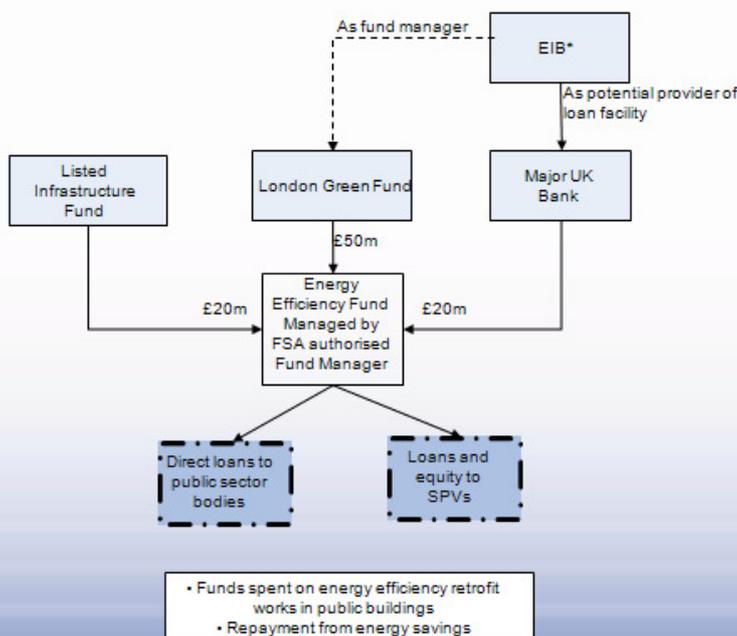


* The remaining £15m in the London Green Fund may be invested in one or both UDFs in due course

London Green Fund:

- Uses ERDF to stimulate private investment at fund and project level
- Waste Fund will make equity-type investments to fund premises for growing waste and recycling businesses
- Energy Efficiency Fund will invest in retrofit of public sector buildings
- All capital invested by the funds is repayable with a return (which varies from project to project)

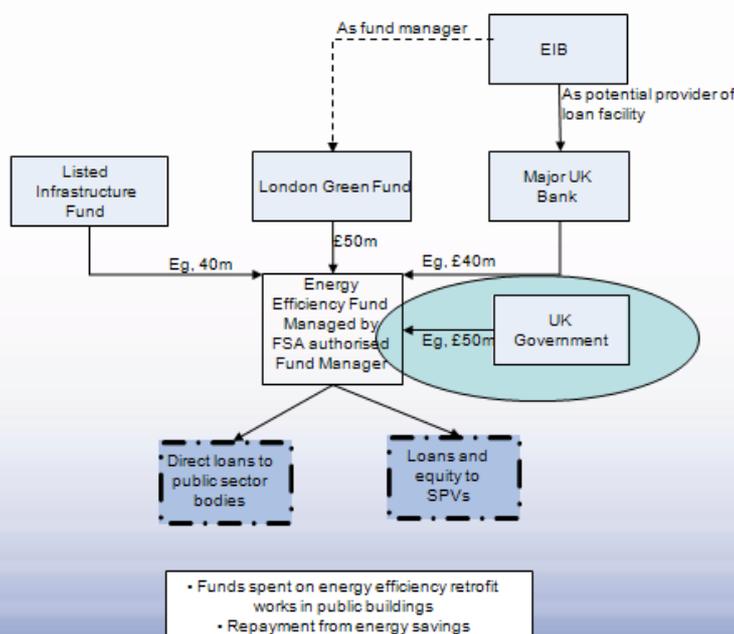
Anticipated structure of the energy efficiency fund



- ✓ Tried and tested legal structure for private institutional investors (Limited Partnership)
- ✓ Fund manager was selected by OJEU competitive tender
- ✓ Advisory Committee to the Fund allows public sector investors ongoing input (though not control of day to day management)

* EIB involvement as lender to the Major UK Bank in this structure is still subject to further discussion and no approval has yet been granted by EIB

Expansion of the fund – stage 1



Potential for expanding the fund England/UK wide

- ✓ May require initial government contribution
- ✓ Existing or new investors could scale up the private investment component; in effect, government funds leveraging private funds
- ✓ Major UK Bank contribution is a conservative estimate, potential for this to double (in this example to £80m) if EIB credit line can be established

Joint European Support for Sustainable Investment in City Areas • Joint European Support for Sustainable Investment in City Areas

Implementing stage 1 expansion



Procurement

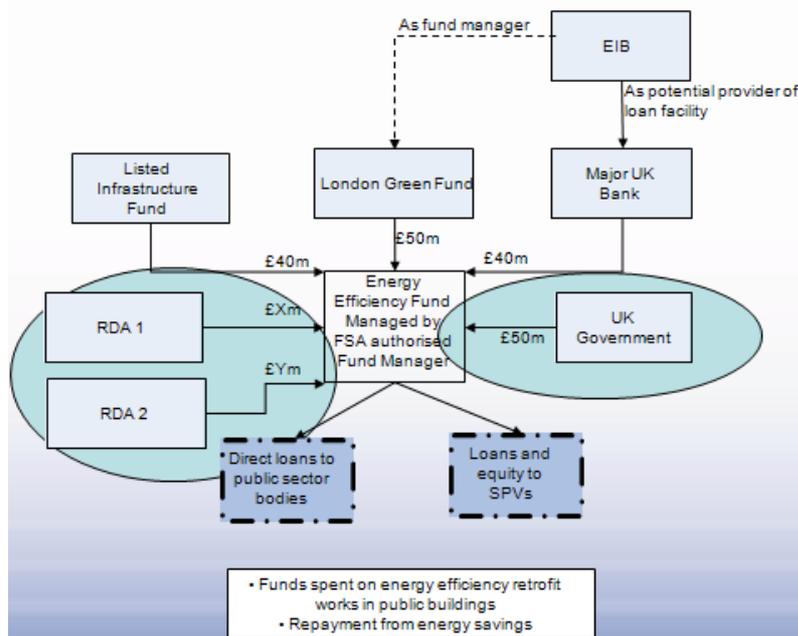
- Would require additional OJEU as scope of previous procurement was London-only, this could be run over a short timescale with highly specific selection criteria
- The tender could be issued by a UK Government body, but the process managed by EIB
- London Energy Efficiency Fund manager may be in a strong position in any such procurement, but other competing fund managers could also bid
- Tender criteria could include ability to leverage additional private investment and ability to deliver in 2011/12
- Government funds could be paid in 2011/12, once fund manager is in place

Other delivery issues

- London Green Fund element (£90m) would continue to be ring fenced for London
- New investment could be anywhere in England / UK according to objectives defined by Government
- There may be a contractual requirement for the fund manager to meet investment deployment and output targets
- Incentive fees are also proposed for deployment of funds, recycling of investments and outperforming base agreed output targets
- Significant potential for further institutional investment; the fund addresses the challenge that stand-alone retrofit projects may be too small for large private investors

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Expansion of the fund – stage 2



“Ready made” structure to receive additional ERDF

- ✓ Regions (currently through RDAs) could contribute additional ERDF resources to the fund
- ✓ ERDF needs 50/50 match funding – the fund could provide this
- ✓ Any regional ERDF contributions plus associated match would need to be ring fenced for reinvestment in that region
- ✓ Some regions have ERDF underspends and may be interested in this structure once established

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Stage 2 expansion – additional ERDF



Benefits:

- Facilitates draw down of unutilised ERDF to further leverage limited public sector resources
- Further private sector leverage may be possible
- Alleviates Managing Authority capacity constraints
- Focused delivery body for a proportion of England’s ERDF allocation
- Potential for a self funded structure (interest and returns pay mgt fees)
- Reduced risk of loss in the event of ERDF clawback
- MAY be possible to lend ERDF to central government bodies as this is not new external debt – subject to HM Treasury approval – could overcome capital constraints for delivering energy efficiency in central government
- May help unlock “stalled” JESSICA propositions including:

	West Midlands	South West	Yorkshire
ERDF underspend estimate	£40m	£20m	£70m

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7

London Green Fund: a replicable model to support UK climate change agenda

PROPOSAL: EIB supports Government in delivering an England/UK wide energy efficiency fund for public buildings

Potential EIB role:

- Support Government in making the case to Ministers for the model
- Reporting to an agreed function in Government, use EIB expertise from running London Green Fund to design the procurement, project manage the selection process and support negotiations and the legal process
- Use strong contacts across RDA network/UK regions and within key functions of the EC to promote additional ERDF contributions to the fund
- Progress potential for EIB lending at competitive interest rates to the structure

Next steps:

- Secure Government support for model and availability of funds to “kick start” expansion of the London Green Fund
- Agree governance process and roles of EIB / relevant Government departments

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Email from DECC Official to Miriam Maes, 10 March 2011 19:07, meeting with EIB

I'm seeing the EIB team on 21 March at 4pm, at their offices – to talk through the various options for setting up a fund / getting the structures right.

Would you like to join us?

I think [] and a chap from the Treasury will also be there (as the link HMT / EIB man).

Email from Miriam Maes to DECC Official (cc: []), 10 March 2011 21:21, RE: Invitation to a Ministerial breakfast meeting – Thursday 17 March

I gladly accept the Minister's invitation.

Email from DECC Official to DECC Official (cc: Miriam Maes, Jonathan Brearley, Tracy Vegro, David Mackay), 10 March 2011 13:11, Invitation to a Ministerial breakfast meeting – Thursday 17 March

Please find attached an invitation from Greg Barker who would like you to attend a breakfast round table meeting with him next Thursday to discuss energy efficiency. Grateful if you could confirm attendance.

Email from Gregory Barker to Miriam Maes, 10 March 2011 21:39, RE: Invitation to a Ministerial breakfast meeting – Thursday 17 March

Done! Sorry to keep you hanging about so much today!

Email from Miriam Maes to Gregory Barker, 10 March 2011, 21:27 FW: Invitation to a Ministerial breakfast meeting – Thursday 17 March

I spent a couple of hours yesterday with [] going through the “D3” (Energy Efficiency, Demand Response and Distributed Energy) EMR submission. I would like to talk to you about this in the coming days and will try to put my thoughts in a note to you over the weekend.

It’s just a suggestion, I thought you maybe also want to invite [] to the Energy Efficiency Breakfast as he has done a lot.

Hope you don’t mind.

Email from DECC Official to DECC Official (cc: Miriam Maes, Jonathan Brearley, Tracy Vegro, David Mackay), 10 March 2011 13:11, Invitation to a Ministerial breakfast meeting – Thursday 17 March

Please find attached an invitation from Greg Barker who would like you to attend a breakfast round table meeting with him next Thursday to discuss energy efficiency. Grateful if you could confirm attendance.

Email from DECC Official to Miriam Maes, 10 March 2011 22:04, RE: EIB Model

Thanks Miriam – no further news from Greg then?

Hope you have an evening free of phone calls, and a good weekend.

See you next week for the economist session.

Email from Miriam Maes to DECC Official, 10 March 2011 22:01, RE: EIB model

It was good to chat and truly hope that we can sort out the contractual issue soon so that you and I can get on with our job on the 10%25% issues.

Thank you in advance for letting me know how the meeting with EIB went.

Email from DECC Official to Miriam Maes, 10 March 2011 18:30, EIB model

Good to chat to you just now – here’s the EIB model we were just talking about.

Email from DECC Official to DECC Officials (cc: William Jordan, Colin Church, Miriam Maes, CO Officials), 14 March 2011 13:52, RE: [UNCLASSIFIED] 10% CARBON REDUCTION TARGET: PROGRESS, CONFIRMATION OF RESULT AND FINANCIAL SAVINGS

Thanks – the Minister of State for Climate Change has also noted this.

Email from [] to DECC Official (cc: William Jordan, Colin Church, Miriam Maes, CO Officials), 14 March 2011 12:11, RE: [UNCLASSIFIED] 10% CARBON

REDUCTION TARGET: PROGRESS, CONFIRMATION OF RESULT AND FINANCIAL SAVINGS

Thanks for this [] MCS has noted points.

Email from CO Officials to DECC Officials, CO Official (cc: William Jordan, Colin Church, Miriam Maes, CO Officials), 08 March 2011 17:40, [UNCLASSIFIED] 10% CARBON REDUCTION TARGET: PROGRESS, CONFIRMATION OF RESULT AND FINANCIAL SAVINGS

Please find attached a submission for Greg Barker and Nick Hurd, with two attachments.

Email from DECC Official to Miriam Maes (cc: DECC Official), 15 March 2011 10:13, RE: revised January invoices to fit budget

Hope you had a good weekend. [] will be there for the phone call today with Oliver Letwin - though we're not holding our breaths that it will actually happen! He also has some post for you that came in to our office.

[]

Email from Miriam Maes to DECC Official (cc: DECC Official), 09 March 2011 20:38, RE: revised January invoices to fit budget

I will send you a revised invoice and will make it clear on the email. Please note that I have now been forced to include the Minister in the discussion.

As you and [] probably understand:

- a) I cannot spend unpaid time on providing weekly updates, until the fee situation is solved.
- b) I am also not able to share with you and [] the specific work I am requested to undertake by the Minister.

Trust we can resolve the current situation for all parties very quickly, as it has been pending for a significant time already.

It will no doubt help all of us to pursue a much more constructive dialogue and relationship.

Email from DECC Official to Miriam Maes (cc: DECC Official), 08 March 2011 18:18, RE: revised January invoices to fit budget

Thanks for sending this through to us.

[]

Are you able to send us your weekly updates?

Email from Miriam Maes to DECC Official, 18 March 2011 09:36, RE: Invitation to a Ministerial breakfast meeting – Thursday 17 March

Many thanks! Very useful.

Email from DECC Official to DECC Official, Miriam Maes, 17 March 2011 18:29, RE: Invitation to a Ministerial breakfast meeting – Thursday 17 March

In case you would like to contact each other to continue discussions – here is a list of emails for all who attended this morning's breakfast.
Thank you for coming.

Email from DECC Official to DECC Official (cc: Miriam Maes, Jonathan Brearley, Tracy Vegro, David Mackay), 10 March 2011 13:11, Invitation to a Ministerial breakfast meeting – Thursday 17 March

Please find attached an invitation from Greg Barker who would like you to attend a breakfast round table meeting with him next Thursday to discuss energy efficiency. Grateful if you could confirm attendance.

Email from Miriam Maes to Gregory Barker, 18 March 2011 16:24, RE: Air Products

Many thanks Greg! What time is the radio broadcast?

Email from Gregory Barker to Miriam Maes, 18 March 2011 15:43, RE: Air Products

I did! Am just off to Liverpool to record Any Questions on Radio 4 for this evening. Do tune in if you can!!

Email from Miriam Maes to Gregory Barker, 18 March 2011 12:53, RE: Air Products

Although it is a while ago, were you able to discuss the Air Products' situation with [] from the Environmental Agency?
Many thanks in advance for your response.

Email from Miriam Maes to Gregory Barker, 19 March 2011 10:41, RE: Air Products

[]
I could meet on Wednesday morning until 12.30 or Friday morning.
Enjoy your weekend!

Email from Gregory Barker to Miriam Maes, 19 March 2011 00:23, RE: Air Products

This would be really helpful. I am in [] perhaps we can catch up on Wednesday or Thursday?

Email from Miriam Maes to Gregory Barker, 18 March 2011 19:04, RE: Air Products

I will tune in and "Bonne Chance" with Jonathan Dimbleby. You are just being mentioned whilst I am typing this!

Am sending to you over the weekend or early next week:

1. Energy Market Reform: My analysis of key responses on 4 EMR proposals
2. Energy Efficiency/D3 proposals to get top3/5 proposed measures

Would this be helpful?

Best wishes and you will be great tonight!

Email from Gregory Barker to Miriam Maes, 18 March 2011 15:43, RE: Air Products

I did! Am just off to Liverpool to record Any Questions on Radio 4 for this evening. Do tune in if you can!!

Email from Miriam Maes to Gregory Barker, 18 March 2011 12:53, RE: Air Products

Although it is a while ago, were you able to discuss the Air Products' situation with [] from the Environmental Agency?

Many thanks in advance for your response.

Email from DECC Official to Miriam Maes, 21 March 2011 11:38, RE: Greg's phone

Indeed!

Re meeting – from when he's back at DECC he has meetings until 7pm ish tomorrow. On Wed he either has meetings or is preparing for DECC Orals. So it's difficult ...

The meetings may not all happen so we could see if we could substitute. Let us come back to you.

Email from Miriam Maes to DECC Official, 21 March 2011 11:32, RE: Greg's phone

Many thanks [] for letting me know! What can I say

He would like to see me tomorrow late afternoon or Wednesday morning. Re: energy efficiency, EMR and the note to Oliver Letwin. Any chance of this happening?

Email from DECC Official to Miriam Maes, 21 March 2011 11.24, RE: Greg's phone

I hope you're well.

Greg lost his phones at the weekend so if you need to contact him he is currently with [] in Germany so do email/call her:

We hope to have another Government phone for him up and running by tomorrow evening.

Email from Miriam Maes to Gregory Barker, 24 March 2011 09:50 RE: Energy Efficiency proposal

Thanks Greg! I am meeting with you at 10.30 am in DECC tomorrow.
[]

Email from Gregory Barker to Miriam Maes, 24 March 2011 09:32 RE: Energy Efficiency proposal

Thanks Miriam, that's extremely helpful but let's discuss the detail further.

Email from DECC Official to Miriam Maes, 25 March 2011 10:39, RE: Tomorrow

This meeting will now be at 2:15 and will last for around 30 mins.
Hope that's ok.

Email from Miriam Maes to DECC Official, 24 March 2011 18:34, RE: Tomorrow

That would work. For how long?

Email from DECC Official to Miriam Maes, 24 March 2011 17:59, RE: Tomorrow

That's fine, how about 2.00pm?

Email from Miriam Maes to DECC Official, 24 March 2011 17:54, RE: Tomorrow

Unfortunately, I can't meet Greg tomorrow afternoon.
Any other possibilities?

Email from DECC Official to Miriam Maes, 24 March 2011 17:09, Tomorrow

You are due to see Greg tomorrow at 10.30am but Greg's earlier appointment is not at Whitehall Place and he has another engagement straight after. Would you be available in the afternoon at 4.15pm?

Email from Miriam Maes to DECC official (cc: DECC official), 28 March 2011 21:42, RE: [] meeting this Tuesday the 29th at DECC at 12.30 (to 1.15pm)

I think your idea is excellent and we can prepare questions between DECC, Cabinet Office and I.
Will you organise this?

Email from DECC official to Miriam Maes (cc: DECC official), 28 March 2011 13.56, RE: [] meeting this Tuesday the 29th at DECC at 12.30 (to 1.15pm)

Yes, it is unfortunate that the timings for this meeting have worked out as they did. I'm going to see if we can set one up with more notice; and more time for the meeting itself too (tomorrow's will be only 45 minutes).

It would be good if, ahead of the next meeting, we sketch out for [] some questions/issues that we want to cover. I'll get back in touch with you when we have a new date, to find out what you'd like covered.

Email from Miriam Maes to DECC official (cc: DECC official), 28 March 2011 12:37, RE: [] meeting this Tuesday the 29th at DECC at 12.30 (to 1.15pm)

Yes my PA just said in her call with you, it is a pity that you did not let her know last week when when the meeting was scheduled. I could have made it then but not now at such short notice.

I do wish to meet the [] persons and discuss a Number of issues with them. could you please organise this with []

Email from DECC Official to Miriam Maes, 28 March 2011 10:36, [] meeting this Tuesday the 29th at DECC at 12.30 (to 1.15pm)

Apologies for the short notice. [] will be coming in to DECC tomorrow at 12.30 to talk about accounting treatment. They have sent us slides (attached) that help to set out the differences (and similarities) in approach between the different authoritative bodies, and I expect that our time with them will continue to focus on this issue. But there is no fixed agenda.

If you can't make the meeting (and I appreciate that with this short notice that is likely), I will send you a note of the meeting.

Email from Miriam Maes to Gregory Barker and DECC Official, 29 March 2011 12:02, RE: URGENT – Submission to SofS on MoD options for 25% target

Many thanks Greg for your support!

Did you receive my draft note to Oliver Letwin?

I am also clearing this note with [] and William Jordan at the Cabinet Office. They are largely in agreement with the recommendations and I need to change the note to limit it to 2 pages max. with the rest of the text in the appendix.

I will incorporate also any of your changes, as soon as you will have had the chance to read the draft.

Many thanks in advance for this!

Email from Gregory Barker to Miriam Maes and DECC Official, 29 March 2011 11:13, RE: URGENT – Submission to SofS on MoD options for 25% target

Thank you Miriam, that is extremely helpful, I agree entirely. [] could you please ensure the team act on all aspects of Miriam's email.

Email from Miriam Maes to Gregory Barker (cc: DECC Official), 29 March 2011 11:07, URGENT – Submission to SofS on MoD options for 25% target

Please find below for your information the email exchange this morning with DECC on the MoD 25% target.

Thought you wanted to be aware of this.

Best wishes and trust the trip is going well.

Email from Miriam Maes to DECC official, 30 March 2011 09:33, RE: Draft note Oliver Letwin

Please find attached my draft note to Oliver Letwin, based on the earlier DECC note and incorporating the latest info from last week's call.

I have also asked [] to review my note and have now incorporated all [] changes and comments.

I look forward to discussing this note with you and trust it will be helpful in our meeting at 12pm with KPMG.

Email from Miriam Maes to CO Official (cc: DECC Officials, William Jordan), 31 March 2011 10:38, RE: [UNCLASSIFIED] RE: Draft note Oliver Letwin

Thank you for your helpful comments and I will include them in the paper.

I am travelling today but will do so tomorrow.

As you know, I always believed we needed both public and private sector funding and I will add a paragraph to this extent.

Again many thanks for your great support!

Email from CO Official to Miriam Maes, 31 March 2011 10:11, [UNCLASSIFIED] RE: Draft note Oliver Letwin

I've just noticed that you weren't copied in to any of these emails. Apologies for that.

Email from Miriam Maes to DECC official (cc: DECC official), 30 March 2011 19:17, RE: Follow up to Tuesday's meeting with []

Thank you for your email and I will ask my PA to contact you with dates for a meeting with []

Email from DECC official to Miriam Maes (cc: DECC official)), 30 March 2011 17:49, Follow up to Tuesday's meeting with []

[] – Thank you very much, for the meeting yesterday, the slides and your follow-up emails. I am glad to hear that you made your Treasury meeting on time, despite delaying your departure from DECC (thank you) and some unexpected interruptions en route.

All – please note the attached email from [] on the treatment under ESA 95 of assets procured under a service concession; as well as the PDFs.

Miriam, [] – As discussed, it would be great if we could set up a new meeting. I think it would be a good idea to start with a broad idea of your respective availabilities. Are there dates/times you could make between now and the 12th of April? (If there isn't a time during this period that would work for the two of you (and some of the rest of us), we could look further ahead).

Email from [] to DECC Official, 29 March 2011 16:07, Follow up to today's meeting

Many thanks for arranging our discussion today and it was good to catch up again. I made it to HMT comfortably on time despite the Libyan Exiles demo outside no 10. I have attached some of our recent publications on estate rationalisation, and lock in of future maintenance spend on infrastructure, which give a flavour of the kinds of perspective we could bring to any follow-up discussion we have with Miriam Maes. I will draft up a response to the question on discrete assets later on this afternoon.

Email from Miriam Maes to William Jordan, (cc: DECC officials) 02 April 2011 09:54, RE: [UNCLASSIFIED] RE: Draft note Oliver Letwin

Please find my last version of the note to Oliver Letwin, including all of [] and [] changes.

As you can seem have also included a reference to a small Public Fund match funded by [] to kick start the programme.

Thank you all very much for your personal contributions to this large piece of Funding work!

Fingers crossed.

Email from CO Official to Miriam Maes, 31 March 2011 10:11, [UNCLASSIFIED] RE: Draft note Oliver Letwin

I've just noticed that you weren't copied in to any of these emails. Apologies for that.

Email from DECC official to Miriam Maes (cc: William Jordan), 30 March 2011 16:35, RE: [UNCLASSIFIED] RE: Draft note Oliver Letwin

As discussed, I'll add our comments on to this and send over for you to review and send up to GB.

Email from CO Official to Miriam Maes (cc: William Jordan, DECC Officials, CO Officials), 30 March 2011 16.21, [UNCLASSIFIED] RE: Draft note Oliver Letwin

When we met this morning, you asked me to look at the wording of the 'asks' in your paper to Oliver Letwin to make sure that the terminology is correct. I have the following suggestions on the six options.

Email from Miriam Maes to Gregory Barker, (cc: DECC Officials), 02 April 2011, 10.01, Oliver Letwin Note

Please find attached the final draft for the note to Oliver Letwin, incorporating all the changes from Cabinet office and DECC following several meetings this week.

It is a very technical/accountancy subject but I hope we have been able to distil the "wood from the trees" through all the discussions with [] [] [] and the ESCO's. It has been a major piece of work but this note does offer a number of potential solutions to be explored in greater detail by HMT.

Trust this is helpful.

Email from DECC Official to DECC Official, Miriam Maes, 04 April 2011 10:48, FW: Letter to Gregory Barker MP

For info.

Email from DECC Official to DECC Officials (cc: DECC Officials, PS Chris Huhne), 04 April 2011 10:45, FW: Letter to Gregory Barker MP

For info.

Email from BIS Official to DECC Officials (cc: BIS Perm Sec), 04 April 2011 10:41, Letter to Gregory Barker MP

Please see attached copy of a letter from the Rt Hon Vince Cable MP to Gregory Barker MP regarding BIS's 10% Carbon Reduction target.

Email from Gregory Barker to Miriam Maes, 04 April 2011 21:47, RE: Final draft Oliver Letwin Note, including Corrections

Well done! Looks good to me!

Email from Miriam Maes to DECC Officials, (cc: William Jordan, CO Officials), 04 April 2011 19:21, Final draft Oliver Letwin Note, including Corrections

Please find attached the final draft of the Oliver Letwin note, including the corrections from [] who spotted thankfully a few omissions.
Please disregard the previous version and apologies!
Looking forward to discussing the note with you if needed.

Email from Miriam Maes to DECC Official, (cc: []), 05 April 2011 10:18, RE: Final draft Oliver Letwin Note, including Corrections

I sent you the final version yesterday evening, which includes all the latest changes from Cabinet Office and DECC.
Sorry for any confusion but [] preferred for the note to come from me, not his team. If you or Greg prefer it to come from the DECC team, I am ok with that.
I am joining the Energy Efficiency meeting at 4 pm today and presumed that [] had confirmed this?

Email from DECC Official to Miriam Maes (cc: DECC Official), 05 April 2011 09:43, RE: Final draft Oliver Letwin Note, including Corrections

Thanks for this which I'll pass to Greg this afternoon. I wonder if in future we can just have one final version after you have liaised with all the relevant officials?
This will help me with version control, and will mean Greg's attention is focussed on one document.
I'll also ask Greg if he wants a meeting between now and when you go on holiday.
Are you coming to the energy efficiency meeting at 4-4.30pm?

Email from Miriam Maes to DECC Officials, (cc: William Jordan, CO Officials), 04 April 2011 19:21, Final draft Oliver Letwin Note, including Corrections

Please find attached the final draft of the Oliver Letwin note, including the corrections from [] who spotted thankfully a few omissions.

Please disregard the previous version and apologies!
Looking forward to discussing the note with you if needed.

Email from DECC Official to Miriam Maes (cc: []), 05 April 2011 10:37, RE: call with Colin/ URGENT

I'll let Colin know.

Email from Miriam Maes to DECC Official (cc: []), 05 April 2011 10:23, RE: call with Colin/ URGENT

I will come to DECC to meet with Colin at 3pm and both Colin and I will be presumably be in the meeting with Greg at 4pm on Energy Efficiency.
Will you let Colin know or shall I ask [] to confirm?

Email from DECC Official to Miriam Maes (cc: []), 05 April 2011 10:05, RE: call with Colin/ URGENT

The phone call is in Colin's diary for 3-4pm tomorrow (Wednesday). If you can't make it or need to shift, I'm sure we can find another time. And yes, it's the monthly progress call.

Email from Miriam Maes to DECC Official (cc: []), 05 April 2011 09:38, RE: call with Colin/ URGENT

For some reason [] can you please check urgently), I do not have the meeting with Colin in my calendar.

I suppose it is our monthly progress meeting or call?

The key issues probably are:

- 10% Carbon savings programme
- 25% Energy/Carbon Savings programme
- MoD
- Funding
- WHDS
- Energy Efficiency

Seperately, I will need to discuss my contractual situation, which is still not sorted.
PS: [] can you please come back to me urgently regarding the meeting/call?

Email from DECC Official to Miriam Maes, 05 April 2011 09:24, call with Colin

Just wondered if there was anything in particular you wanted to raise with Colin tomorrow, or if it's just a chance for a general catch up – so that we can let him know.

Email from DECC Official to Miriam Maes (cc: []), 05 April 2011 15:07, RE: call with Colin/ URGENT

To let you know that we've booked room 103 for your meeting with Colin tomorrow. This is on the first floor, near where the public sector team usually sits.

Email from Miriam Maes to DECC Official (cc: []), 05 April 2011 09:38, RE: call with Colin/ URGENT

For some reason [] can you please check urgently), I do not have the meeting with Colin in my calendar.

I suppose it is our monthly progress meeting or call?

The key issues probably are:

- 10% Carbon savings programme
- 25% Energy/Carbon Savings programme
- MoD
- Funding
- WHDS
- Energy Efficiency

Separately, I will need to discuss my contractual situation, which is still not sorted.

PS: [] can you please come back to me urgently regarding the meeting/call?

Email from DECC Official to Miriam Maes, 05 April 2011 09:24, call with Colin

Just wondered if there was anything in particular you wanted to raise with Colin tomorrow, or if it's just a chance for a general catch up – so that we can let him know.

Email from Miriam Maes to Gregory Barker, DECC Official, 05 April 2011 20:20, FW: [UNCLASSIFIED] RE: 10% carbon target – February data – and out-turn forecasts

I received these 2 slides of weather corrected and non weather corrected slides for the February results. I had asked William to have them prepared as I thought this is a better and easier way of presenting them than the diagram you are used to seeing. These show that:

- (i) Non weather corrected actual emissions against the estimated profile : 70.6% of allowance against 70.9% on the profile – which if we project forward would give us a 10.3% saving!
- (ii) Weather corrected emissions against profile: 69.6% of allowance against and 70.9% on the profile – projection gives an 11.3% saving.

Trust this is good news but let's keep the pressure on.

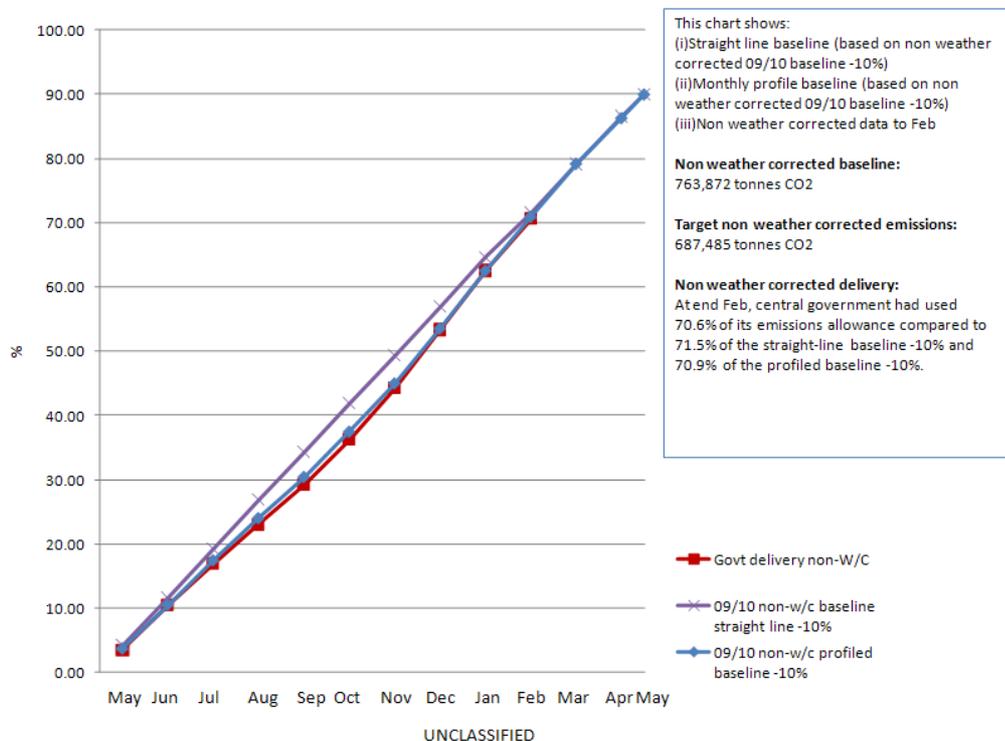
Email from [] to Miriam Maes, William Jordan, DECC Official (cc: CO Officials), 05 April 2011 17:36, [UNCLASSIFIED] RE: 10% carbon target – February data – and out-turn forecasts

Attachments: Charts for GB 2.ppt (364 KB)

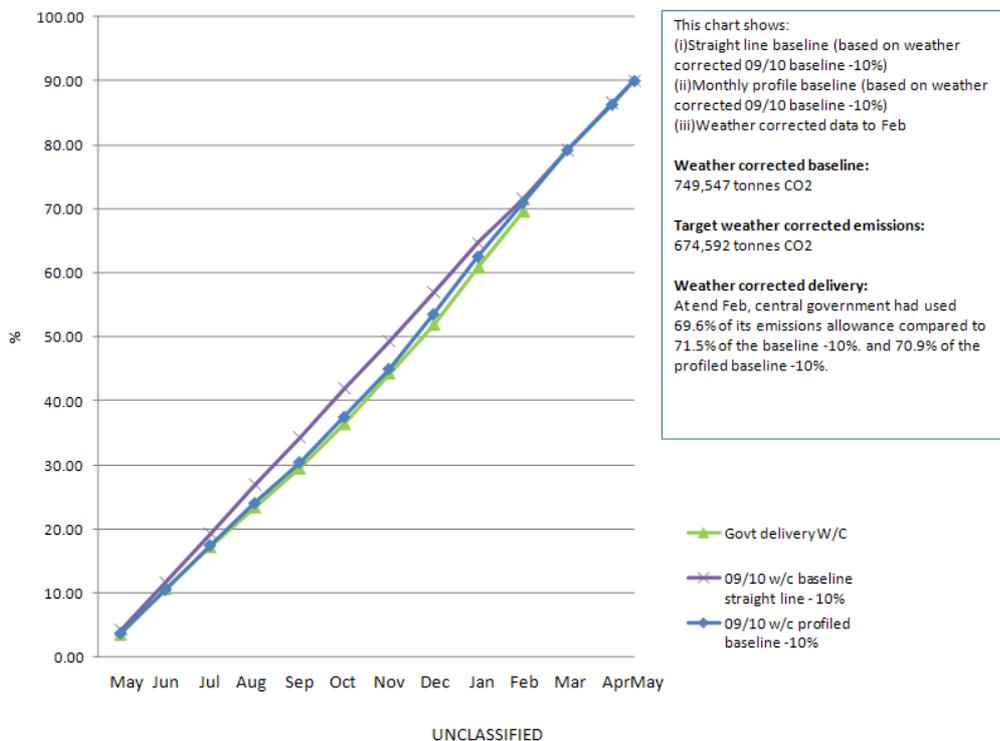
Miriam – further slides attached. These show (i) actual emissions against the estimated profile (70.6% of allowance against 70.9% on the profile – which if we project forward would give us a 10.3% saving); and (ii) weather corrected emissions against profile (69.6% of allowance against 70.9% on the profile – projection gives 11.3%).

Charts for GB 2.ppt (364KB)

10% CARBON EMISSIONS REDUCTION: CURRENT PERFORMANCE (NON WEATHER CORRECTED)



10% CARBON EMISSIONS REDUCTION: CURRENT PERFORMANCE (WEATHER CORRECTED)



Email from Miriam Maes to [], William Jordan (cc: CO Officials), 04 April 2011, 20:53, [UNCLASSIFIED] RE: 10% carbon target – February data – and out-turn forecasts

I find these charts very helpful and thanks to everyone working on them! If available, I would love to see the forecast for May 2011, if you have it.

Email from William Jordan to Miriam Maes, William Jordan (cc: CO Officials), 04 April 2011 17:59, [UNCLASSIFIED] RE: 10% carbon target – February data – and out-turn forecasts

See attached slide with cumulative emission bar chart as requested (with thanks to the team). We can tidy this up further but I wanted to check that this was exactly what you were looking for first. Note that the monthly ‘target’ bars here are our best estimate of the baseline monthly profile since, as you know, we only have month by month data for last year for a partial subset of the estate covered by the 10%. Also, to understand what at pan-government level, the published data amounts to, you might like to see slides 2 and 3 also attached. In slide 2, the “curve” in the line reflects the fact that the government uses less carbon over the summer than the winter. The “non-weather-corrected” line is here compared against the weather-corrected straight-line trajectory. In slide 3, we have overlaid the month by month emissions with the cumulative profile.

We have other material on the shelf too – our work on a cumulative weather-corrected and non-weather-corrected estimated profiled trajectory, in particular – which gives us the 10.3 and 11.3 forecasts ...

Email from Miriam Maes to William Jordan (cc: DECC Officials, CO Officials), 02 April 2011 17:20, RE: [UNCLASSIFIED] FW: 10% carbon target – February data – and out-turn forecasts

Thank you very much for sharing the latest data on the 10% carbon savings data and forecast.

I agree with you that the target is not in the bag yet and thank you for all your personal efforts!

As Greg does not find the weather corrected chart easily readable- and without wanting to be a pain-, would it be possible to express in a bar chart:

- a) the “target carbon emissions” cumulative and per months and
- b) the “actual carbon emissions” versus targets cumulative and per months

Many thanks in advance for your reply.

Thank you again very much for all the contributions you, [] and [] are putting into this 10% massive project!

Email from William Jordan to Miriam Maes (cc: DECC Officials, CO Officials), 01 April 2011 18:25, [UNCLASSIFIED] FW: 10% carbon target – February data – and out-turn forecasts

Attachments: 10% charts for GB.pptx (362 KB)

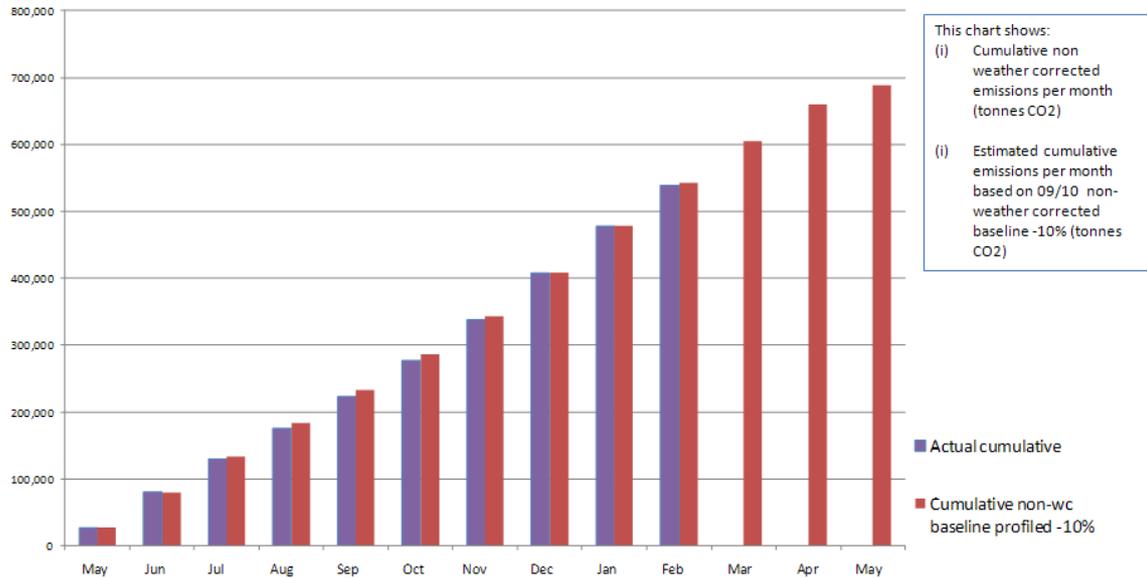
Our latest forecasts and charts attached.

This shows, as ever, that we think we will make the target, but only just – and it is certainly not in the bag. At least the message is consistent!

Meeting with three of the bottom five departments to date – all useful and all have additional work in hand of one kind or another, and projections for forward outcomes – many thanks to [] for his work with colleagues in those departments.

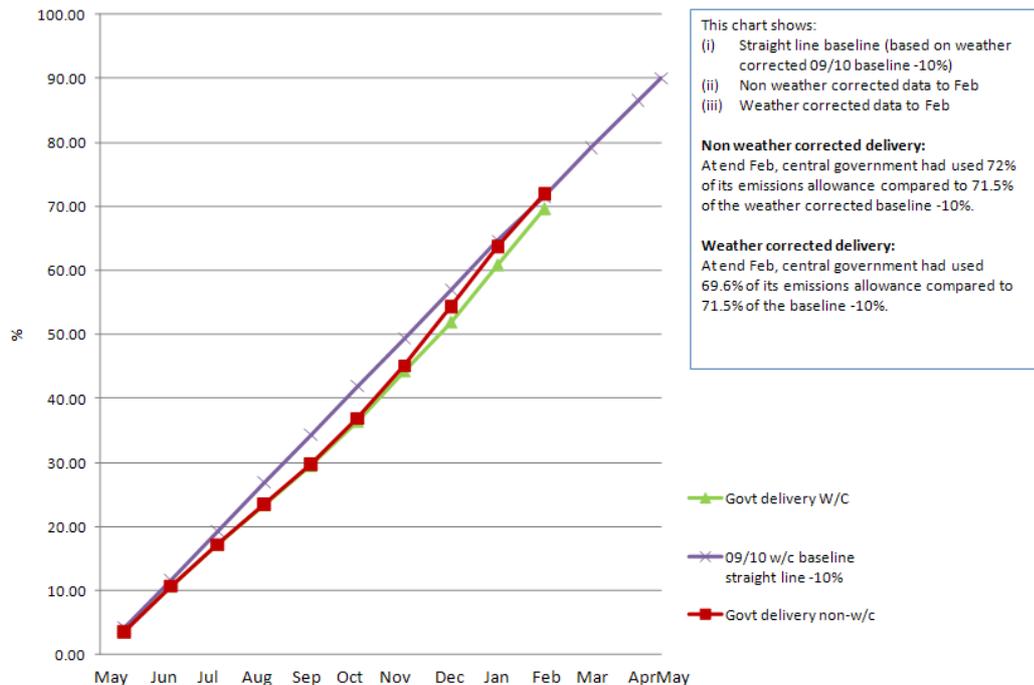
10% charts for GB.pptx (362 KB)

10% CARBON EMISSIONS REDUCTION: CUMULATIVE ACTUAL PERFORMANCE AGAINST ESTIMATED MONTHLY NON-WEATHER CORRECTED BASELINE (-10%)



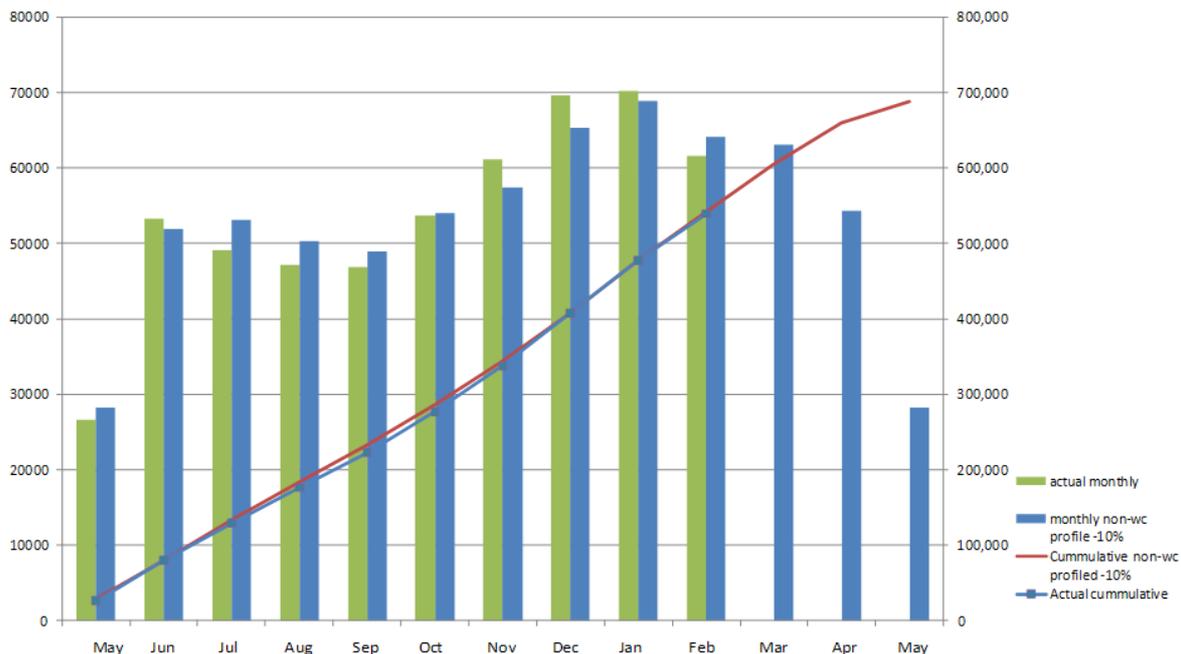
UNCLASSIFIED

10% CARBON EMISSIONS REDUCTION: CURRENT PERFORMANCE



UNCLASSIFIED

10% CARBON EMISSIONS REDUCTION: ACTUAL PERFORMANCE AGAINST ESTIMATED MONTHLY NON-WEATHER CORRECTED BASELINE (-10%)



UNCLASSIFIED

Email from William Jordan to [multiple] (cc: CO Officials), 01 April 2011 18:15, [UNCLASSIFIED] 10% carbon target – February data – and out-turn forecasts

I am sure you will have noted that last week the PM and DPM wrote to Cabinet colleagues about progress on the target to cut government carbon emissions by %10 and that Gus raised progress with Permanent Secretaries at Wednesday morning colleagues.

I can now circulate both the latest, weather corrected data for February and the latest un-weather-corrected data – both against a weather-corrected baseline and measuring progress to data against effectively a “flat” straight-line trajectory (both attached).

We have also carried out some further analysis: (a) to compare un-weather-corrected out-turn data with an un-weather-corrected baseline and (b) to develop a more sophisticated trajectory which does not assume that we consume carbon at the same rate throughout the year. The more sophisticated trajectory reflects monthly out-turn data for last year for all the buildings for which you have kindly provided us data. While this is not a perfect sophisticated trajectory, it certainly gives a better idea of our actual likely final out-turn than comparison against a straight-line trajectory.

On this basis our raw data suggests we are headed for a 10.3% reduction – comparing non-weather-corrected out-turn data with a non-weather-corrected baseline. Once we adjust both the out-turn and baseline data for weather correction then the position improves to 11.3%. I attach the month-by-month run-rate chart that supports this analysis (unweather-corrected data – so this monthly chart shows the

impact of the coldest December for 100 years very clearly, and also reflects the fact that February was mild – and reflects weather variations last year).

I am in the process of meeting with colleagues in the five departments at the bottom of the league table to discuss progress. I am pleased to be able to report that BIS, Defra and HMRC all have action in hand which should, all being well, be sufficient to ensure they achieve the target (just). But we all need to play our part: those departments with back-end loaded programmes must deliver, and we all need in April and May to use less energy. This means in particular:

- empowering FM teams to shut down effectively over weekends but particularly the forthcoming Bank Holiday periods;
- acting on temperature set points; turning off heating as soon as possible and not turning on chillers;

There are only six weeks left of the reporting period, so the time to act is now. Please do your best to ensure we deliver.

It is not yet clear when there will be a public announcement about the target, and this depends to a great extent on the data outturn in March and the degree of contingency, if any, that exists at that point. However there may be pressure to provide material for Ministers to make an early statement so it will be essential to have the most comprehensive data possible, as early as possible. We are conscious that staff (in departments and suppliers) will be taking leave around the bank holidays and so would ask that you ensure there is sufficient cover that the data returns during April and May are not delayed.

Email from CO Official to [multiple] (cc: William Jordan, CO Officials), 04 March 2011 17:09, [UNCLASSIFIED] Update on 10% carbon target and Green Government announcement

You will recall that William Jordan likes to update senior sponsors in departments on monthly progress towards the 10% carbon reduction target. In his absence this week, I attach the latest chart covering the January data. As you will see, the charts show that 71.8% of the way through the reporting year, government has used 70.3% of its target allowance. So we continue to be on track to meet the target at a pan-government level but we must all maintain momentum to ensure we make the most of last three months. We are in touch with departments that look in danger of underachieving against their share of the target, and we stand ready to offer support as required. William has almost completed his round of meetings with departments, and it has been good to hear of the preparations for extensive shutdowns over the two Bank Holiday weekends in April, and activities for engaging staff during Climate Week (21-27 March) which you have in hand.

Additionally, on Monday, the DPM announced the new set of Greening Government Commitments which will replace the SOGE targets (SOGE data for 2009/10 was also finally published). As with SOGE and the 10% target, departments will be required to submit their plans for achieving the new commitments to Cabinet Office which will continue to provide performance management of overall government delivery. We will be in touch with your teams with further guidance on our reporting requirements and key milestones in the coming weeks. The announcement also included a new Ministerial Group to oversee delivery of the operations and

procurements targets and we are working with Defra, DECC and DfT to agree the governance and forward programme for this group.
Many thanks for your continued support on this agenda.

Email from Miriam Maes to Gregory Barker, 06 April 2011 09:26, WHDS

I just read the note [] [] send to you on the WHDS.
[] gave me a copy yesterday as it was restricted circulation.
I have a number of comments as I do not agree with [] recommendations and his views on the outcomes of the meeting with you and Francis Maud.
I will meet [] and [] at 3.30 this afternoon to discuss.
Do you want me still to take the lead on this project as he is proposing for the project coordination to move to the LDA.....
Many thanks in advance for your reply.

Email from Phil Wynn Owen to [multiple recipients], 06 April 2011 16:14, Changes to UK DECC at DG level

I am writing to update you on some changes taking place in the Department of Energy and Climate Change (DECC).
As you may be aware, the UK Government has undertaken a series of reviews to consider how best to manage its departments going forward. In line with this, DECC has decided to streamline its top-level structure to maximise the potential of both domestic and international policy, whilst maintaining cost-effectiveness.
To this end, the International Energy and Climate Change group (IECC) has been realigned with its domestic counterparts. So the International Energy and Technology Directorate has merged with the Energy Markets and Infrastructure (EMI) group – led by my colleague Simon Virley. The International Climate Change Directorate has merged with the National Climate Change & Consumers Group, which I lead. My Group has now been renamed International Climate Change and Energy Efficiency (ICCEE).
An immediate advantage of these changes is the fact that they will continue to enable the UK to continue to play an active role on the world stage, but do so even more closely aligned with its domestic efforts. The relationships between national and international climate change and energy are mutually reinforcing, and will contribute significantly to DECC's vision of a thriving, globally competitive, low carbon economy.
I am greatly looking forward to taking on this greater challenge. And I hope to meet you soon to discuss opportunities for mutual progress on this agenda.

Email from DECC Official to Miriam Maes, 08 April 2011 11:59, FW: ELENA Funds – Success!

Miriam – for your interest.

Email from DECC Official to David Purdy, Tracy Vegro, DECC Officials, 08 April 2011 11:53, ELENA Funds – Success!

You have all at some point received emails from me on the subject of EU finance, and particularly the fabled ELENA (a reminder: ELENA Facility provides grant co-

financing to its eligible final beneficiaries (local and regional public authorities and/or entities acting on their behalf) of up to 90% of eligible costs related to technical assistance for development of bankable, large scale, sustainable energy investments).

Some good news: after 14 months of operation, the UK (specifically the London Development Agency) has secured nearly €6 million in supporting funds for 2 projects: RE:FIT (energy efficiency refurbishments of public buildings) and the De-Centralised Energy Programme (Development of decentralized gas-fired CHP schemes for heating and electricity) – further details on these projects can be found in the attached pdf.

This makes the UK the 2nd most successful Member State in terms of securing this funding, and with an application by Birmingham in the pipeline, we could soon be moved to pole position!

More than happy to discuss with any interested parties.

Email from European Commission Official to Unidentified officials, 06 April 2011 18:11, RE: IEE II Management Committee informal meeting, 7 April 2011 – Background documents

Attachments: ELENA report.pdf (160 KB)

Please find attached the report on the ELENA facility as promised. We will provide a copy for each participant in tomorrow's IEE II Management Committee meeting.

ELENA report.pdf (160 KB)

INTELLIGENT ENERGY - EUROPE PROGRAMME

European Local Energy Assistance – ELENA

Information on implementation of the Facility
to the IEE Management Committee

March 2011

Prepared by:

DG ENER, C3

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Abbreviations and terms used:

ELENA:	European Local Energy Assistance
EIB:	European Investment Bank
CA:	Contribution agreement between the European Commission and the EIB
FB:	Final beneficiaries
PDS:	Project development services: technical assistance requested by the Final Beneficiary and/or eligible financial intermediary to help prepare, implement and finance an eligible Investment Programme and implement the operational objectives of the IEE
Investment Programme:	an investment project or a group of projects, in the field of greenhouse gas emission reduction, energy efficiency and renewable energy sources
Leverage factor:	the ratio between the total investment costs of the Investment Programme supported and the total cost of Project Development Services coming from ELENA facility
ESCO:	Energy Service Company
EPC:	Energy Performance Contracting
TPF:	Third Party Financing
IEE:	Intelligent Energy – Europe Programme

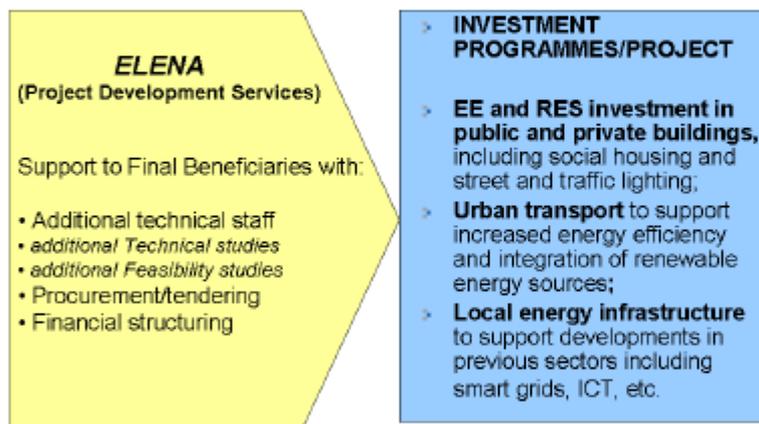
1. Introduction

This report is prepared to provide the IEE Committee members with a consolidated presentation of the ELENA Facility's results from its launch in December 2009 until the end of March 2011. We believe that the information presented will provide the IEE Management Committee with a solid background for upcoming discussions regarding the IEE Work programmes 2012 and 2013.

2. ELENA Facility – what it is

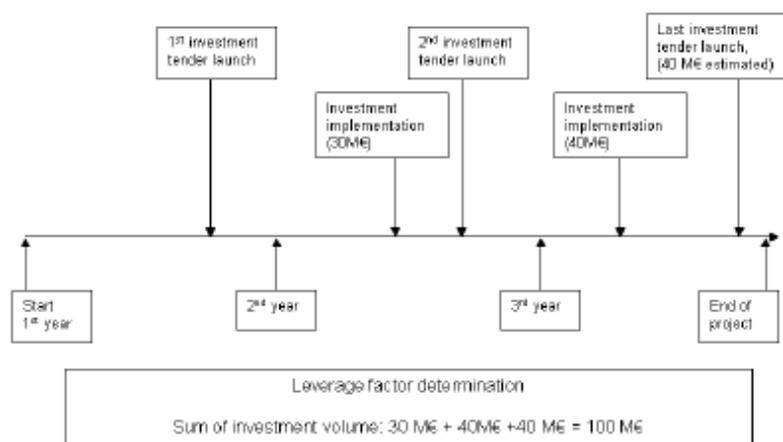
ELENA Facility provides grant co-financing to its eligible final beneficiaries (local and regional public authorities and/or entities acting on their behalf) of up to 90% of eligible costs related to technical assistance for development of bankable, large scale, sustainable energy investments¹. These eligible costs include personnel costs of additional staff hired by the beneficiary in order to prepare, launch and manage the investment programme in question, technical and economical studies related to the investment programme, preparation and management of the public tendering procedures associated with the investment programme, financial structuring costs of the investment programme etc. Investment programme means an investment project or a bundle of investment projects prepared/launched by final beneficiary targeting energy efficiency and/or renewable energy sources utilisation over the respective territory, in line with rules set up by the IEE Programme.

Figure 1: ELENA support for development of investment projects:



¹ Investments into energy efficiency, energy savings and renewable energy sources utilisation in eligible sectors according to the definition in the IEE Workprogramme.

Figure 2: An example of ELENA project cycle



ELENA Facility has been launched in December 2009. It is being implemented by the EIB according to a sub-delegation agreement between the European Commission's DG ENER and DG ECFIN, and consequent Contribution Agreement between DG ECFIN and the EIB. The Facility is financed under the IEE Market Replication Projects' Heading (according to article 44 of the CIP Decision²).

So far, € 60 million has been allocated to the Facility from the IEE Programme's budget line (€ 15 million in 2009, € 15 million in 2010 and € 30 million in 2011 (including € 11million earmarked for the new ELENA 'compartments', to be launched in 2011 with the KfW and the CEB).

ELENA is implemented in a first come, first serve basis, with no deadlines for call for proposals. The situation as regards spending of IEE ELENA budget is provided in Chapter 4.

EIB has set up a dedicated ELENA Team, composed of 4 full-time specialists, in charge of daily implementation of the Facility, based in Luxembourg. It is overseen and complemented by desk officers in charge of ELENA at DG ECFIN and DG ENER.

The important task of the EIB staff in charge of the ELENA Facility is to provide support to local authorities in the preparation of their application and the submission of the subsequent Requests for Approval.

While during the first months of the operation of the Facility a large proportion of inquiries focused on general or administrative information, requests from potential applicants progressively shifted towards more specific issues, directly related to concrete investments. The dissemination of information regarding ELENA in information days, workshops and seminars, seems to have clarified the basic questions related to the scope and selection process within the Facility. The facility is further promoted by the Covenant of Mayors Office and ManagEnergy initiative.

From April 2011, specific information related to the remaining funds will be posted on the dedicated ELENA EIB web page and will regularly be updated, and project fiches for all signed projects will also be available on the web page. Further, guidelines for applicants will be uploaded to the website.

² Decision No 1639/2006/EC of the European Parliament and of the Council of 24 October 2006 establishing a Competitiveness and Innovation Framework Programme (2007 to 2013)

3. ELENA Facility – How does it work

Five - step approach has been developed for applying to the Facility.

a) Pre-application phase: potential applicants are encouraged to send a pre-application containing the key features of their projects, i.e. a brief description of the investment programme and the chosen approach to implement it; expected investment costs and development schedule; amount, scope and main needs for technical assistance. On this basis, ELENA staff is able to assess the project eligibility and highlight the possible shortcomings of the proposal.

b) Application phase:

If the assessment is positive, applicants are requested to prepare a formal application. Requests for additional information are often necessary to fine-tune the proposal.

c) Approval phase:

When the ELENA team estimates that the project presents all required data and information, that it is bankable and fits all criteria defined by the Facility, the proposal is finalised by the beneficiary and a formal request is prepared by the ELENA team and sent to the Commission Services for approval.

d) Contract:

After the approval from the Commission, contract negotiations between the applicant and the ELENA team can start, followed by the signature of a funding agreement between the EIB and the beneficiary, and the Project Development Services (PDS) can be initiated. A down-payment is made immediately after contract signature to allow a swift project start. Maximum duration of ELENA Contract is 3 years, during which the Investment programme must be executed or launched. Monitoring of implementation of contracts is done through regular reporting by the Final Beneficiaries to the ELENA team and by on-the-spot checks by the Commission services. ELENA payments are subject to approval of implementation reports.

A standard contract has been designed by the EIB that includes:

- Special conditions that comprise the purpose, duration, role of final beneficiary, financing the PDS, payment arrangements, submission of reports and other documents, bank account, general administrative provisions, law applicable and competent court;
- General conditions stating the legal, administrative provisions (liability, conflict of interest, ownership of results, confidentiality, publicity, force majeure, termination of and modifications to the contract) and financial provisions (eligible costs, general provisions on payments, determining the final contractual amount, recovery, monitoring, controls and audits) of the contract;

Annexes:

- Description of work programme for Project Development Service and planned Investment Programme, including milestones for measuring leverage factor
- Estimated budget
- Eligibility rules for the PDS and the investment programme
- Technical implementation reports and financial statements
- Fiche for requesting ex-ante Bank's comments on the terms of reference of large sub-contracts
- EIB Guide to procurement.

The ELENA team has developed a project tracker tool which enables to monitor and update the status of all ELENA applications in real time.

On the Inter-institutional side, further monitoring of ELENA implementation is ensured via ELENA Steering Committee (SC), in charge of strategic issues (i.e. high-level supervision, strategic development of the facility) and Technical Committee (TC) (discussing the status of implementation of signed contracts and other operational issues). The SC is composed of

representatives of DG ENER, DG MOVE, DG ECFIN and the EIB, on the Director's level. The TC is composed of Commission's desk officers and ELENA team.

As well, the EIB is responsible for annual progress reports to the Commission services. The recent report from the EIB has been used as a basis for this report.

4. ELENA Facility – Results

A continuous dialogue has been initiated with over 50 local and regional authorities who submitted pre-applications, where ELENA staff provided detailed assessment of proposals at different stages of the preparation. This resulted in 12 approved (out of which 6 signed) projects so far and a pipeline of 23 eligible projects that are presently being refined before the submission of a formal application. Some 15 projects are still in a very early stage of elaboration and were put on hold pending further communication from applicants.

The number of applications differs substantially from one country to another. A figure showing the distribution of contacts from potential applicants by country is presented in *Annex 2*.

The dissemination activities carried out by the European Commission, the EIB and Covenant of Mayors (CoM) Secretariat have resulted in a better understanding of the objectives of the Facility by potential applicants. This is demonstrated by the contents of the inquiries and projects proposed by local authorities. In particular, publications such as the ELENA brochure in different languages, the Frequently Asked Questions and the presentation of the Facility in numerous events have contributed to a higher awareness about the ELENA Facility.

The rapid take-off of the ELENA Facility, as demonstrated by the significant number of inquiries and submission of eligible proposals, can be explained by the fact that ELENA addresses one key non-financial barrier to the development of these types of projects by local and regional authorities (lack of technical and financial capacity). It is noted that ELENA support has contributed to accelerating investments in the ELENA priority areas and to the adopting of best practices.

ELENA added value includes several aspects:

- Scaling-up energy efficiency and renewable energy investments, realising economies of scale: this is clearly the case for most signed and approved projects, particularly for the "regional" projects (i.e. Province of Barcelona, Province of Milan, Greater London Authority-RE-FIT), but also for the City of Paris, implementing a global approach to undertake energy savings in 300 schools.
- Reaching higher investment levels can also be achieved by grouping several municipalities (e.g. Province of Barcelona, Province of Milan or Malmö).
- By encouraging local authorities on the one hand in planning and coordinating with other stakeholders, the Facility provides support to increase their management capacities and develop further investments in the sector, including innovative and market replicable proposals. On the other end the Facility facilitates the introduction, at local or regional levels, of models that were successfully experienced in other locations in Europe.
- Although it is early in the implementation stage of the Facility to provide concrete data on the first side of market replication, it seems that local authorities are already discussing to replicate some approaches developed by the first ELENA applicants in other regions/municipalities (e.g. Italy, Spain, UK).
- Improving the bankability of such investments by focusing on technically and financially viable projects that are attractive to the banking sector and to Energy Service Companies (ESCOs); ELENA staff supported applicants in focusing on bankable investment projects, bringing its expertise to strengthen the bankability of some projects, particularly in sectors relatively new to local authorities, such as the electric vehicle infrastructure submitted by Fundacion Movilidad in Madrid or Vila Nova de Gaia. The Facility also supports initiatives making use of ESCOs, such as in the Provinces of Barcelona and Milan, the City of Paris

and the Greater London authority. This support is in line with the recently published Energy Efficiency Plan³. In doing so, ELENA helps in creating the market for energy services.

- The ELENA Facility provides the financial and technical resources for local authorities to implement the projects and programmes included in the existing Sustainable Energy Action Plans supported by the Covenant of Mayors Initiative: these plans constitute a framework of action for local authorities that identify the potential for energy efficiency and renewable energy development, as well as the possible measures to transform this potential in actual savings and renewable energy generation in an urban environment. The use of these plans in the elaboration of ELENA proposals can be witnessed in many applications.

So far, under the ELENA Facility, 6 projects were signed and 6 approved by the Commission services. These projects correspond to an amount of ELENA contribution of EUR 21 877 929; the planned investments related to these signed and approved projects should reach around EUR 1.6 billion, according to applicants. Detailed project fiches for approved and signed projects are provided in Annex 1.

The ELENA contribution requests could amount to a further EUR 38 million for the pipeline of 23 potential new projects already identified. Should they be approved, investments related to the pipeline of prospective projects could reach EUR 3.7 billion according to the figures supplied by applicants.

Although no concrete results can be observed yet, if the objectives foreseen by the projects supported (12 projects) are fully achieved, the cumulated energy savings, over the ELENA project duration, are estimated at 913 GWh, and 417 GWh of energy should be generated by renewable sources. These projects are expected to avoid the production of around 496 000 tons of CO₂ emissions over the ELENA project time.

The ELENA projects will require the recruitment of dedicated and additional staff to implement the TA activities and prepare the ground for the investment programmes. The signed and approved projects will thus directly create 48 jobs during the 3 year duration of the contracts for a total amount of 1562 person-months of work. Further, the number of direct and indirect jobs created during the implementation and life time of the investment projects supported by ELENA Facility so far, can be estimated at least at 25,400 person-years.

Figure 3: Aggregated data – signed and approved projects until 31/03/2011

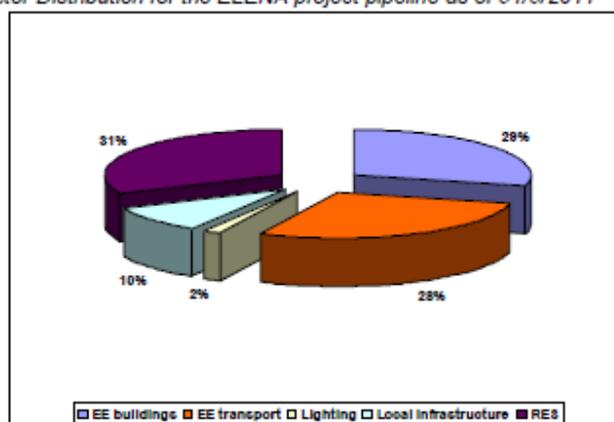
Project	Country	Field	Expected investment to be mobilized €	ELENA (EE) contribution €	Estimated reduction of CO ₂ eq (t/year)	Estimated final energy savings (GWh/y)	Estimated RE generated (GWh/y)	comment	
Signed contracts									
ELENA100203	Diputació de Barcelona	ES	buildings, PV	500.000.000	1.999.925	165.000	290,00	114	
ELENA100421	Provincia di Milano	IT	buildings	90.000.000	1.944.900	9.000	30,00	1,1	
ELENA100715	Prov. of Pijnarend	NL	DH/CHP	90.000.000	1.791.900	66.500	60,00	264	
ELENA100813	Paris	F	buildings/ESCO	190.000.000	1.397.000	6.480	32,50	-	
ELENA101001	MADEV, Madrid	ES	electric vehicles	63.400.000	1.146.093	1.800	4,16	-	by end of project
ELENA101111	Vila Nova de Gaia	PT	buildings, transport	73.400.000	920.315	12.120	34,50	5,63	
Totals				976.800.000	9.182.123	270.900	431,16	384,73	
Contracts under signature									
				Expected investment to be mobilized €	ELENA (EE) contribution €	Estimated reduction of CO₂eq (t/year)	Estimated final energy savings (GWh/y)	Estimated RE generated (GWh/y)	
	Decentr. Ener. London	UK	EE/energy infrastr.	94.736.000	2.904.744	74.670	275,00	0,00	
	RE-FIT London	UK	buildings	114.960.000	2.884.690	100.000	4,69	0,00	
	DAFNI	Greece	smart grids/RES	62.620.000	688.670	19,77	42,00	20,86	
	ELECTROBUS Barcelona	ES	EE in transport	163.660.000	1.921.000	16.400	61,40	-	by end of project
	SPIS Skane	SE	EE in transport	170.500.000	2.970.472	25.000	82,00	-	
	Modena	IT	buildings, PV, lighting	54.180.000	1.326.340	9.900	17,20	12,20	
Totals				651.068.000	12.695.806	225.989	482,29	33,06	
Totals for approved projects				1.627.868.000	21.877.929	496.889	913,45	417,79	
as of 31/03/2011									

³ COM(2011) 109

Apart of the 12 approved projects, the current pipeline shows a list of 23 projects. This pipeline will be subject to changes during the discussions with applicants. As regards the representation of applications per country and per sector, the situation is as follows:

IT	ES	UK	NL	SE	RO	SK	BE	DK	PL	FR	IC
6	4	3	2	1	1	1	1	1	1	1	1

Figure 4: Sector Distribution for the ELENA project pipeline as of 31/3/2011



As regards the status of ELENA Budget, the situation is as follows:

	Budget	Committed budget	EIB fees	Sub-total	Remaining budget
2009 Budget	EUR 15 000 000	EUR 12 755 473	EUR 382 664	EUR 13 138 137	EUR 1 861 863
2010 Budget	EUR 15 000 000	EUR 9 122 456	EUR 273 673	EUR 9 396 129	EUR 5 603 871
	EUR 30 000 000	EUR 21 877 929	EUR 656 337	EUR 22 534 266	EUR 7 465 734

Note: 2011 budget of € 30 million has not yet been committed to projects, as Contribution agreements with the EIB, the KfW and the CEB are under development.

5. ELENA Facility – current limitations, way forward

The main reasons for rejecting applications or postponing their assessment are often lack of maturity that would make the realisation of the foreseen investment unlikely in an ELENA project time frame; or projects for which technical assistance was not fully justified, where a support from the Facility would provide only limited added value. Small investment size of certain projects (well below the threshold of EUR 50m) led as well to their rejection.

Another problem is the limited capacity to fully absorb and service the significant demand for technical assistance by only one EU TA facility. Experience so far shows that more TA facilities, even on the MS level would be needed to facilitate the uptake of the market potential.

In order to address the above-mentioned limitations as well as to test other innovative financing mechanisms for sustainable energy projects, ELENA Facility (EIB-operated) is being extended in the framework of the IEE Work programme 2011, with two new but complementary technical assistance compartments, to be implemented by the Council of Europe Bank (CEB) and KfW Bankengruppe.

At the time of preparation of this report, the Commission services and respective financial institutions were negotiating the relevant IEE 2011 Contribution Agreements (CA), according to the IEE WP 2011.

The Commission expects that at least two 2011 ELENA Facilities (ELENA-EIB and ELENA-KfW) will be presented already during the EU Sustainable Energy Week, on April 13 and 14.

At the moment of drafting this report, the ELENA-CEB facility was still in the stage of internal appraisal at the CEB and negotiation might take longer than originally expected.

As regards the further evolution of ELENA Facility, it will largely depend on the results achieved in the scope of 2011. However, IEE Committee members are already now invited to reflect upon the prospects, expectations and IEE programme objectives towards 2012 and 2013. The Commission sincerely hopes that this report is providing a good basis for informed discussion and preparations of the following IEE Workprogrammes.

ANNEX 1

Project Fiches – approved projects

1. Renewable Energy and Energy Efficiency in Diputació de Barcelona – REDIBA

Location	Barcelona Province, Spain
Beneficiary	Diputació de Barcelona
CoM signatory	YES
Sector	RES (PV), EE (EPC)
Total PDS cost	EUR 2 666 642
ELENA contribution	EUR 1 999 925 (75%)
Project development services (PDS) financed by ELENA	<p>Development and rolling out of the investment programme:</p> <ul style="list-style-type: none"> ▪ Establishment of a contractual framework to ensure the development of investments ▪ Implementation of the EE projects through the involvement of ESCOs. ▪ Development of a PPP approach to implement investments in PV in public buildings.
Description of ELENA operation	<p>A project implementation unit, formed by existing and additional staff will be established in the Province to manage the investment programme. Its main tasks will be to</p> <ul style="list-style-type: none"> ▪ promote and analyse proposals of potential projects by municipalities; ▪ provide technical support to municipalities in the implementation of the projects. <p>Sub-contractors will be hired for specific sector studies and legal advice.</p>
Timeframe	2010 – 2013 (both for ELENA and Investment Programme)
Basis for investment identification	SEAPs developed in the framework of Covenant of Mayors (financed by the Province)
Investment programme description	<ul style="list-style-type: none"> ▪ Installation of PV plants on roofs of public buildings ▪ Retrofitting of public lighting and traffic lighting systems ▪ Municipal buildings refurbishment
Expected investment to be mobilized	EUR 500 million
Expected results	<ul style="list-style-type: none"> ▪ PV electricity production: 114 GWh/y ▪ Energy savings: 280 GWh/y ▪ CO₂ reduced: 185.000 tCO₂eq/y ▪ Jobs created/sustained: PV: 3,000 jobs in installation and maintenance; EE: 2,000 jobs
Leverage factor	250
Market replication potential	<p>Considered as high:</p> <p>- first large-scale EPC model in Spain</p>
Project status	ELENA contract signed on 4 May 2010

2. District heating 2.0 Stadsverwarming Purmerend

Location	Purmerend, The Netherlands
Beneficiary	District heating company of Pumerend, 100% public ownership.
CoM signatory	Not yet
Sector	Energy efficiency, renewable energies, district heating
Total PDS cost	EUR 1 991 000
ELENA contribution	EUR 1 791 900 (90%)
Project development services (PDS) financed by ELENA	<ul style="list-style-type: none"> ▪ Preparation of tender documents for the energy retrofitting of the district heating network ▪ Elaboration of a business plan of a geothermal and a biomass new RE heat production facilities ▪ Design and realization of the legal and financial set up for a special project vehicle (SPV) to be in charge of investment ▪ Contracting of investment partners for the SPV and preparation of long term biomass supply contract
Description of ELENA operation	<ul style="list-style-type: none"> ▪ Set up of a dedicated project implementation unit with additional and internal staff in charge of preparing and implementing the complete investment programme (network and RE plants) ▪ External experts will be hired for the preparation of the construction of the RE plants ▪ Legal, financial expertise for preparation of tender documents and for the set up of the SPV will be externalised
Timeframe	2010 – 2013
Basis for investment identification	Development vision of the district heating company to reduce losses and switch to RE supply; linked to the action plan of the City of Pumerend having signed the Dutch "Climate Agreement"; plans to become member of CoM
Investment programme description	Improvement of district heating network: replacement of substations, elimination of unnecessary loops, improve "just in time" heat production Construction of a geothermal heat plant (12 MWth) and of a biomass heat plant (20 MWth, if financially viable upgraded to a cogeneration plant) including all the connection work to the heat grid and the necessary logistic components
Expected investment to be mobilized	EUR 80 million
Expected results	<ul style="list-style-type: none"> ▪ Energy savings: 50 GWh/y ▪ RE heat generation: 264 GWh/y ▪ CO₂ reduction: 56 500 t/y
Leverage factor	45
Market replication potential	Significant for other aging district heating networks and especially for substituting in existing networks fossil based heat generation through large scale RE heat generation
Project status	ELENA contract signed on 30 September 2010

3. Energy Efficiency – Covenant of Mayors – Province of Milan

Location	Province of Milan, Italy
Beneficiary	Province of Milan
CoM signatory	Yes
Sector	Energy Efficiency
Total PDS cost	2 161000
ELENA contribution	EUR 1 944 900 (90%)
Project development services (PDS) financed by ELENA	The ELENA assistance will support the development of the investment programme to develop the energy efficiency potential of a group of public buildings of the province and to be implemented through the involvement of ESCOs. The main reason to follow this approach is that the municipalities of the region have very limited capacity to finance the investments.
Description of ELENA operation	A Project implementation Unit will be established in the Province to manage the whole investment programme. This unit will promote and analyse the proposals of potential projects by municipalities. It will support them technically in the implementation of the projects. In addition, the financing put in place with the support of the EIB, involving local financial institutions, will be used to finance the projects. This unit will be formed by existing plus additional staff.
Timeframe	2010 - 2013
Basis for investment identification	Building auditing programme (2006-2008) in 101 Municipalities with less than 30.000 inhabitants. Roughly 1.000 public buildings have been audited of which 800 light audits and 200 detailed audits, providing an estimate of the saving potential and of the financial needs to realise identified measures. SEAPs carried out or expected to be carried out in municipalities of the Province
Investment programme description	Refurbishment of existing school buildings located in selected municipalities in the province through the tendering of standard contracts for energy performance contracting for selected groupings of public buildings.. The projects will be financed by Financial Intermediaries (FIs) that will be selected by the Province.
Expected investment to be mobilized	EUR 90 million
Expected results	<ul style="list-style-type: none"> • 22.400 MWh/year decrease in natural gas consumption (1.925 Tce/y) • 4.950 MWh/year decrease in electricity consumption (850 Tce/y equivalent) • 1.100 MWh/year of electricity, equivalent to 200 Tce/year of primary energy avoided
Leverage factor	46
Market replication potential	The market replication potential for other municipalities is considered high, notably the use of ESCOs under a performance contracting scheme is a replication of experiences in other EU member states (Germany, Austria) and will be the first large scale implementation of this model in Italy. There is a significant replication potential for other municipalities, notably in the Italian market.
Project status	ELENA contract signed on 26 October 2010

4. MADEV (MADrid Electric Vehicles)

Location	City of Madrid, Spain
Beneficiary	Fundación Movilidad. Local public body created by the Madrid City Council.
CoM signatory	YES
Sector	Urban Public Transport EE. (Implementation of Electric Vehicles)
Total PDS cost	EUR 1 304 640
ELENA contribution	EUR 1 148 083 (88%)
Project development services (PDS) financed by ELENA	<p>The ELENA assistance will support the first large scale investment programme for electric vehicles in Spain.</p> <ul style="list-style-type: none"> - Development and management of the investment programme - Assessment and support for the selection of the best business models - Support for the legal implications of the project - Support the identification of administrative requirements - Implementation of management and monitoring tools to ensure a proper coordination - Support on the development of public charging network
Description of ELENA operation	A Project Implementation Unit will be established within the Fundación Movilidad to manage the investment programme. This unit will coordinate, promote and analyse the proposals from the sector stakeholders (energy companies, vehicle and charging station manufacturers, etc) and from the Municipality of Madrid. It will support them technically in the implementation. This unit will be formed by existing staff, additional staff working at the Fundación Movilidad (one expert and one project assistant) and will receive support from external consultants.
Timeframe	2010 - 2013
Basis for investment identification	<ul style="list-style-type: none"> ▪ SEAP developed in the framework of Covenant of Mayors: Plan de Uso Sostenible y Prevención del Cambio Climático de la Ciudad de Madrid 2008. ▪ Project MOVELE (2009-2010). ▪ Integrated Strategy for Electric Vehicles Promotion in Spain, presented on April 6th, 2010
Investment programme description	<ul style="list-style-type: none"> ▪ Acquisition of 1 400 Electric Vehicles (EV) ▪ Acquisition of 1 870 charging points (CP)
Expected investment to be mobilized	EUR 53,4 million
Expected results	<ul style="list-style-type: none"> ▪ Energy savings: 4160 MWh after the three years of progressive implementation. ▪ CO₂ reduced: 1800 CO₂-eq [t] by the end of the three year period.
Leverage factor	47
Market replication potential	The market replication potential for other municipalities, notably in the Spanish market, is considered high.
Project status	ELENA contract signed on 25 November 2010.

5. Energy Performance Contracts at Parisian schools

Location	Paris, France
Beneficiary	City of Paris
CoM signatory	YES
Sector	EE & (RE) in public buildings (300 schools)
Total PDS cost	EUR 1 530 000
ELENA contribution	EUR 1 377 000 (90%)
Project development services (PDS) financed by ELENA	<p>Preparation and implementation of investment programme:</p> <ul style="list-style-type: none"> ▪ Choice of schools to be refurbished ▪ Preparation of energy performance contract approach, carrying out preparatory studies ▪ Preparation of energy base line for pooled schools (3 pools of ~ 100 schools each) ▪ Tender preparation and launch of tendering procedure ▪ Monitoring of signed contracts ▪ Targeted information actions towards teachers, pupils, employees and pupil's parents ▪ Set up and management of the Project implementation unit (PIU)
Description of ELENA operation	<p>PIU will be in charge of development and implementation of the Investment:</p> <ul style="list-style-type: none"> ▪ Definition of the investment programme and tendering procedure ▪ Cooperation with other relevant directorates <p>External expertise for the preparation and signature of EPCs, monitoring of implemented contracts and targeted information actions</p>
Timeframe	2010 - 2013 (works will be continued for the last two pools after this period)
Basis for investment identification	Climate action plan for the city of Paris
Investment programme description	<ul style="list-style-type: none"> ▪ Improvement of the building envelope ▪ Energy management systems with control and monitoring of the energy devices installed ▪ Energy efficient lighting ▪ Installation of PV plants on school roof tops, where suitable
Expected investment to be mobilized	EUR 180 million
Expected results	<p>The investment should reduce by at least 30% energy consumption and CO₂ emissions</p> <ul style="list-style-type: none"> ▪ Energy saved: 32.5 GWh/y ▪ PV electricity production: not estimated ▪ CO₂ reduced: 6 480 t/y
Leverage factor	131
Market replication potential	<p>Considered as high:</p> <p>Large scale implementation of EPC scheme; will encourage other municipalities to follow the way</p>
Project status	ELENA contract signed on 15 December 2010

6. Development of smart-grid infrastructure in autonomous islands of the Aegean Sea

Location	Greece: Lesbos, Lemnos, Milos, Kythnos and Santorini
Beneficiary	DAFNI – Network of Aegean Islands for Sustainability
CoM signatory	Yes, as supporting structure
Sector	Local infrastructure, RES
Total PDS cost	EUR 810 200
ELENA contribution	EUR 688 670 (85%)
Project development services (PDS) financed by ELENA	The ELENA assistance will support the development of the investment programme in smart grids infrastructure, and to a lesser extent in photovoltaic systems and charging stations for electric vehicles in the 5 islands.
Description of ELENA operation	<p>A project team will be established at DAFNI to manage the whole investment programme in cooperation with their partners, in particular Public Power Corporation S.A. (PPC) and an ESCO.</p> <ul style="list-style-type: none"> ▪ Development and set up of the smart grids ▪ Financial structuring and implementation of the collective PV scheme ▪ Implementation of recharging stations for electric cars in the five islands ▪ Detailed analysis of the islands' electricity systems; development of a partnership agreement and a business plan for the system operator ▪ Monitoring and commissioning of the project and on-site support
Timeframe	2011-2014
Basis for investment identification	<p>The proposed investment project will build on the knowledge acquired in a pilot project that was implemented in the island of Kythnos in 2007 (micro-grid).</p> <p>SEAPs in 10 municipalities</p>
Investment programme description	<p>It will combine on five islands (Lesbos, Lemnos, Kythnos, Milos and Santorini) three complementary components related with the new possibilities created by smart grids: decentralised production of RES, energy management using the possibilities created by the smart meters. The components are:</p> <ul style="list-style-type: none"> ▪ Installation of smart electricity meters and installation of energy control centres ▪ Installation of new photovoltaic (PV) systems ▪ Installation of charging stations for Electric Vehicles
Expected investment to be mobilized	EUR 52.82 million
Expected results	<ul style="list-style-type: none"> ▪ Increase of the RES electricity penetration levels in the five selected islands, from 15% of the annual energy demand of each island to 30% ▪ Energy savings of around 42 GWh/year in the five islands.
Leverage factor	77
Market replication potential	It is the first implementation of smart grids in the country, and is of particular relevance for islands not connected to the continent's grid; it could be successfully replicated in municipalities in other islands of the Aegean sea, as well as in other European islands and municipalities.
Project status	Approved, contract under signing procedure.

7. Vila Nova de Gaia Sustainable Energy Programme

Location	Vila Nova de Gaia, Portugal
Beneficiary	Vila Nova de Gaia
CoM signatory	YES
Sector	EE&RES in buildings and public lighting Urban public transport EE
Total PDS cost	EUR 1 022 572
ELENA contribution	EUR 920 315 (90%)
Project development services (PDS) financed by ELENA	<ul style="list-style-type: none"> ▪ Identification of individual investments and preparation of tender documentation ▪ Structuring and planning of operations and setting up the financing system ▪ Tendering procedure for EE/RES measures in schools, sport halls and public lighting sector through EPC with the involvement of ESCOs. ▪ Tendering procedure for urban transport measures
Description of ELENA operation	<p>A project implementation unit, formed by 6 additional members of staff will be established within the municipality. It will: identify the specific investments, manage the tendering procedures, and contract negotiation process covering the whole investment process.</p> <p>The PIU will be supported by existing staff from concerned city departments and external subcontracted expertise.</p>
Timeframe	2011 – 2014
Basis for investment identification	SEAP developed in the framework of Covenant of Mayors
Investment programme description	<ul style="list-style-type: none"> ▪ RES/EE measures via EPC involving ESCOs for improving the energy performance of 200 schools and public sport facilities; installing PV plants on roofs of selected public buildings and retrofitting of public lighting and traffic lighting systems; ▪ Improvement of urban public transport EE including a new design of current bus network, the deployment of more efficient bus fleet and the implementation of integrated e-mobility network
Expected investment to be mobilized	EUR 73,4 million
Expected results	PV electricity production: 5,63 GWh/y Energy savings: 34,5 GWh/y CO ₂ reduced: 12 120 tCO ₂ eq/y
Leverage factor	80
Market replication potential	Considered as high: - first large-scale EPC model in Portugal
Project status	ELENA contract signed on 26 January 2011

8. RE:FIT – Greater London Authority

Location	London, UK
Beneficiary	Greater London Authority (GLA)
CoM signatory	YES
Sector	EE in buildings (EPC)
Total PDS cost	EUR 3 205 199
ELENA contribution	EUR 2 884 680 (90%)
Project development services (PDS) financed by ELENA	<p>Development and rolling out the investment programme:</p> <ul style="list-style-type: none"> ▪ establishment of technical, financial and contractual framework ▪ identification and development of individual investments (studies, training etc) ▪ structuring and planning of operations and setting up the financing system ▪ implementation of the EE projects through the involvement of ESCOs' public procurement and contracting ▪ rolling out the RE:FIT programme to 2000+ buildings in London as an ELENA effect
Description of ELENA operation	<p>- Largest programme in the UK addressing building renovation and EE</p> <p>- GLA will set up the permanent EE Programme Management Office (PMO)</p> <p>- PMO will recruit 7 Full-time equivalent staff, Project director paid by GLA directly</p>
Timeframe	2011 – 2014
Basis for investment identification	<p>RE:FIT Buildings Energy Efficiency Programme</p> <p>Mayor's Draft Climate Change Mitigation and Energy Strategy</p>
Investment programme description	<p>- Retrofitting of 100 - 110 public buildings owned by several London Boroughs, Colleges, Universities (including Cambridge) and Hospitals</p> <p>- 25 Public Sector Organisations signed a MoU to use the RE:FIT Framework</p> <p>- Systemic retrofitting programme managed by the GLA, implemented via on balance sheet EPC</p>
Expected investment to be mobilized	EUR 114,95 million
Expected results	<p>Energy savings: 4,69 GWh/y</p> <p>CO₂ reduced: 100 000 tCO₂/y</p>
Leverage factor	39
Market replication potential	<p>Considered as high:</p> <ul style="list-style-type: none"> - first large-scale EPC model in UK of this type (systemic territorial refurbishment programme managed by a local authority) - ELENA – covers the initial stage of rolling out the RE:FIT programme towards 2000+ buildings in London covering 10 – 12 million m² of property (investment size 500 MEUR) - the concept is replicable within the UK and abroad
Project status	Approved. Contract under signing procedure.

9. ELECTROBUS: Energy efficient bus network for Barcelona

Location	City of Barcelona, Spain.
Beneficiary	Transports de Barcelona, S.A (TB)
CoM signatory	YES
Sector	Urban Public Transport EE. (Bus network and operation)
Total PDS cost	EUR 2 260 000
ELENA contribution	EUR 1 921 000 (85%)
Project development services (PDS) financed by ELENA	<p>The ELENA assistance will support the first large scale investment programme in Europe to retrofit existing diesel and GNC buses into hybrids, with:</p> <ul style="list-style-type: none"> ▪ Technological studies on electric and hybrid buses (including retrofitting) ▪ Support in the definition of tailored financial instruments to finance the bus fleet renewal ▪ Studies for a new Bus Network (including Traffic engineering) ▪ Studies on new signals network and LED technology
Description of ELENA operation	<p>The tasks will be carried out through the creation of an implementation unit, made up by representatives of both entities (TB and MD). This new unit will incorporate internal staff from the two entities and additional staff (TB) hired exclusively for this project (one technical senior expert and three technical staff).</p> <p>ELECTROBUS will also receive support from external consultants.</p>
Timeframe	2011-2014
Basis for investment identification	<ul style="list-style-type: none"> ▪ Energy efficiency action plan 2000-2010 ▪ New energy efficiency, climate change and air quality action plan 2010-2020, including the objectives of the Covenant of Mayors (under preparation by the Barcelona City Council) ▪ The ELECTROBUS umbrella program (TB)
Investment programme description	<ul style="list-style-type: none"> ▪ New Bus Network and Bus Rapid Transport-BUS) ▪ Technology to implement LED technology into the traffic signaling system ▪ Bus fleet renewal: The plan foresees to retrofit 220 existing buses into hybrid buses and to integrate electric and hybrid vehicles
Expected investment to be mobilized	EUR 163.88 million
Expected results	<ul style="list-style-type: none"> • Energy savings: 61.4 GWh by the end of the three year project period • CO₂ reduced: 16 400 CO₂-eq [t] by the end of the three year project period
Leverage factor	85
Market replication potential	There is a high replication potential for other municipalities, notably in the Spanish market, but not only.
Project status	Approved. Contract under signing procedure.

10. SPIS – Spårvagnar i Skåne (Tramways in Skåne)

Location	The Region of Skåne and the cities of Malmö, Lund and Helsingborg, Sweden.
Beneficiary	The Municipality of Malmö.
CoM signatory	YES
Sector	Urban Public Transport EE. (Implementation of tramway network)
Total PDS cost	EUR 3 300 525.
ELENA contribution	EUR 2 970 472 (90%)
Project development services (PDS) financed by ELENA	The PDS will include: <ul style="list-style-type: none"> Support for tendering preparation, tendering and defining maintenance approach Support for financial studies Support to the development of common standards and specifications and procedures Support for the definition of the best approach for an innovative quality system for the tramway infrastructure maintenance.
Description of ELENA operation	A Project Management Unit will be led by the Skåne Regional Council, who is also a partner of SPIS and who is the project coordinator. A total of eight additional experts will be incorporated into the existing team. SPIS - ELENA will also receive support from external consultants.
Timeframe	2011-2014
Basis for investment identification	<ul style="list-style-type: none"> Energy strategy plans for the cities of Malmö, Lund and Helsingborg SEAP developed in the framework of Covenant of Mayors (Malmö and Lund). Strategic programme for climate work in Skåne 2009 – 2020, adopted at the beginning of November 2009
Investment programme description	The total investment programme is estimated at some EUR 421 million and the SPIS-ELENA contribution represents approximately 39% of it (amounts to some EUR 170.5m). The main project components of the whole investment are the following: <ul style="list-style-type: none"> New tramway line in Malmö New tramway line in Helsingborg New tramway line in Lund
Investment to be mobilized	EUR 170.5 million
Expected results	Energy savings: 82 000 MWh per year CO ₂ reduced: 25 000 tonnes of CO ₂ per year
Leverage factor	57
Market replication potential	The market replication potential for other municipalities is considered very high. A new concept of coordinating tramway investment programmes is a step forward with reference to other cities and regions and aims to be a reference for them.
Project status	Approved. Contract under signing procedure.

11. Decentralized Energy – Greater London Authority

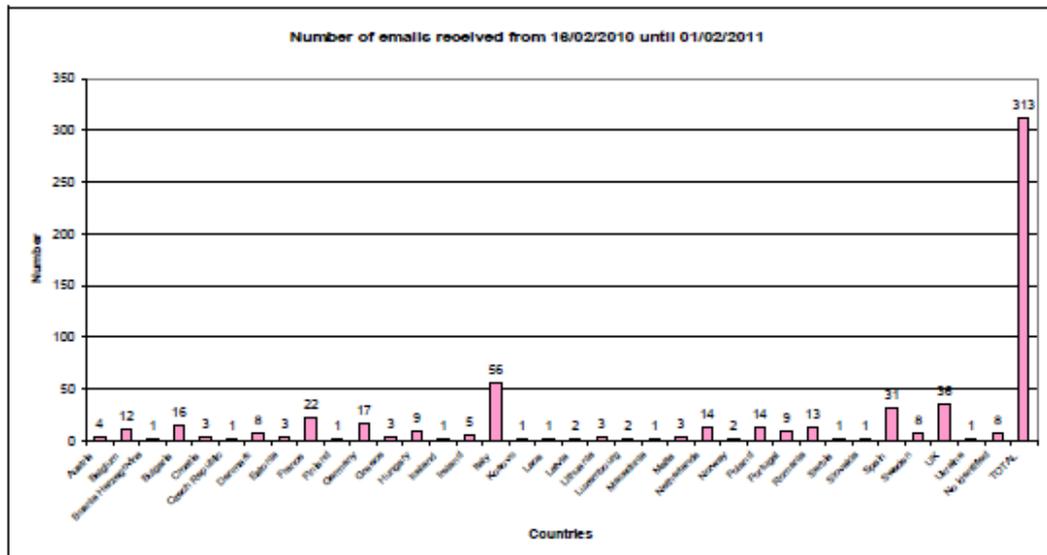
Location	London, UK
Beneficiary	Greater London Authority
CoM signatory	YES
Sector	EE – Decentralized heating, CHP DH
Total PDS cost	EUR 3 227 493
Elena contribution	EUR 2 904 744 (90%)
Project development services (PDS) financed by ELENA	<ul style="list-style-type: none"> - Development and rolling out the investment programme - Establishment of technical, financial and contractual framework - Set-up of the DE Programme Management Office (DePMO) - Detailed technical and commercial development of operations - Securing Public Private Partnership arrangements - Development of pipeline of DE investments - Development and management of related procurements - Market analysis + private partners partner search - Structuring and planning of operations and setting up the financing system (fund)
Description of ELENA operation	<ul style="list-style-type: none"> - GLA will set-up the permanent DE Programme Management Office (PMO) - Project director paid by GLA directly - External staff will be contracted: 6 experts
Timeframe	2011 – 2014
Basis for investment identification	Decentralized Energy Programme Mayor's Draft Climate Change Mitigation and Energy Strategy
Investment programme description	Development of decentralized gas-fired CHP schemes for heating and electricity <ul style="list-style-type: none"> - minimum of 15 projects - mostly implemented via public-private partnerships
Expected investment to be mobilized	EUR 113,7 million
Expected results	<ul style="list-style-type: none"> - Energy savings [in GWh]: 275 - Estimated annual reduction of CO2 eq [in t]: 74 670 t/a
Leverage factor (Minimum 25)	39
Market replication potential	Considered as high, facilitating the involvement of private investors and ESCOs: <ul style="list-style-type: none"> - financing scheme to be tested will have a large replication potential in other cities in the EU
Project status	Approved. Contract under signing procedure.

12. ELENA – MODENA

Location	Province of Modena, Italy
Beneficiary	AESS – Agenzia per l'Energia e lo Sviluppo Sostenibile di Modena
CoM signatory	YES, acting as a Supporting structure
Sector	
Total PDS cost	EUR 1 463 000
Elena contribution	EUR 1 316 700 (90%)
Project development services (PDS) financed by ELENA	<ul style="list-style-type: none"> - Development and rolling out the investment programme - Establishment of technical, financial and contractual framework - Set-up of the Project Implementation Unit - Detailed technical and commercial development of operations - Drafting standard call for tenders, adaptation to specific local conditions - Defining of the financing system
Description of ELENA operation	<ul style="list-style-type: none"> - Set-up of the Project Implementation Unit with 3 internal project managers - Project leader provided and paid by AESS - Assisted by external subcontracts
Timeframe	2011 – 2014
Basis for investment identification	Sustainable Energy Programme of Modena Province SEAPs of 17 Covenant signatories in the Province
Investment programme description	<ul style="list-style-type: none"> - PV Roofs: 170 systems with average size 33 kWp - Refurbishment of public buildings: 130 buildings - Refurbishment of street lighting: 27000 lighting spots <p>EPC/ESCO and off balance sheet financing schemes will be the major delivery mechanism</p>
Expected investment to be mobilized	EUR 54 million
Expected results	<ul style="list-style-type: none"> - Energy savings [in GWh]: 17,2 - RES energy produced [in GWh]: 12,2 - Estimated annual reduction of CO2 eq [in t]: 9 900 t/a
Leverage factor (Minimum 25)	41
Market replication potential	Considered as high, facilitating the involvement of private investors and ESCOs, focusing on innovative financing schemes, standardization of tender procedures and pooling of investments.
Project status	Approved. Contract under signing procedure.

ANNEX 2

ELENA Contacts per country (full pipeline)



Note: for the purpose of this figure, all mails sent by a single potential applicant are considered as one mail.

Email from Miriam Maes to Gregory Barker, 09 April 2011 18:45, FW: Update on WDHS

Please find below my reply to [] email. Despite the fact that I had told him clearly that you wanted me to continue to take the lead on the implementation plan of the Whitehall District Heating Scheme, HE set up a Steering Group and called a meeting, WITHOUT CHECKING WITH ME AT ALL.

As discussed, I will write you a separate email which you can send to [] and his boss [], if you still want me to take the lead on the WHDS.

Also, could you please also figure out a way in which I could be paid for this work?

Email from Miriam Maes to DECC Official, (cc: DECC Official), 09 April 2011, 18:37, RE: Update on WDHS

I will be on holiday on the dates proposed and would have preferred if you would have checked the dates with me and [] first, as well as the fact who should be in the Steering Committee.

As I think I made it sufficiently clear in the meeting with you and [], Greg wishes for me to continue to take the lead on the implementation of the recommendations, agreed by Francois Maude.

Can you please contact my PA [] to get another date in the diary? I will think about the people we want on the Steering Group. Any particular reason you want [] in the Steering Group?

Email from DECC Official to Miriam Maes, CO Officials (cc: David Wagstaff), 07 April 2011 16:57, Update on WDHS

We spoke yesterday about the WDHS and mentioned that we had a subsequent meeting today with [] from Buying Solutions. Today's discussion with David was very positive indeed so I thought I'd drop you a note with some of the next steps. We agreed that as a first step – it would be good for a group of us to form some sort of Steering Board. The key party on the Government side is obviously Buying Solutions given that they own the Whitehall network and hold responsibility for it on behalf of Francis Maude. However, given the many interests and the fact that we don't hold all the necessary info – David is happy that we all work together to make this happen – it also means we can make use of the immense amount of expertise there is available.

The steering group would effectively then be the people copied in to this email. [] has kindly agreed to give his opinion on the existing [] contract (which David is very happy with) and provide additional support on the commercial / risk side. I think its important that we get on with this [] (with all the data and experience from the previous work done on the project) has offered to dust down the original Project Execution document to clarify all of the things which need doing.

I know [] is away next week, but perhaps we could all sit down the week after – what is people's availability like on the Monday 18 or Tuesday 19 April?

We also spoke about some of the things we as Government will need to do to put ourselves in a position to brief our Ministers and agree the best way forward. In summary, we need to:

- Consider the parameters by which Buying Solutions are able to contract on this work e.g. the asset cannot score to Govts balance sheet, we cannot accept risk in relation to x or y etc. [] is obviously best placed to start this work.
- Consider whether there are options for improving the existing payment structure (e.g. HMT charge) and what the various structural options are going forward i.e. who contracts with who and how. [] is going to have an initial think about some of these things.

We can discuss this at the first meeting on Mon 18 or Tues 19, alongside the items which come from [] refreshed project execution doc.

We discussed with you (and [] today) the importance of choosing the option for delivering the project which is best people to deliver value for money for Government. Since his may turn out to be the private sector led approach, I want to ensure that [] isn't under any misconception that they represent the only option on the table at this stage. So I've contacted him and put in a meeting Wed 20 April at 10.00am (to follow the meeting on 18/19). It would be good if as many people as possible were available for that, but I appreciate diaries are difficult. To clarify – this is not to be a negotiation meeting or anything of the sort – but simply to make sure we're all going in the same direction and clear what each other are up to. Hope that all makes sense. Grateful for availability for the Mon/Tues meeting and to know whether people are free Wed to meet with []

Email from Miriam Maes to Gregory Barker, 09 April 2011 19:02, Proposed email to []

Following our discussion on Wednesday, please find below as requested an email to be sent to [] regarding the Whitehall District Heating Scheme, cc David Wagstaff and persons in Cabinet Office [] , William Jordan, []

“ []

Following the meeting with Francis Maude on the Whitehall District Heating Scheme, it is important that we expedite the recommendations agreed by Francis in the coming months.

In my recollection, these recommendation are that we:

I wish for Miriam Maes as my Delivery Advisor to chair this project and please await her instructions to set up a Steering Group to manage a quick implementation of the recommendations.

Regards”

Trust this is a helpful first draft.

Email from Miriam Maes to Gregory Barker, 10 April 2011 15:33, FW: Outstanding Invoices

Please find below the email regarding the outstanding invoices to DECC. Thank you so much in advance for dealing with this painful situation.

I greatly appreciate your personal support in this.

**Email from Miriam Maes to Colin Church (cc: DECC Official),10 April 2011
15:27, Outstanding Invoices**

Following our meeting this week, I have made a summary of the outstanding amounts still to be paid to Foresee for my work with DECC in January, February and March. Please find below the overview and I have attached the invoices for February and March.

As the amount is now £ 7627.40 plus VAT, could you please discuss this situation with the Minister and with Moira one more time and propose a solution?

Many thanks in advance for your personal support.

Outstanding amounts still to be paid by DECC:	£
Outstanding amount from January Invoice, not covered by DECC budget	500
Outstanding amount from February Fee Invoice:	2925
Outstanding amount from February Expenses Invoice:	50.4
Outstanding amount for March Fee Invoice:	4125
Outstanding amount for March Expenses Invoice:	72
Total Outstanding amounts January, February, March	£7672.4

**Email from Miriam Maes to Gregory Barker, 11 April 2011 07:50, FW:
Outstanding Invoices**

Please find below answer from Colin Church. Over to you...?

I am leaving tomorrow for 2 weeks but will be on email. If you wish to have a quick catch up today by phone, please let me know when it would be convenient.

On the 10% and 25% I can fill you in on the latest. I have not seen an invitation yet to the next Ministerial Working Group. When will it be?

Hope we can speak briefly today.

**Email from Colin Church to Miriam Maes (cc: DECC Official), 09 April 2011
19.19, RE: Outstanding Invoices**

Thanks. We will of course continue to try to get agreement to the addition to your contract. However, to be clear, as we have previously said, there is no guarantee and any work you are doing is under the risk that it will be pro bono if the contract addition is not agreed.

**Email from Miriam Maes to Colin Church (cc: DECC Official),10 April 2011
15:27, Outstanding Invoices**

Following our meeting this week, I have made a summary of the outstanding amounts still to be paid to Foresee for my work with DECC in January, February and March. Please find below the overview and I have attached the invoices for February and March.

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Outstanding amount for March Fee Invoice:	4125
Outstanding amount for March Expenses Invoice:	72
Total Outstanding amounts January, February, March	£7672.4

Email from Miriam Maes to Gregory Barker, 11 April 2011 09:52, RE: WHDS

Many thanks for your note!

I will follow up with an email today to organise the work in my absence.

We will get the implementation going!

Email from Gregory Barker to Miriam Maes, 11 April 2011 09:23, FWD: WHDS

Following my meeting with Francis Maude on the Whitehall District Heating Scheme, it is important that we expedite the recommendations agreed by Francis and me as quickly as possible. In my recollection, these recommendations were that we: []

I also clearly indicated again that given the obvious need for strong commercial leadership, I wanted DECC Delivery Advisor Miriam Maes to chair this project. So I was extremely concerned that this was not happening.

Please rectify this with immediate effect.

This project may be relatively small but is nevertheless a ministerial priority and I will continue to take a strong personal interest in our progress. So please ensure that you now work closely with Miriam to deliver this project and await her instructions to set up a Steering Group to manage a quick implementation of the recommendations. I have asked Miriam to keep me regularly updated with developments.

Email from DECC Official to [multiple](cc: DECC Officials, Miriam Maes), 12 April 2011 11:33, RE: EMR – Morgan Stanley consultation response

Broadly speaking you've approached the right people re. the issues that you raise in the consultation response – a breakdown of how these teams interact is below.

You're probably aware that Jonathan Brearley is the programme lead for EMR and within the programme there are a number of workstreams/projects including:

- [] (Energy Resilience) – has responsibility for Ofgem liquidity review and its interface with DECC
- [] (Energy Strategy & Futures) – EMR, instrument design
- [] (Energy Strategy & Futures) – EMR, institutional arrangements
- [] (Energy Strategy & Futures) – EMR, Central Analysis Team (economists etc)

- Sargeant Richard (DECC ESF) – Heads up EMR team, immediately below Jonathan Brearley
- [] (Energy Strategy & Futures) – Carbon price

Our team has a role of interfacing across the broad spectrum of DECC policy areas and the finance community more generally, for example with colleagues in DECC we've been working on the FiT review. As a result we tend to take a more holistic view of the cross cutting issues affecting the investors/lenders and the finance community.

Email from [] to DECC Official (cc: DECC Officials, Miriam Maes), 11 April 2011 19:07, RE: EMR – Morgan Stanley consultation response

Thank you for your email. Just as background, we have already held discussions with the individuals listed below in DECC. Would it be possible to clarify the teams in which you and your colleagues work, and how these teams interact with those we have already spoken with?
Many thanks in advance.

Email from DECC Official to [](cc: DECC Officials), 08 April 2011 11.37, EMR – Morgan Stanley consultation response

Following your letter to Greg Barker asking for a meeting to discuss Morgan Stanley's consultation response to the EMR Consultation Document we would like to meet with you to discuss your concerns. Available dates/times are:

- Tue 12th April: 10.30 – 13.30
- Wed 13th April: 10.30 – 13.00
- Thur 14th April: 11.00 – 13.00
- Fri 15th April: 10 – 1pm, 3.30pm
- Wed 20th April: 10am – 1pm
- Thur 21st April: 2pm

Email from DECC Official to Miriam Maes, (cc: DECC Officials), 14 April 2011 12:30, RE: Closure of Public Sector Low Carbon Programme

To follow up on [] note, the aim now will be to hand over the finance work (to stakeholders outside DECC) in a way that ensures that good work is not lost and is carried forwards. As I understand it, when we come back from holiday in May we will be able to decide on a more detailed plan and (short) timetable. I already have some ideas. I am sure you have too. I'm looking forward to talking with you after Easter.

Email from DECC Official to Miriam Maes, (cc: DECC Officials), 13 April 2011 18:10, Closure of Public Sector Low Carbon Programme

Thought I should let you know some rather important news. As part of business planning and prioritisation, Ministers have decide to shut down my team's whole area of work as of this week. We will all be looking for new

opportunities in teams in different roles and teams as of now. No public sector work or resources have been identified under the new Office of Energy Efficiency . The announcement to the dept. includes specific reference to the fact that DECC will not be pushing any form of target or EE activity in the wider public sector. Delivering the central govt 25% will be entirely down to ERG. On the financing front we cannot take forward any new work, meetings or papers.

There will be 2-3 posts (who they are yet to be resolved) will kept for a little longer to see out the announcements around successful delivery of 10% and some other related areas of my team. We will have an exit plan for all our workstreams ready by next week, with the intention to shut down all work within weeks.

I imagine we might speak in coming weeks but if not it has been a pleasure working with you.

Email from DECC Official to Miriam Maes, 14 April 2011 12:54, RE: No Subject

[] has sent helpful comments on my notes, which I will circulate shortly. But I don't expect a response from you before Easter []

[].

Email from Miriam Maes to DECC Official, 12 April 2011 23:27, RE: No Subject

Sorry [] that I did not finish my email. []

I have your latest note with me and will read it and respond.

[]

Email from DECC Official to Miriam Maes, 12 April 2011 11:47, RE: No Subject

That's lovely of you! Thank you.

Email from Miriam Maes to DECC Official, (cc: Colin Church) 12 April 2011 11.20, RE: No Subject

Thank you for your very useful paper on the service concessions.

It is clear factual and explores solutions.

Thank you also for organising the [] meeting which was very helpful.

We are getting closer to defining solutions.

Please let me

Email from Miriam Maes to DECC Official, 14 April 2011 13:57, RE: Closure of Public Sector Low Carbon Programme

I greatly appreciate that you let me know what is happening on the reorganisation and I am shocked!

And worried about what this means for you [] [] [] and all other people who have worked so hard on the 10 percent and other subjects.

My sympathy is with you all and I really would like to talk to you when I am back.

We will need to secure people, knowledge and motivation to deliver the most challenging programmes ever in the public sector.

I have left a message with Greg to discuss.

Very best wishes to you and everyone!

Email from DECC Official to Miriam Maes, 13 April 2011 18:10, RE: Closure of Public Sector Low Carbon Programme

Thought I should let you know some rather important news.

As part of business planning and prioritisation, Ministers have decided to shut down my team's whole area of work as of this week. We will all be looking for new opportunities in teams in different roles and teams as of now. No public sector work or resources have been identified under the new Office of Energy Efficiency. The announcement to the dept. includes specific reference to the fact that DECC will not be pushing any form of target or EE activity in the wider public sector. Delivering the central govt 25% will be entirely down to ERG. On the financing front we cannot take forward any new work, meetings or papers.

There will be 2-3 posts (who they are yet to be resolved) will be kept for a little longer to see out the announcements around successful delivery of 10% and some other related areas of my team. We will have an exit plan for all our workstreams ready by next week, with the intention to shut down all work within weeks.

I imagine we might speak in coming weeks but if not it has been a pleasure working with you.

Email from DECC Official to Miriam Maes, DECC officials, 14 April 2011 17:07, WDHS Project steering group

On the margins of a meeting with Greg Barker, and in discussion of the positive steps forward being made on this work, he asked if we could ensure that Miriam Maes is included in discussions. Miriam is on leave next week unfortunately, but we'll be in touch via her PA to book something in as soon as possible for her return.

Email from Miriam Maes, to DECC Official, 15 April 2011 10:47, RE: Oliver

Many thanks for letting me know.

If Greg wants to have a word before he can call me.

I spoke to him yesterday on the MoD situation and he has asked me to send him a formal email which I will do.

Email from DECC Official to Miriam Maes (cc: DECC Official), 14 April 2011 17:24, Oliver

For your information

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Gregory Barker MP
Minister of State
Department of Energy & Climate Change
3 Whitehall Place
London
SW1A 2AW

The Rt Hon Oliver Letwin MP
Minister for Government Policy
Cabinet Office
70 Whitehall
London

5 April 2011

We discussed the financing of energy efficiency in the public sector in a phone call on Monday 7 March. Since then my Delivery Adviser, Miriam Maes, has written the attached note which outlines potential solutions. You asked for this so you could discuss the various options in more detail with colleagues in HM Treasury. I'd be grateful if you could let me know the outcome of your discussions.

Email from Miriam Maes to Colin Church, 29 April 2011 20:19, RE: contract

Thank you very much for this great news!
I am just back from holiday and I am really pleased that this problem has now been solved. Thank you [] and Colin for your personal support on getting the extension of the contract signed.
I look forward to seeing you sometime next week when I am in DECC. It must be difficult times for all of you and I wish you all well!

Email from DECC Official to Miriam Maes, 27 April 2011 17:19, contract

[]

I thought I'd drop you a quick note to let you know the good news that the extension to your contract has been agreed by our Perm Sec

As you know, we can extend the value by half the original amount, though we're not able to extend the length of time.

We'll look to draw up the paperwork next week

Email from Gregory Barker to Miriam Maes, 05 May 2011 08:29, RE: Carbon targets

Hi Miriam thanks for this. Am going into Committee shortly but will call you later this morning to discuss. Thanks.

Email from Miriam Maes to Gregory Barker, 04 May 2011 20:50, FW: Carbon targets

Please find below an email I received today from the MoD's []. [] was the person I met confidentially to try and sort out a deal. As you know I talked in an unofficial capacity to [] and the MoD people in an attempt to find a solution.

[]

Email from Miriam Maes to Gregory Barker, 9 May 2011 21:24, FWD: 10%

Thought you wanted to know this.

Just received below email.

Any news on the MoD?

Email from [] to Miriam Maes, 09 May 2011 21:08, 10%

Sorry for emailing from my personal email but my work inbox is full and won't let me send anything out from my blackberry. I thought you might like to know there's a chance the PM might refer to the 10% on the Today programme tomorrow morning (08:10 slot) – he's on talking about gov delivery. We've given no 10 the line – ie we're on track to achieve 10% and maybe more but can't confirm final result yet.

Email from Miriam Maes to Gregory Barker, 11 May 2011 14:17, No Subject

Really understand!

You can call me anytime.

Email from Gregory Barker to Miriam Maes, 11 May 2011 01:10, No Subject

Thanks Miriam, that's great, sorry to be off air but have had total focus on the Green Deal energy Bill second reading today but have now come up for air! Let's speak tomorrow.

Email from Miriam Maes to Gregory Barker, 10 May 2011 23:25, No Subject

Hopefully we can speak soon but please find below an update on the topics I am following or leading for you:

1. 10% carbon savings programme
Latest results this week still on track. Need to set date for Ministerial meeting and reception urgently. Do you want to do it in the 10 Downing Street garden?
2. 25% energy and carbon savings program
We need to discuss a number of issues for this program to become successful: a) Funding b) Delivery team c) Monitoring and Verification d) ongoing Leadership. Can we please discuss?
3. MoD target for 25% programme
I sent you my note over the weekend. Any news so far?
4. Whitehall District Heating Scheme
Actions on-going. Will brief you when we speak as there are continuous surprises. However, we'll manage them.
5. Transfer of activities from DECC Public Sector Team to Cabinet Office
Important for both 10 and 25 % programme. DECC will need to stay involved, hence need to design proper governance structure now.
6. My contract renewal
Will end 31st May in a couple of weeks' time. Can you get a new contract under Whitehall District Scheme for example whilst the Chairman Energy Efficiency role is being sorted or just sort the Chairman role now?
7. Energy Efficiency
Any news on the Advisory Board proposal from Phil? Any progress on the new organisation?
8. Chairman ship or other role in DECC Energy Efficiency
See point 6 please.
9. EMR
Any news since our last discussion on inclusion of Energy Demand side?
10. []
11. Funding paper and follow up with Oliver Letwin
Any news or actions to follow up?
12. David McKay and presentation on CHP
I called [] and informed him that he needed to get ready for early June for a meeting with you and david McKay. Will your office organise this?
13. Support to Construction Material business
We discussed this and I will await your details.

Greg, trust this overview is helpful and please call me when convenient. I am available on Friday morning for a meeting from 8.30 onwards if needed.

Email from Miriam Maes to Gregory Barker, 18 May 2011 16:24, No Subject

Please find attached the press announcements of my Non Executive Director appointments to the Board of Elia Group (Belgium/Berlin/Northern Germany Transmission and Distribution company) and to the Supervisory Board of Assystem (a French engineering consultancy). Both company are Euronext listed and have respectively Euro 1 billion and Euro 750 million turnover.

I have copied below the essence of the text for the blackberry reading

**Assystem Announces the Election of Two New Supervisory Board members
Miriam Maes and Bruno Angles have joined the Group's Supervisory Board**

(Paris, 12 May 2011) – Assystem, an international Engineering and Innovation Consultancy Group, announced today that shareholders at the Annual Meeting have elected Miriam Maes and Bruno Angles to the Supervisory Board.

Bruno Angles is President, France of Macquarie Infrastructure and Real Assets, as well as a Director of Autoroutes Paris-Rhin-Rhone, the Brussels Airport and other companies. He will bring to the Supervisory Board more than 20 years of infrastructure experience. In particular, he served as a Chief Executive Officer of Societe du Tunnel du Mont Blanc from 1994 to 1996 and as a Technical Advisor to the French Minister of Equipment, Transport and Tourism from 1993 to 1995.

Miriam Maes, a Dutch national, is founding Chairman of Foresee, a consulting firm she created in 2007 to address sustainable development and business energy management needs. Since May 2010, she has been an advisor to the UK Minister for Energy and Climate Change and is currently a member of the Board of Directors of Elia, Belgium's electricity transmission system operator. She has worked in the Netherlands, but also in France and in the United Kingdom, for eleven years in both countries. In the United Kingdom, she was a member of EDF Energy's Executive Committee (2003 to 2007).

With the addition of Mr Angles and Ms Maes, the Supervisory Board will comprise a total of ten members, of whom nine meet the independence criteria set out in the AFEP-MEDEF's corporate governance guidelines. Remy Chardon was not re-elected and Jean-Pierre Desgeorges passed away at the end of last year.

###

Assystem is an international Engineering and Innovation Consultancy. As a key participant in the industry for more than 40 years, the Group supports its customers in developing their products and managing their capital expenditure throughout the product lifecycle. Assystem employs nearly 9,500 people worldwide and reported €635 million in revenue in 2010. The Company is listed on NYSE Euronext Paris – Compartment B – Code ISIN: FR0000074148 – ASY. For more information: www.assystem.com

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Elia Group PRESS RELEASE 13 May 2011

Interim statement

Q1 2011

- ***Elia Group confirms its confidence in the 2011 financial results.***
- ***General Meeting of 10 May approves gross dividend of €1.40 per share, to be paid out on 25 May 2011, and the renewal of all 14 directorships.***
- ***King Albert II visits Elia's National Control Centre.***
- ***Further step towards market integration with intraday coupling between Belgium and the Netherlands.***
- ***Chancellor Merkel opens Germany's first offshore wind farm.***

Renewal of mandates of the 14 directors on Elia's Board

The Extraordinary General Meeting of Shareholders on 13 January 2011 approved an amendment to the Articles of Association increasing the number of directors from 12 to 14, half of those being independent directors. The Elia Board of Directors subsequently co-opted two new directors. Ms Miriam Maes was coopted as an independent director after a favourable opinion from CREG; Mr Steve Stevaert now sits as the representative of reference shareholder Publi-T. Elia's General Meeting of Shareholders on 10 May approved the appointments.

Miriam Maes has extensive experience in the international energy world: she is the found and CEO of Foresee, a London-based consultancy that advises very large companies on energy management strategy. Before that she was Chief Operation Officer at EDF Energy and Executive HR Manager at TXU, having also occupied a number of executive positions in, amongst others, the food sector, at Marmon and Quest International.

Steve Stevaert can look back on an impressive political career, having been among other things Mayor of the city of Hasselt, Chairman of the Flemish socialist party SPA, Vice-Minister-President of the Flemish Government and Flemish Minister of Mobility, and Governor of the province of Limburg (from 2005 to 2009). Steve Stevaert is Honorary Governor and Minister of State. He is Chairman of Infrac and a director of Interelectra.

Keizerslaan 20 Tel.: 02 546 70 11

Boulevard de l'Empereur, 20 Fax: 02 546 70 10

B-1000 Brussels

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The General Meeting of 10 May confirmed the appointment of these directors. The 14 directorships – seven independent and seven non-independent – which expired on the date of the General meeting were also renewed for a period of six years ending at the General Meeting in May 2017.

Email from DECC Official to Miriam Maes, 18 May 2011 18:02, RE: Update my actions

You can send these emails to [] account, rather than directly to Greg. He only tends to review his personal account on his blackberry so anything longer than a couple of paragraphs can be difficult to read. We'll make sure he sees your updates – don't worry!

Email from Miriam Maes to Gregory Barker (cc: DECC Official), 18 May 2011 17:29, Update my actions

Please find below the latest update on the topics I am following or leading for you:

1. 10% carbon savings program

As discussed yesterday, we can be cautiously optimistic about having achieved the 10% Carbon Saving in 12 months. The last weekend marked the end of the 12 months. NAO will do a report, which seems to go in the right direction.

Actions:

1. DECC: Need to set the date for a reception urgently, preferably early July when we will have the formal results and are able to announce the 25%, and possibly some funding news.
2. If we want to hold the reception in the 10 Downing Street gardens, could you please help to enable this?
3. You wished to invite NGO's, Press and others to this event. Will DECC follow up on this? Will the Prime Minister or anyone else be involved?
4. It was decided not to have another Ministerial Working Group as the new Sustainability Ministerial Working Group under Chairmanship of Oliver Letwin will take place a week after the one that DECC had penciled in. Trust that you are ok with this?

5. You could then do a presentation at the Oliver Letwin Ministerial Group about the achievements and lessons learned of the 10% Carbon Saving Project. Would you be ok with this?

6. We are also calculation the Money savings of the 10% Program.

2. 25 % energy and carbon savings program

We need to discuss a number of issues for this program to become successful:

- a) Funding
- b) Delivery team
- c) Monitoring and Verification
- d) Ongoing Leadership.

Can we please discuss this, in particular in view of the significant cuts in DECC. For now, this will_ be a solely Cabinet Office led project but I think it is key to keep DECC formerly involved. _It is also key for the 25% Energy and Carbon Savings Project that the transfer of activities from DECC Public Sector Team to Cabinet Office will take place in a proper way.

Action:

Maybe you can ask your officials for an update on the 25% and the transfer of activities from the Public Sector team to Cabinet Office?

3. []

Action:

Do you have any news from Chris Huhne's or Oliver Letwin's office or would it be possible to check the status?

4.Whitehall District Heating Scheme

We had a constructive meeting with all parties (DECC, Cabinet Office, LDA, advisors) 2 days ago and agreed the next steps.

Action:

You will receive a formal note from [] which I will review beforehand.

5.My position

As you know my contract will end on 31st May.

Action:

You are reviewing the option of Chairman of the new Office for Energy Efficiency with Phil and Moira.

You are also possibly discussing for me to temporarily take on the role of leading this unit.

6.Energy Efficiency

I have had discussions with Tracy Vegro and Simon Purdy on the new Energy Efficiency department and they would welcome if I could hel them frame their advise. Phil has asked them to put a proposal forward on the objectives, remit, policies, content and resources the new department would provide.

Action:

Do you think it is a good idea if I get involved in the "forming" stages of the department and if yes, how should this best be played?

7.EMR

Action:

Is there any news since our last discussion on inclusion of Energy Demand side? The sense I am getting is that the Energy Bill is being drafted despite the many comments received in the consultation.

8.Meeting Morgan Stanley regarding EMR

Action:

Any progress on the meeting with Morgan Stanley?

9.Funding paper and follow up with Oliver Letwin

Apparently today Cabinet Office received a draft paper from HMT on funding options through the utility model.

Action:

I will find out more and will update you.

10.David McKay and presentation on CHP

CHPA is ready for a meeting with you and David Mc Kay early June. I am supporting [] with the messages and presentation.

Action:

DECC to organize the meeting in June with David Mc Kay, DECC and CHPA.

11.CRC

I was approached by various persons on ways in which the CRC could be simplified.

Actions:

I presume it is part of the new Energy Efficiency unit in DECC?

Would you be interested to receive a proposition?

12.Possible Investor Event

As you know I talk to a number of investor on a regular basis. They all still talk about FIT's. One idea would be for you to do a session for investors and to explain the reasons for the Fast Track review and to explain that you acted responsibly. It would be a good time to re-engage with investors, in particular after yesterday's announcement on the Carbon Targets.

I could support you getting these investors together.

Action:

What do you think of this idea?

13.Support to Construction Material business

Action:

We discussed this and I will await your details.

14.British Gas

FYI: I have started to work with British Gas. My support is in outlining the energy services markets in UK, Europe and North America, to do a SWOT analysis of BG's Energy Services capabilities, to define an organic growth/partner/acquisition strategy, to identify candidates for partnership and acquisitions and to help them with their investment case.

Actions:

I trust that there is no conflict of interest here but I wanted to inform you formally of this. Can you please let me know if you think there is a conflict of interest?

I will also discuss it with Colin Church in my upcoming meeting with him.

Trust this update is helpful and many thanks in advance for your responses.

Email from DECC Official to Miriam Maes, 18 May 2011 18:08, RE: Energy and Climate Change Select Committee

No worries.

[]

Email from Miriam Maes to DECC Official, 18 May 2011 17:34, RE: Energy and Climate Change Select Committee

Many thanks []. You are so kind!

Email from DECC Official to Miriam Maes, 18 May 2011 17:13, RE: Energy and Climate Change Select Committee

Energy and Climate Change Committee – contact us

Committee Members contact details

Energy and Climate Change Committee

House of Commons

7 Millbank

London

SW1P 3JA

Telephone: 020 7219 2569

Fax: 020 7219 5998

Email: ecc@parliament.uk

Committee Staff contact details

Nerys Welfoot – Committee Clerk

Telephone: 020 7219 4610

Richard Benwell-Second Clerk

Telephone: 020 7219 5778

Dr Mike O'Brien – Committee Specialist

Telephone: 020 7219 3510

Jenny Bird – Committee Specialist

Telephone: 020 7219 3092

Francene Graham- Senior Committee Assistant

Telephone: 020 7219 2569

Jonathan Olivier Wright- Committee Assistant

Telephone: 020 7219 2158

Press and Publicity contact details

Nick Davies – Media Officer

Telephone: 020 7219 3297

Email: daviesnick@parliament.uk

<http://www.parliament.uk/business/committees/committees-a-z/commons-select/energy-and-climate-change-committee/contact-us/>

Email from DECC Official to Miriam Maes, 23 May 2011 10:40, RE: new contract

Hope the meeting is going well – I'm on the second floor at the moment.

Email from Miriam Maes to DECC Official (cc: Colin Church, [], Trevor Hutchings), 23 May 2011, 08.05, re new contract

Thank you for your kind word and indeed I hope that our path may cross again soon! I am seeing Colin at 10 am this morning and will check where we are on the contract. Which floor are you now?

Email from DECC Official to Miriam Maes (cc: Colin Church, [], Trevor Hutchings), 21 May 2011 19:15, RE: new contract

Thank you for your email – and thank you for your wishes. It was great working with you, and I've really enjoyed my time on the public sector projects. I am currently working on a short term project to help with the restructuring processes, and not sure what I'll be doing next – so our paths may cross again!

I am copying in [] and Trevor to this email, as they are taking forward the contract work. I believe the delegations to spend have only been recently issued, but now they have, it means that your contract can be finalised.

They'll be able to update you on Monday with the very latest position.

Many thanks – and hope you are enjoying your weekend.

Email from Miriam Maes to DECC Official (cc: Colin Church, []), 21 May 2011 18:47, new contract

How are you doing? I was in DECC this week and heard that you had moved on to another position for now. What a change! I wish you the very best and hope that we can see each other soon. I always very much liked working with you!

I have 2 outstanding questions, which hopefully you can answer before I see Colin next week:

1. What is the status of my contract and payments for the past months of invoices I sent?
2. We ordered some more business cards and could you please let me know when they will arrive?

Many thanks in advance for your response and I look forward to our catch-up.

Email from Miriam Maes to DECC Official (cc: Trevor Hutchings), 23 May 2011 16:33, RE: Signed version of contract extension – DECC Public Sector Energy Efficiency Advisor

Many thanks!

Email from DECC Official to Miriam Maes, 23 May 2011 15:40, RE: Signed version of contract extension – DECC Public Sector Energy Efficiency Advisor

Please find attached a PDF version of the variation to contract form you signed today.

VARIATION TO CONTRACT FORM

CONTRACT TITLE: **CONTRACT FOR THE PROVISION OF CONSULTANT SUPPORT FOR THE LOW CARBON PUBLIC SECTOR PROGRAMME IN THE DEPARTMENT OF ENERGY AND CLIMATE CHANGE**

FOR THE PROVISION OF: Consultant support for the Department of Energy and Climate Change's (DECC) low carbon public sector programme .

CONTRACT REF: 16/07/2010. VARIATION No: 1 DATE: 23 MAY 2011

BETWEEN:

- (1) The Secretary of State for the Department of Energy and Climate Change (hereinafter called "the Contracting Authority"); and
- (2) Miriam Maes of Foresee Consulting Ltd (hereinafter called "the Contractor") whose registered office is at St Bride House, 10 Salisbury Square, London, EC4Y 8EH.

1. The Contract is varied as follows:

1. SUPPLY OF SERVICES AND PRICE

Amend first sentence as follows:

"In consideration of payment by the Authority to the Contractor of the sum of £29,900 (exclusive of Value Added Tax) (the "Contract Price")..."

The specification for the additional work covered by this variation is as follows:

The Contractor will continue to work with the shared DECC/ Efficiency Reform Group of the Cabinet Office team to facilitate delivery of the 10% carbon reduction target over 12 months. The advisor will need to focus on a set of key objectives given the time constraints on delivering the 10% target and putting in place a framework for longer term targets:

- Continuing to advise on public sector energy efficiency retrofit finance solutions – both public and private
- Providing high-level guidance and support to the Ministry of Defence on its 5 year emissions reduction target
- Providing high-level advice to the DECC and ERG teams on meeting the 10% target and the establishment of a medium-term target over 5 years for central government.
- Supporting DECC as it works with Cabinet Office and other departments and organisations to develop a business case for the Whitehall District Heating System.

2. Words and expressions in this variation shall have the meanings given to them in the Contract.

3. The Contract, including any previous variations, shall remain effective and unaltered except as amended by this variation. Subject to any provisions for earlier termination contained in the Standard Terms the contract shall end on 31 May 2011.

SIGNED:

For: The Contracting Authority

For: The Contractor

Email from Trevor Hutchings to Miriam Maes, 23 May 2011 21:19, RE: Invoices

Many thanks Miriam.

Email from Miriam Maes to Trevor Hutchings, 23 May 2011 20:24, RE: Invoices

It was good to see you today and thank you very much for your support!

I will review my March expenses to incorporate your points. As you know, I do effectively many more hours, which I don't charge, working for Greg on a number of issues. I understand very much the context of the current contract and will ensure that the invoices will stay within this definition.

Best wishes and looking forward to working with you.

Email from Trevor Hutchings to Miriam Maes, 23 May 2011 15:27, Invoices

Delighted to see you this morning. Colleagues here will send you a pdf version of the contract variation shortly.

We also spoke about invoices. I should be most grateful if you would submit an invoice and breakdown schedule for the outstanding amount of the January invoice. You also promised to send across April's as soon as possible.

Regarding your March invoice, there are four lines in our breakdown which do not appear to fall within the scope of your contract as they do not directly relate to work on public sector energy efficiency, or you attended on basis of being an external expert rather than as part of the contract.

These are as follows:

04.03.11	Call	Simon Virley
09.03.11	Meeting	Richard Morse, Advisor to DECC
[]		
17.03.11	Meeting	Breakfast meeting with Greg Barker et al
1.5	1	
30.03.11	Meeting	Martin Duetz, DECC Commercial Director
[]		

If you agree, may I ask that you submit an amended invoice and schedule.

[]

Best wishes and many thanks again for your patience with the contract extension.

Email from Miriam Maes to DECC Official (cc: William Jordan, David Wagstaff), 24 May 2011 21:30, RE: WDHS Update sub for Greg

An excellent note with no changes from my end. Thank you and [] very much for your personal support in the WHDS project!

Email from DECC Official to Miriam Maes, 23 May 2011 11:38, WDHS Update sub for Greg

Hi Miriam, hope all is well – see attached a quick update sub for Greg based on the agreed meeting note, and with some graphics as requested. I'm just waiting for a read out of the MoD meeting on Wednesday before adding that bit, but any thoughts you've got before that would be great.

Email from DECC Official to Miriam Maes, 25 May 2011 10:00, [] contacts

The quickest way to get a meeting with [] is through his Diary Manager at no 10 – his name and email is []

Email from Miriam Maes to DECC Official, 26 May 2011 14:38, RE: Meeting up

Great to hear from you and it will be a pleasure catching up after your holiday. My PA will organise the meeting.

Email from DECC Official to Miriam Maes, 25 May 2011 22:03, RE: Meeting up

Apologies for a lengthy silence. I'm looking forward to meeting up with you to discuss ideas about how to use the Public Sector team's work on private finance. I'm afraid that I am going to be out of the office from now to the 7th of June. I'll pick up on emails when I return, and I'd be happy to find myself booked for a meeting any time between 2 and 5pm on the 9th, 14th, 15th or the 16th June. Would any of these days work for you? Would you prefer to start with a phone call? It will be good to pick up with you again on the finance questions.

Email from Miriam Maes to DECC Official (cc: David Wagstaff, Trevor Hutchings, []), 01 June 2011 09:19 RE: WDHS

I am perfectly aware of this and Greg is working on a more permanent solution. As I trust that this solution will be found, I will continue to work on the delivery of the Whitehall District Heating Scheme. Could you please contact my PA to coordinate the organisation of the next Steering Group? Many thanks in advance.

Email from DECC Official to Miriam Maes (cc: David Wagstaff, Trevor Hutchings), 31 May 2011 12:03, WDHS

I just wanted to drop you an email to let you know that I've been made aware the contract you had with DECC comes to its conclusion today. We (on the DE & Heat Team) are obviously very happy to continue with the relationship we have with you on the WDHS work, to the extent that you feel able to – but you'll appreciate it's my duty to make clear that any future work on the WDHS project is not something DECC will be able to pay for.

Email from Miriam Maes to DECC Official, 01 June 2011 09:35, RE: Meeting up

Thank you for your email and I would like to meet you as well.

I am abroad this week but my PA will contact you to organise a meeting with you in DECC.

Looking forward to seeing you soon.

Email from DECC Official to Miriam Maes, 31 May 2011 10:19, Meeting up

Greg Barker has suggested that you and I meet up for a chat about FITs at some point, as I've recently taken over the brief from Stephen de Souza. I'd certainly find it useful. If you'd be happy to do this, when might be a good time? I'm reasonably free this Friday, and in patches next week.

Email from Miriam Maes to Gregory Barker, 01 June 2011 09.46, FW: CHP roundtable

Please find FYI below an email from [], the junior DECC person on Decentralised Energy and the Whitehall District Heating Scheme (reporting to []). I do not particularly like the tone of his emails, nor of the papers he has sent you.

Just thought I will send you below email as an illustration. I also blind copied you in on the one he sent me regarding the non-payment for the Whitehall District Heating Scheme.

Thought you needed to be aware of this.

Email from DECC Official to DECC Official and David Wagstaff (cc: Miriam Maes), 31 May 2011 08:59, RE: CHP roundtable

[] – based on the fact the Minister has agreed, we're obviously happy with the proposed comments from Miriam too, so happy for you to amend as per the Minister's email.

Email from DECC Official to David Wagstaff (cc: Miriam Maes, DECC Official), 31 May 2011 08:57, RE: CHP roundtable

Grateful if you could consider and resubmit the proposed agenda for the CHP roundtable.

If you do so this week we will be collating papers to put to the Minister when he returns.

Email from Gregory Barker to Miriam Maes, DECC Official (cc: David Wagstaff), 27 May 2011 22:03, RE: CHP roundtable

Thank you Miriam, that is exactly right. [] please amend accordingly.

Email from Miriam Maes to DECC Official (cc: David Wagstaff), 27 May 2011 21:46, CHP roundtable

As requested by Greg, please see comments on the proposed workshop attached. I have my doubts on whether we will be able to cover the proposed programme in 1 ½ hours. I also know that Greg wants this meeting to be practical and action oriented, not too general and theoretical.

Hence, I would recommend that we aim for 45 minutes of presentations then 45 minutes of discussion. Effectively we need to:

- Identify where possibly Prof MacKay/DECC/ CHPA agree and briefly summarise the constructive actions that need to be taken to move this area forward.
- Identify where possibly Prof MacKay/DECC/ CHPA disagree, determine what the area of disagreement is (is it technical, does it relate to the credibility of scenarios etc.) and agree constructive actions to address these issues.

The one delegate who I am sure of is [], [] does have practical experience of DH networks but his objectivity can sometimes be very much backwards-looking. A person to replace him might be [] the [] of the CHPA and an excellent technical CHP person with many years of operational CHP experience.

I trust that David Wagstaff and [] will be able to propose a new agenda for the workshops, based on my comments.

Trust this helps.

Email from DECC Official to Miriam Maes, DECC Official, 24 May 2011 09:43, RE: CHP roundtable

Thanks all – happy to receive the final version later this week.

Email from Miriam Maes to DECC Official, 24 May 2011 08:56, RE: CHP roundtable

I spoke with David Wagstaff yesterday after you and I discussed the programme. I will today send a slightly amended proposed agenda to David and [] for their comments and will forward it to you subsequently.

David and I agreed that we needed to make the programme more specific and actions oriented, as that is what Greg would expect.

Trust this is ok?

Email from DECC Official to Miriam Maes (cc: DECC Official), 23 May 2011 18:46, FW: CHP roundtable

Just to mention that I will release the 23 June slot we were holding for this, given that you are changing the agenda.

Grateful if you could submit an amended agenda/attendee list to Private Office as soon as possible so we can find a suitable slot to arrange before the Summer recess.

Email from DECC Official to Miriam Maes, (cc: DECC Official), 18 May 2011 19:28, CHP roundtable

An outline agenda and attendee list for a roundtable on CHP with David McKay and Greg is attached – grateful for your thoughts.

Email from Miriam Maes to Undisclosed-recipients, 05 June 2011 18:13, FW: Announcements

I would like to inform you about my two recent appointments as Non Executive Director to the Board of “ELIA Group”, the Belgian Transmission and Distribution System Operator, listed on the Euronext Brussels Stock exchange and as Non Executive Director on the Supervisory Board of Paris based “Assystem”, an international Engineering and Innovation Consultancy, listed on the NYSE Euronext Paris (please see attached press releases).

I will continue in my role as CEO of Foresee Consulting and as Delivery Advisor to the UK Minister of State for Energy and Climate Change.

Email from Miriam Maes to CO Officials, DECC Officials, 09 June 2011 18:32, RE: [UNCLASSIFIED] 10% Checkpoint Meeting

Thanks [] for sending the note. I indeed did not receive last week’s weekly update. I forgot to ask on the call where you were with the VfM and the lifecycle savings of the Carbon and Energy Savings Investments. It is important that NAO understands this.

Thank you very much in advance for your response.

Email from CO Official to Miriam Maes, CO Officials, DECC Officials, 08 June 2011 09:07, RE: [UNCLASSIFIED] 10% Checkpoint Meeting

This time with the right email addresses...

Note of yesterday’s meeting.

One thing I forgot to mention was that we need to ensure we have clear and early communications with depts on when and what they can announce internally re: their own performance on 6 July and provide them with a short core script which they can adapt to their needs (ie for DECC “PM has announced that gov has met the target. DECC achieved x%. Moira says fantastic achievement, well done everyone but still more to do with new target ...”, etc, etc). Can [] pl build into the timetable she’s got for the final days and discuss with [] to make sure we join up the internal comms teams with practitioners.

Email from Miriam Maes to DECC Official, 10 June 2011 13:15, RE: Workshop on CHP with Greg Barker MP – Comments.doc

I will review agenda over the weekend and will come back to you.

Email from DECC Official to Miriam Maes, 09 June 2011 16:50, RE: Workshop on CHP with Greg Barker MP – Comments.doc

Please find attached a copy of the agenda for the CHP workshop. There is one outstanding issue which is an inconsistency between who is suggested to replace [] – [] (your suggestion) or [] (that [] from the CHPA suggested), as you’ll see from the electronic comments made to the agenda.

Officials have said that they would be happy either way, depending on who you think would be most appropriate.

Grateful if you could let me know your decision so that I can provide an updated agenda to the Minister.

Email from Miriam Maes to Gregory Barker, DECC Officials, 12 June 2011 15:08, Off-balance sheet Funding solutions for Energy/Carbon Savings in the Public Sector

Please see attached my note as requested by you on []
I have also send the same note in by email in the main body to your personal email address.
Many thanks in advance for your response to my recommendation.

Email from Miriam Maes to Gregory Barker, 12 June 2011 15:15, RE: Candidates for Associates National Energy Efficiency Office

I will meet with [] tomorrow from 9.30 to 10.30 in DECC. []
Could you please let me know when the Associate's add will be published, as I do not want to miss it?
Best wishes and many thanks in advance.

Email from Gregory Barker to Miriam Maes, 12 June 2011 12:54, RE: Candidates for Associates National Energy Efficiency Office

Great, thanks.

Email from Miriam Maes to Gregory Barker, (cc: DECC Official), 12 June 2011 12:28, RE: Candidates for Associates National Energy Efficiency Office

As you requested in our meeting this week, I would send you names of persons, who could be suitable candidates for the Associate Position in DECC's new National Office for Energy Efficiency. Please find below the names of 3 other persons, including myself, as candidates for the associate role:

- [] at Novus Modus LLP, with an impressive experience in Finance and Funding of Energy Efficiency and other Energy projects.
- Steven Fawkes, partner at Matrix Corporate Capital, with a PHD in Energy Efficiency and a longstanding experience in Operational execution of Public Sector Energy Efficiency projects
- [], Partner at Orion Innovations, with a longstanding Energy Efficiency background

I am still looking for someone who can bring the European Commission's experience on Energy Efficiency and will come back to you separately on this.
Trust this is helpful. I will send you their contact details separately.

Email from Miriam Maes to DECC Official (cc: DECC officials), 12 June 2011 19:27, RE: Workshop on CHP with Greg Barker MP – Comments.doc

I agree with the proposed agenda and would add the following times to it:

1. 5-10 minutes
2. 10 minutes
3. 10 minutes
4. 10 minutes

5. 15 minutes,
6. 5 minutes
7. 30 minutes

As for the replacements, I suggest [] because of his longstanding operational CHP experience.

Trust this helps.

Email from DECC Official to Miriam Maes, 09 June 2011 16:51, Workshop on CHP with Greg Barker MP – Comments.doc

Please find attached a copy of the agenda for the CHP workshop. There is one outstanding issue which is an inconsistency between who is suggested to replace [] – [] (your suggestion) or [] (that [] from the CHPA suggested), as you'll see from the electronic comments made to the agenda.

Officials have said that they would be happy either way, depending on who you think would be most appropriate.

Grateful if you could let me know your decision so that I can provide an updated agenda to the Minister.

Email from DECC Official to Miriam Maes, (cc: DECC Official), 13 June 2011 11:05, Introduction on FITs

Thank you for a very useful discussion this morning. I promised to introduce you to [] in our Commercial Team, because [] providing expert input for us on investor responses to the FITs scheme and potentially some help on financing models. It might be useful for the two of you to swap thoughts, so here is an introductory email.

Email from Miriam Maes to Gregory Barker, 15 June 2011 12:25, FWD: 10% carbon cut – end of programme event

I would like to discuss the email below with you, In particular the Number 10 garden. Could you do anything to facilitate?

Will await your call at 6 pm.

Email from DECC Official to DECC Official (cc: Trevor Hutchings, Miriam Maes), 14 June 2011 16:22, RE: [UNCLASSIFIED] 10% carbon cut – end of programme event

To note I and others in DECC have inputted into the attached list. It is comprehensive so in anticipation of numbers having to come down some names have been marked as optional. It would be helpful if the Minister could give a view as per [] request

The minister had been looking to secure the No.10 garden as a venue. You said that [] had spoken to her counterpart in No. 10 but it wasn't clear where things were left. To clarify [] is leading on media handling for the announcement on the results of 10% and the new target, provisionally set for 6 July, he is not involved with the arrangements for this event scheduled on 14 July. It would be helpful to have confirmation whether the No 10 garden is still an option.

Trevor - On the 3rd and 4th points re footing the bill is there a budget for this in DECC?

Email from CO Official to DECC Official (cc: Miriam Maes, DECC Official, CO Officials), 14 June 2011 11:24, [UNCLASSIFIED] 10% carbon cut – end of programme event

Please find attached the invitation list for the end of 10% event (designed to give recognition to those involved, and separate from the media activity we will be seeking on 6 July). In order for us to proceed with arrangements we would be grateful for a steer from Greg on the following points:

1. The list currently contains 232 invitees, and represents a “wish list” which includes names of MWG, senior sponsors in depts, practitioners (names submitted by our primary contacts), internal comms staff, core DECC and CO teams i.e. all those who have had a hand in delivering the target. Obviously not everyone will attend, but we need to prune the list a bit (the maximum for the No 10 garden is 150, and for the alternative HMT venue 170). Grateful if you can review the list to ensure Greg is comfortable with the audience/scale.

2. The provisional schedule for the event is for guests to gather in the venue at 16:00. The event will begin with a short speech from Greg Barker and possibly Francis Maude, thanking people for their efforts and outlining lessons learned for the future 25% target. We would also like Greg to commend DWP for winning the October 2010 energy efficiency competition. We would look to show a short film made by Cabinet Office Comms outlining some big-picture messages around the target and some detail on how departments approached the challenge (we are working on this with No 10 for the media coverage Comms colleagues will be seeking the previous week – we (and they) will be in touch separately about this). We might also show the winning entry in the energy saving film shorts competition. [] could then briefly outline the new targets for the Greening Government Commitments. We envisage that presentations will last 30 minutes in total, and then guests could network over drinks.

3. We have provisionally booked the Auditorium in HMT for 14 July for the event as a plan B in case the No.10 garden is unavailable. In order to secure this venue we need to draw a line under the possibility of using the No.10 garden. When do you expect to have confirmation of whether the garden is available, please? Additionally, to secure the booking, we are required to provide billing details (who is paying, purchase order no. etc). Grateful if you can confirm who will foot the bill for the event - is DECC able to settle the total bill or will Cabinet Office contribute a proportion of the cost?

4. We have received the following quote to hold the event in the Auditorium (and perhaps also Courtyard), HM Treasury: If the total number is less than 170 we could hold the whole event in the Auditorium. The cost for A/V, security and tea/coffee soft drinks is £1713. If larger, we could potentially use the courtyard for drinks reception (but this is problematic if it is raining, and would come at an additional security cost of £800 – so we do not recommend it). We are not proposing to serve alcohol or food, but if Greg is keen to have a “proper” celebration reception with wine then it would be an additional £1000.

Please note that all quotes are estimated.

As time is against us, we obviously need to get these points tied down asap. [] here will give you a call in the next day or two to discuss.

Email from Miriam Maes to DECC Official, 16 June 2011 15:36, FW: 10% carbon cut – end of programme event

I am not sure that I can chase up here? Can you please advise?

Email from Gregory Barker to Miriam Maes, 16 June 2011 12:34, RE: [UNCLASSIFIED] 10% carbon cut – end of programme event

Still waiting for the email to send to Rohan I requested last Friday, please chase up.

Email from Miriam Maes to Gregory Barker, 16 June 09:18, FW: [UNCLASSIFIED] 10% carbon cut – end of programme event

I know how busy you are and unfortunately we could not talk at 6pm last night. Any chance we could talk to day []
In particular below request for the Number 10 Garden is important.

Email from DECC Official to DECC Official (cc: Trevor Hutchings, Miriam Maes), 14 June 2011 16:22, RE: [UNCLASSIFIED] 10% carbon cut – end of programme event

To note I and others in DECC have inputted into the attached list. It is comprehensive so in anticipation of numbers having to come down some names have been marked as optional. It would be helpful if the Minister could give a view as per [] request

The minister had been looking to secure the No.10 garden as a venue. You said that [] had spoken to her counterpart in No. 10 but it wasn't clear where things were left. To clarify [] is leading on media handling for the announcement on the results of 10% and the new target, provisionally set for 6 July, he is not involved with the arrangements for this event scheduled on 14 July. It would be helpful to have confirmation whether the No 10 garden is still an option.

Trevor - On the 3rd and 4th points re footing the bill is there a budget for this in DECC?

Email from CO Official to DECC Official (cc: Miriam Maes, DECC Official, CO Officials), 14 June 2011 11:24, [UNCLASSIFIED] 10% carbon cut – end of programme event

Please find attached the invitation list for the end of 10% event (designed to give recognition to those involved, and separate from the media activity we will be seeking on 6 July). In order for us to proceed with arrangements we would be grateful for a steer from Greg on the following points:

1. The list currently contains 232 invitees, and represents a "wish list" which includes names of MWG, senior sponsors in depts, practitioners (names submitted by our primary contacts), internal comms staff, core DECC and CO teams i.e. all those who have had a hand in delivering the target. Obviously not everyone will attend, but we need to prune the list a bit (the maximum for the No 10 garden is 150, and for the

alternative HMT venue 170). Grateful if you can review the list to ensure Greg is comfortable with the audience/scale.

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Please note that all quotes are estimated.

As time is against us, we obviously need to get these points tied down asap. [] here will give you a call in the next day or two to discuss.

Email from Miriam Maes to DECC Official, 16 June 2011 15:43, RE: end of 10% programme report

Thanks [] for clarifying and for your kind wishes. Not too sure about such an intense programme!

Email from DECC Official to Miriam Maes, 16 June 2011 14:51, RE: end of 10% programme report

Of course, when Greg says me, he means the PS shared mailbox:
We'll get there in the end!
Hope your trip goes well.

Email from Miriam Maes to Gregory Barker (cc: DECC Official), 16 June 2011 14:43, RE: end of 10% programme report

That is absolutely fine. I will copy []
All the best with your Committee meetings

Email from Gregory Barker to Miriam Maes (cc: DECC Official), 16 June 2011 12:29, RE: end of 10% programme report

will try and call later but am in committee all day. Unless it is very private can you make sure that you always copy [] and he will make sure I action everything, otherwise as I get so many messages occasionally important messages get over looked.

Email from Miriam Maes to Gregory Barker, 16 June 2011 09:17, end of 10% programme report

Please find attached for your info the draft "End of 10% programme" report as it stands now.

The most important part is of course is the Introduction and the "Lessons learned". I have copied them in just in case below.

Hope you find this interesting and let me know if you wish to add anything else before it will come up to you formally.

Email from DECC Official to Miriam Maes, 21 June 2011 15:21, RE: No Subject

Please find attached the tender in a word format as requested

Email from Miriam Maes to Trevor Hutchings, 21 June 2011, 10:27, RE: No Subject

I am travelling professionally abroad this week and am unable to print the attached file off as it is in a different PDF format. Could you please sent the document in a Word Format? I am back in London on Monday evening late, so need to prepare all documents whilst travelling.

Thank you in advance for sending the document in Word.

Email from DECC Official on behalf of Trevor Hutchings to Miriam Maes, 20 June 2011 17:17, No Subject

Please find attached an application pack for the above tender.

Email from Miriam Maes to Trevor Hutchings, 20 June 2011 17:13, No Subject

I am currently travelling abroad and just picked up the email regarding the Advisors to the Office of National Energy Efficiency.

I am contacting you to ask if you could send me the documents I need to complete for the application. As the deadline is on 28 th June, I thank you in advance for sending them as soon as you can.

Many thanks in advance and looking forward to seeing you soon.

Department of Energy and Climate Change Invitation to Tender

Contract Requirement

Framework Agreement for Energy Efficiency Advisors

Deadline for ITT responses to be received by DECC

28th June 2011 12 Noon

Section 1 - Introduction and Index

- 1.1 This Invitation to Tender ("ITT") has been prepared by the Department of Energy and Climate Change ("DECC") for the purpose of inviting proposals from your organisation and others for the provision of the goods/services described in the Specification at Annex 1 of this document. The tender process will be conducted in a manner that ensures tenders are evaluated fairly to ascertain the economically most advantageous tender.
- 1.2 This ITT is divided into the following sections
- (1) this Introduction and Index
 - (2) the Instructions to Tenderers
 - (3) the Specification
 - (4) the Questions that tenderers must address as part of their proposal
 - (5) requirement for evidence of insurance
 - (6) the Pricing Schedule
 - (7) the evaluation criteria (and weightings) that will be used to score the tenders
 - (8) details of the contract that DECC intends to award and the terms and conditions it will incorporate
 - (9) a Statement of Non-Collusion and a Form of Tender which tenderers must complete and return with their Proposal
- 1.3 In order to bid for this contract you are required to submit a Proposal explaining how you will meet DECC' requirements described in the Specification. Your Proposal must additionally include the answers to the specific questions in section 4 of this ITT. You will need to prove that you have the type and amount of insurance cover described in section 5. You must use the pricing schedule in section 6 to explain how you will charge for the work you do. You also need to complete and return the Statement of Non-Collusion and the Form of Tender in section 9.

Section 2 - Instructions to Tenderers

- 2.1 Please read the instructions on the tendering procedures carefully. Failure to comply with them or to return any of the required documents or information may invalidate your tender which must be returned by the date and time given below using the enclosed address label.
- 2.2 Please contact Trevor Hutchings on 0300 068 5312, or at trevor.hutchings@decc.gsi.gov.uk if you have any doubts as to what is required or you have difficulty in providing the information requested. Pre-tender negotiations are **not** allowed.

Questions about this ITT

- 2.3 You may submit, by no later than 17.00 Hours on 22nd June 2011 any queries that you have relating to this ITT. Please submit such queries by email to trevor.hutchings@decc.gsi.gov.uk.
- 2.4 Any queries should clearly reference the appropriate paragraph in the documentation and, to the extent possible, should be aggregated rather than sent individually. As far as is reasonably possible, DECC will respond to all reasonable requests for clarification of any aspect of this ITT and supporting documents in accordance with the following paragraph, provided they are received before the above deadline. No queries received after the above deadline will be answered.
- 2.5 Answers to questions received by DECC will be circulated by email to all tenderers other than any that have made a “no bid” notification (see below) on or before 12 Noon 24th June 2011. All questions and their answers will be circulated to all bidders (without revealing the identity of the individual bidder that put forward a particular question).

No Bid Notification

- 2.6 If having read the enclosed Specification you decide not to submit a tender, we would be grateful if you could please inform us, ideally including your reasons (though you are under no obligation to do so). Please send this information to Trevor Hutchings at trevor.hutchings@decc.gsi.gov.uk by 22nd June 2011 marked “No Tender”.

Instructions for return of tenders

- 2.7 **Four hard copies** of your tender Proposal must be received in Microsoft Word format addressed to Trevor Hutchings at DECC, Area 1C, 3 Whitehall Place, London SW1A 2AW, no later than 12 Noon on 28th June 2011 .
- 2.8 Late tenders will not be considered unless DECC is satisfied that the delay was caused by reasons outside of your control.
- 2.9 You should address the envelope returning your tender using the enclosed label. Envelopes and packages used to return tenders must bear no reference to the tenderer by name; franking machines which automatically print your company’s name should not be used. Tenders will be received up to the time and date stated. Those received before the due date will be retained unopened until then. It is your responsibility to ensure that your tender is delivered not later than the appointed time.
- 2.10 Tenderers may be invited to provide a presentation of their proposals as part of DECC’ evaluation of their response. Such presentations will be held on 6 July 2011. Tenderers will be contacted nearer the time with a specific date for their presentation to take place. Respondents should note that the above dates are only provisional and may be amended by DECC at any time.
- 2.11 Following the selection of the preferred supplier DECC will provide unsuccessful tenderers with the reasons for the decision. Where applicable DECC will observe the procedure in paragraphs 32 and 32A of the Public Contracts Regulations 2006 concerning the information that must be provided and the observance of the standstill period.

Freedom of Information and transparency

- 2.12 The Freedom of Information Act 2000 (“FOIA”) and the Environmental Information Regulations 2004 (“EIR”) apply to DECC. You should be aware of DECC’ obligations and responsibilities under FOIA or EIR to disclose, on written request, recorded information held by DECC. Information provided by you in connection with this procurement exercise, or with any contract that

may be awarded as a result of this exercise, may therefore have to be disclosed by DECC in response to such a request, unless DECC decides that one of the statutory exemptions under the FOIA or the exceptions in the EIR applies. If you wish to designate information supplied as part of this response as confidential, or if you believe that its disclosure would be prejudicial to any person's commercial interests, you must provide clear and specific detail as to the precise information involved. Such designation alone may not prevent disclosure if in DECC's reasonable opinion publication is required by applicable legislation or Government policy or where disclosure is required by the Information Commissioner or the First-tier Tribunal (Information Rights).

- 2.13 Additionally, the Government's transparency agenda requires that tender documents (including ITTs such as this) are published on a designated, publicly searchable web site. The same applies to other tender documents issued by DECC (including the original advertisement and the pre-qualification questionnaire (if used)), and any contract entered into by DECC with its preferred supplier once the procurement is complete. By submitting a tender you agree that your participation in this procurement may be made public. The answers you give in this response will not be published on the transparency web site (but may fall to be disclosed under FOIA or EIR (see above)). Where tender documents issued by DECC or contracts with its suppliers fall to be disclosed DECC will redact them as it thinks necessary, having regard (inter alia) to the exemptions/exceptions in the FOIA or EIR.

Intellectual Property

- 2.14 All intellectual property rights in this ITT and all material provided by DECC to applicants in connection with this ITT are and shall remain the property of the Crown.

Warnings/Disclaimers

- 2.15 Offering an inducement of any kind in relation to obtaining this or any other contract with DECC will disqualify your tender from being considered and may constitute a criminal offence.
- 2.16 You must not:
- tell anyone else what your tender price is or will be, before the time limit for delivery of tenders
 - try to obtain any information about anyone else's tender or proposed tender before the time limit for delivery of tenders
 - make any arrangements with another organisation about whether or not they should tender, or about their or your tender price
- Failure to comply with any of these conditions may disqualify your tender.
- 2.17 Nothing contained in this ITT or any other communication made between DECC or its representatives and any person shall constitute an agreement, contract or representation (except for a formal award of contract made in writing by DECC). Receipt by the tenderer of this ITT does not imply the existence of a contract or commitment by or with DECC for any purpose and tenderers should note that this ITT may not result in the award of any business.
- 2.18 It is the responsibility of tenderers to obtain for themselves at their own expense all additional information necessary for the preparation of their response to this ITT. No claims of insufficient knowledge will be entertained.
- 2.19 The information contained in this ITT and the supporting documents and in any related written or oral communication is believed to be correct at the time

of issue but DECC will not accept any liability for its accuracy, adequacy or completeness and no warranty is given as such. This exclusion does not extend to any fraudulent misrepresentation made by or on behalf of DECC.

- 2.20 DECC reserves the right to change any aspect of, or cease, the tender process at any time.
- 2.21 By issuing this ITT DECC is not bound in any way and does not have to accept the lowest or any tender.
- 2.22 You will not be entitled to claim from DECC any costs or expenses which you may incur in preparing your tender whether or not your tender is successful and regardless of whether a contract is awarded.

Consortia Bids

- 2.23 If you are bidding for this contract in association with another supplier you must explain the structure of your bid. Failure to do so may lead to your bid being disqualified.
For example if you are bidding as a lead partner you must explain how the other organisations involved with your team will support you, and take over responsibility for performing the contract in the event that for some reason you are unable to continue.
If you are intending to bid as a consortium and to establish a new legal entity to perform the contract please give full details of how that entity will be constituted, including its legal status, who will own it and in what proportions. DECC will require guarantees to be provided by all members of the consortium.

Summary of timetable

- 2.24 This is a summary of the timetable that applies to this procurement. DECC reserves the right to alter this timetable by notice to tenderers

Event	Date
This ITT issued	From 17/6/2011
Deadline for receipt by DECC of queries about ITT	22/6/2011 17.00hrs
DECC circulates responses to queries by	24/6/2011 12 Noon
Deadline for receipt of tenders	28/6/2011 12 Noon .704
Written tender evaluation	29/6/2011
Presentations (if required)	6/7/2011
Final evaluation of tenders	1/7/2011
Successful and unsuccessful tenderers notified no	11/7/2011

sooner than

Checklist of documents to be returned

2.25 You are required to return the following documents

- (a) your tender Proposal, this including the answers to specific questions in section 4 of this ITT
- (b) copies of the insurance documents listed in Section 5
- (c) the Pricing Schedule in Section 6
- (d) the completed and signed Statement of Non-Collusion in section 9
- (e) the completed and signed Form of Tender also in section 9

Section 3 - The Specification

ADVISORS TO THE OFFICE OF NATIONAL ENERGY EFFICIENCY¹

Introduction

1. The Department of Energy and Climate Change (DECC) was established in October 2008, bringing together responsibility in Government for energy and climate change for the first time. The creation of the new Department reflected the growing importance of these issues and the close links between them.
2. The importance and value placed on the work of the Department was reinforced by the Coalition Government last May, when the Prime Minister personally visited DECC to pledge his vision of leading “the greenest government ever”.
3. A high profile Department, with a hugely challenging agenda, DECC’s priorities are to tackle climate change on a national and global level, and to ensure a safe and secure energy supply.
4. Achieving these goals in the short, medium and long-term – and doing so in a way which is acceptable to the public both personally and economically – is a massive and exciting policy and delivery challenge; one that requires clarity of thought, ingenuity, leadership and effective engagement with public and private sector partners.
5. The Office of National Energy Efficiency (ONEE) has been created to drive a step change in energy efficiency. Improvements in energy efficiency will help meet our statutory carbon and renewables targets, contributes to security of supply and has a positive impact on air quality. Energy efficiency also cuts costs and makes businesses more competitive and provides green growth opportunities in the supply chain for energy efficiency goods and services.
6. ONEE will develop an energy efficiency strategy based on evidence and analysis, strong programme management and a joined up view of the customer offer. To facilitate this, ONEE will provide a comprehensive service to DECC in three cross-cutting areas – Customer Insight & Engagement, Strategy and Delivery, and Economics & Analysis.
7. We expect ONEE to be fully functional by the Autumn.

Advisor Role

8. We would like to identify up to 5 recognised energy efficiency experts to support and advise DECC officials on the set up and early operation of ONEE. The Office will be taking forward work in the following areas listed below, for which specialist support will be required:
 - a) objectives, scope and KPIs for ONEE

¹ ‘Office of National Energy Efficiency’ is a holding name and subject to change until the new organisation is formally launched in Autumn 2011.

- b) national indicators of energy efficiency
- c) a desk top study of international best practice in energy efficiency policy, innovation and support
- d) analysis of how UK energy efficiency performance compares by sector to other leading nations
- e) gap analysis of energy efficiency policy
- f) potential for cost-effective energy efficiency improvements across different sectors, and the policy options to deliver these
- g) benefits realisation, including monitoring progress across the energy efficiency landscape in order to fully understand the single and cumulative impact of various policy instruments
- h) an assessment of the UK supply chain for energy efficiency products and services in order to identify innovation opportunities for UK plc
- i) a customer insight project designed to inform the development of a joined up customer strategy by identifying the carbon saving opportunities, levers, barriers and relationships between the domestic energy behaviours that DECC is seeking to influence.
- j) delivery planning

Expertise and skills

9. The advisors will need to contribute both individually and as a team to bring insight and credibility to the work of ONEE and will need to be able to demonstrate expertise and a proven track record in one or more of the following:
- a) design, planning and implementation of energy efficiency measures across a range of different building types
 - b) energy intensive industries/ industrial energy efficiency
 - c) electricity generation and transmission efficiency
 - d) academic study in energy efficiency
 - e) customer insights , social research and behavioural change
 - f) economic analysis of energy efficiency
 - g) buildings construction, retro-fit and estates management
 - h) private sector financing mechanisms for energy efficiency projects
 - i) delivery planning
10. The successful candidates will also possess:
- a) excellent oral and written communication skills
 - b) strong interpersonal skills, with the ability to work successfully and be credible with a wide range of stakeholders
 - c) strategic thinking
 - d) a successful track record of building effective partnerships across organisational boundaries
 - e) strong analytical skills with the ability to solve complex problems
 - f) a self starter, with the ability to work on own

Working Arrangements

11. The advisors should be prepared to attend business meetings at DECC offices at Whitehall Place, London.

Contractual arrangements

12. Advisors would be contracted on a daily basis under a framework agreement to run until 31 March 2012. There are a maximum of 80 days available under the Framework, which, where expertise and skills allow will be allocated evenly between those suppliers admitted to the Framework Agreement.

Section 4 - Questionnaire

1. You must respond in full to each of the questions set out in all sections of the questionnaire to allow DECC to make an informed selection of the most appropriate solution. Any alternative options should be made clear.
2. You should repeat the question in your tender Response and then include your answer.
3. Please number every page sequentially in the main body of your Response and include the date and title of your document on each page of the main body.
4. Please submit your Proposal in Microsoft Word format.
5. Your Proposal must be in the English language.
6. DECC endorses the UK Government policy on sustainable development and where possible, and practicable, tenders should be produced on recycled paper containing at least 80% post-consumer waste and printed double-sided.
7. Any additional pre-existing material which may expand upon your Proposal should be included as appendices with cross-references to this material in the main body of your Proposal.
8. While promotional material may be included or referred to in your Proposal, you are asked not to include it in substitution of responding fully to all questions.
9. You are required to reply to all questions in this Questionnaire even if you have previously provided this information. This is to ensure that DECC can compare each of the options and the suppliers in a fair, like-for-like and reasonable manner. If a question is similar to a question included elsewhere in the Questionnaire, you should repeat your Proposal and expand upon it where necessary.
10. Tenders may be rejected if the information asked for in this ITT is not given at the time of tendering.

The questions that the tenders are required to answer

11. Please demonstrate, with examples, why you are a recognised expert on energy efficiency. 10%
12. Please demonstrate, with examples, which aspects of the list below you have experience/ expertise? 40%
 - a) design, planning and implementation of energy efficiency measures across a range of different building types
 - b) energy intensive industries/ industrial energy efficiency
 - c) electricity generation and transmission efficiency
 - d) academic study in energy efficiency
 - e) customer insights , social research and behavioural change
 - f) economic analysis of energy efficiency
 - g) buildings construction, retro-fit and estates management
 - h) private sector financing mechanisms for energy efficiency projects
 - i) delivery planning
13. Please demonstrate, with examples how you have delivered a complex work programme. 10%
14. Please demonstrate, with examples, how you possess each of the following: 40%
 - g) excellent oral and written communication skills
 - h) strong interpersonal skills, with the ability to work successfully and be credible with a wide range of stakeholders
 - i) strategic thinking

- j) a successful track record of building effective partnerships across organisational boundaries
- k) strong analytical skills with the ability to solve complex problems
- l) a self starter, with the ability to work on own

15. The answer to question 14 above should be limited to 200 words per competence.

Section 5 – Insurance

Please enclose documentary evidence to show that you have the following types and amounts of insurance cover. This should be a copy of the relevant policy together with proof of payment of the current years’ premium.

Employers Liability Cover – minimum cover £5 million
 (Employer’s liability insurance is a legal requirement (except for businesses employing only the owner / close family members) and this should be at least £5 million).

Public Liability Insurance Cover – minimum cover £1 million per claim

Professional Indemnity Insurance – minimum cover £1 million for claims arising from a single event or series of related events in a single calendar year.

Section 6 - Pricing Schedule

1. All pricing should be in pound sterling (£GBP).
2. If applicable please convert your currency into UK sterling using the rate published by the European Central Bank on the date you submit your tender
3. Suppliers are invited to tender on a daily rate basis and are required to complete the table below as part of their response to this section. Price will be considered against affordability and in comparison with the proposed rates from other tenderers. The department reserves the right to negotiate proposed rates.

Name	Day Rate

4. A professional day is defined as 8 hours.
5. The rates contained within the schedules are, unless otherwise expressly agreed between the parties, firm and fixed.
6. The rates entered in the schedules shall be deemed to include for full compliance with the requirements of the Contract.
7. The rates exclude VAT.
8. The Authority reserves the right to negotiate and agree with the Contractor a maximum sum for all expenses.

Section 7 - Evaluation Criteria

1. Where a question is scored the scores will range from 0 to 5. The following illustrates the meaning of each score:
 0. Unacceptable
 1. Weak - well below expectations
 2. Unsatisfactory - below expectations
 3. Meets expectations
 4. Good – exceeds expectations
 5. Outstanding – considerably above expectations

2. Please note for question 12 of section 4, the scoring mechanism will work as follows –
 - To score 3 you must demonstrate your expertise with credible and evidenced examples against 2 criteria
 - To score 4 you must demonstrate your expertise with credible and evidenced examples against 3 criteria
 - To score 5 you must demonstrate your expertise with credible and evidenced examples against 5 or more criteria
3. Please note for question 14 of section 4, the scoring mechanism will work as follows –
 - To score 3 you must demonstrate your expertise with credible and evidenced examples against 2 competencies
 - To score 4 you must demonstrate your expertise with credible and evidenced examples against 3 competencies
 - To score 5 you must demonstrate your expertise with credible and evidenced examples against 4 or more competencies
4. Weightings are given to each of the questions that are scored (shown as a %). An organisation's total score will be determined by the aggregate of the scores for each question once multiplied by the applicable weighting.

Section 8 - Details of the contract that will be awarded and the terms and conditions it will incorporate

The contract that DECC wishes to let following this procurement is intended to last until 31st March 2011.

The contract will incorporate DECC' standard terms and conditions of contract, a copy of which is available at

http://www.decc.gov.uk/en/content/cms/about/work_decc/procurement/terms/terms.a.sp

Section 9

Statement of non collusion

To The Department of Energy and Climate Change

1. We recognise that the essence of competitive tendering is that DECC will receive a bona fide competitive tender from all persons tendering. We therefore certify that this is a bona fide tender and that we have not fixed or adjusted the amount of the tender or our rates and prices included therein by or in accordance with any agreement or arrangement with any other person.

2. We also certify that we have not done and undertake not to do at any time before the hour and date specified for the return of this tender any of the following acts:

(a) communicate to any person other than DECC the amount or approximate amount of our proposed tender, except where the disclosure, in confidence, of the approximate amount is necessary to obtain any insurance premium quotation required for the preparation of the tender;

(b) enter into any agreement or arrangement with any other person that he shall refrain for submitting a tender or as to the amount included in the tender;

(c) offer or pay or give or agree to pay or give any sum of money, inducement or valuable consideration directly or indirectly to any person doing or having done or

causing or having caused to be done, in relation to any other actual or proposed tender for the contract any act, omission or thing of the kind described above.

3. In this certificate, the word "person" shall include any person, body or association, corporate or unincorporated; and "any agreement or arrangement" includes any such information, formal or informal, whether legally binding or not.

.....
Signature (duly authorised on behalf of the Tenderer)

.....
Print name

.....
On behalf of (organisation name)

.....
Date

Form of Tender

Contract for [**description**]

To The Department of Energy and Climate Change

1. Having considered the invitation to tender and all accompanying documents (including without limitation, the terms and conditions of contract and the Specification) we confirm that we are fully satisfied as to our experience and ability to deliver the goods/services in all respects in accordance with the requirements of this invitation to tender.

2. We hereby tender and undertake to provide and complete all the goods/services required to be performed in accordance with the terms and conditions of contract and the Specification for the amount set out in the Pricing Schedule.

3. We agree that any insertion by us of any conditions qualifying this tender or any unauthorised alteration to any of the terms and conditions of contract made by us may result in the rejection of this tender.

4. We agree that this tender shall remain open to be accepted by DECC for three months from the date below.

5. We understand that if we are a subsidiary (within the meaning of section 1159 of (and schedule 6 to) the Companies Act 2006) if requested by DECC we may be required to secure a Deed of Guarantee in favour of DECC from our holding company or ultimate holding company, as determined by DECC in their discretion.

6. We understand that DECC is not bound to accept the lowest or any tender it may receive.

7. We certify that this is a bona fide tender.

.....
Signature (duly authorised on behalf of the tenderer)

.....
Print name

.....
On behalf of (organisation name)

.....
Date

Email from Trevor Hutchings to Miriam Maes (cc: DECC Official), 28 June 2011 09:50, RE: No Subject

Yes we did Miriam - Thank you.

Email from Miriam Maes to Trevor Hutchings (cc: DECC Official), 28 June 2011 08:00, RE: No Subject

Just a quick email to check if you have received my 4 copies yesterday, which I had delivered at DECC at your attention?

Email from Trevor Hutchings to Miriam Maes, 27 June 2011 08:00, RE: No Subject

Miriam-thank you for the update. That sounds fine. On PI Insurance we advised all tenderers in the q&a issued on Friday that this now only needs to be presented at the time a successor tenderer enters the Framework, and not at bid stage.

Email from Miriam Maes to Trevor Hutchings, 27 June 2011 07:50, RE: No Subject

[]

My tender submission will be dropped of this morning at reception in 4 envelopes addressed to you.

My new PA could not find a copy of the PI Insurance so I have added a declaration that I have it with details of the provider. I will forward the Insurance documents as soon as I will be back in London.

Hope this is okay?

Email from Miriam Maes to Gregory Barker, 28 June 2011 12:08, RE: Air Products press release.

Great! Enjoy your visit.

[]

Email from Gregory Barker to Miriam Maes, 28 June 2011 11:09, RE: Air Products press release

Terrific, I am here in Edinburgh today looking at marine, but look forward to seeing you tomorrow.

Email from Miriam Maes to Gregory Barker, 28 June 2011 10:39, RE: Air Products press release

My submission has been safely received by Trevor Hutchings yesterday. Fingers crossed now. I will see you tomorrow at the CHPA Presidential lunch []].

Email from Gregory Barker to Miriam Maes, 24 June 2011 21:52, RE: Air Products press release

[] Recruitment process is definitely proceeding well so make sure you get it in in time, we dont want that sort of slip up! Look forward to catching up properly when you are back!

Email from Miriam Maes to Gregory Barker, 24 June 2011 19:21, RE: Air Products press release

It would be good to catch up. I need to send in my application this Tuesday. So far the document is already 10 pages.

Had a great trip so far!

Email from Gregory Barker to Miriam Maes, 24 June 2011 17:19, RE: Air Products press release

Looks good to me. Did you copy []?

Email from Miriam Maes to Gregory Barker, 24 June 2011 11:41, RE: Air Products press release

Please find below email for your information.
Hope to speak to you Next week.

Email from []to DECC Official (cc: Miriam Maes), 24 June 2011 10:42, RE: Air Products press release

Thanks for your time earlier. As discussed, Air Products are expecting planning permission for their advanced gasification plant in Teesside early next week. As Greg Barker has met with Air Products on two occasions earlier this year and expressed his support for the project, we were wondering if he would consider providing us with a supportive quote for our press release. We have drafted a few suggested lines in the attached press release and I copy these below:

“I welcome the progress that Air Products has made with its project to bring advanced gasification to the UK. Energy from waste leads to considerable reductions in waste going into landfill, and makes an important contribution to the UK’s low-carbon energy supply. This new technology will be an exciting addition to the energy from waste sector and I look forward to seeing the announcement more of these projects.”

We would be grateful for a response as soon as possible, though I understand the Minister will not be in until Monday. Please let me know if you would like any further information – I look forward to hearing from you.

Email from Miriam Maes to DECC Official (cc: DECC Official, David Wagstaff), 02 July 2011 10:03, RE: Invitation from Greg Barker to a round table on CHP and district heating

I am unfortunately on holiday on 21st July and will not be able to make the CHP and District Heating meeting. My apologies for this.

Email from DECC Official to DECC Officials (cc: David Wagstaff), 01 July 2011 11:48, RE: Invitation from Greg Barker to a round table on CHP and district heating

Greg Barker would like to invite you to a Ministerial workshop to discuss CHP and district heating on Thursday 21 July at 14:00 – 15:30 in DECC (3 Whitehall Place).

The discussion will be chaired by Paul Woods.

I'd be grateful if you could RSVP to this email address by Friday 15 July, after which more details will follow.

Many thanks and happy to discuss,

Email from Miriam Maes to Gregory Barker, 02 July 2011 10:33, Government reduces its carbon emissions by 13.8% in 12 months

Please find below part of an email I received last night from DECC and Cabinet office. Thought you wanted to know about the final numbers on the 10% Carbon Savings programme. We achieved a 13.8 % reduction in 12 months!

Government reduces its carbon emissions by 13.8% in 12 months

The Prime Minister announced on 14 May 2010 that this would be the 'greenest government ever' and that, as part of this, central government would reduce its carbon emissions by 10% within 12 months. The government has achieved this target, saving a total of 13.8%. Never before has central government achieved this level of reduction in such a short space of time.

This target spanned 3000 central government office buildings – everything from Whitehall headquarters to Jobcentre Plus Offices, HM Courts and Driving Test Centres. Over 300,000 civil servants played their part, and many made a personal contribution by changing their own behaviour, for example turning off lights and equipment when not needed.

Over the 12 months to 13 May 2011, government reduced carbon emissions from its office estate by 104,532 tonnes on the previous year (from a baseline of 764,141 tonnes CO₂) - enough to fill the Royal Albert Hall 587 times over. The saving amounts to a reduction of nearly 238 million kilowatt hours in energy consumption, and we estimate that this will reduce government's energy bills by £13 million this year.

When the data and the baseline are weather corrected, the total reduction is 103,316 tonnes against a baseline of 749,547 tonnes. Weather correction is a data process which eliminates the effect of unusually warm or cold weather. It has been conducted independently of government, by the BRE, and is an accepted industry method for ensuring that energy performance can be evaluated independently of weather fluctuations.

The chart and table below show the pan-government position and the performance of departments through the reporting year.

This shows what is achievable if organisations focus on managing buildings more efficiently, making the best use of green technologies and mobilising staff to take simple actions to reduce their carbon footprint. In addition to behaviour change, a range of measures were implemented to reduce energy use, including:

- Facilities management (improving controls over energy consumption, using building management systems to target excessive consumption, aligning operating temperatures for general office space and server rooms with best practice, shutting down buildings effectively over periods of low demand, etc);
- Investing in energy efficient equipment such as voltage optimisation kit (which matches the electricity supply to that which is actually needed by appliances), boiler upgrades, variable speed drives, software upgrades to building management systems and energy efficient lighting;
- “Greening ICT” measures such as activating settings to power down desktops when not in use, installing thin client (where computer processing is done centrally) and installing lower-energy monitors;
- Estate rationalisation – efforts to concentrate accommodation in more energy-efficient buildings and reducing the m2 of office space per staff member.

Achievement of this target sets government on an excellent footing to approach the new commitment to reduce greenhouse gas emissions by 25% by 2014/15 across a much broader scope both in coverage of departments’ and their arms length bodies’ buildings and including emissions from business related transport.

Further details on the 10% programme (including the end of programme report, and information on scope and the weather correction process) are available online at <http://data.gov.uk/departmental-performance-co2-emissions-reduction-date>.

Email from Miriam Maes to Trevor Hutchings (cc: DECC Official), 02 July 2012 10:20, RE: Advisors to the Office of National Energy Efficiency – ref: TRN 212/06/2011 – interview invitation

Thank you for the invitation and I look forward to the interview.

Email from DECC Official on behalf of Trevor Hutchings to Miriam Maes (cc: DECC Official, Trevor Hutchings), 01 July 2011 15:04, RE: Advisors to the Office of National Energy Efficiency – ref: TRN 212/06/2011 – interview invitation

Further to the above tender exercise, I am pleased to confirm that we would like to interview Miriam Maes.

The interview will take place at 15:30 on 6th July 2011 at the DECC offices at 3 Whitehall Place, London SW1A 2AW. Please report to reception when you arrive. Please contact [] on [] to confirm that you will attend the interview and if you require any special arrangements.

The panel members will be: Trevor Hutchings (Head of Strategy and Delivery, ONEE)

[] (Economics and Analysis Team, ONEE)

[] (DECC Finance Team)

The interview will last around 40 minutes and we would like you to start with a 5 minutes presentation (not using Powerpoint) on:

“What are the key challenges in driving greater energy efficiency across the UK economy; what would you advise government to do to overcome these; and what would you bring to role of expert advisor to the Office of National Energy Efficiency

We look forward to meeting you.

Email from DECC Official to DECC Official (cc: DECC Officials, Phil Wynnouen, Simon Virley, Edmund Hosker, Ravi Gurumurthy, Simeon Thornton, Trevor Hutchings, Miriam Maes, CO Officials, DECC Officials), 04 July 2011 15:16, ACHIEVEMENT OF 10% CARBON REDUCTION TARGET – LETTERS TO CHAIR OF ENVIRONMENT AUDIT COMMITTEE AND MEMBERS OF MINISTERIAL WORKING GROUP

PSA a submission and draft replies (annex A and B) for Greg Barker to send.
ISSUE

1. Communicating the results of the 10% target for to the Chair of the Environmental Audit Committee and Members of the Ministerial Working Group.

TIMING

2. Pressing – these letters need to be sent out on Wednesday 6th July immediately following announcement of the result.

RECOMMENDATION

3. That you write to the Chair of the Environmental Audit Committee and members of the Ministerial Working Group and the as per the attached drafts (Annexes A and B). The drafts assume you agree to lead on weather corrected figures.

Date: 4 July 2011

To: GREGORY BARKER

ACHIEVEMENT OF 10% CARBON REDUCTION TARGET - LETTERS TO CHAIR OF ENVIRONMENTAL AUDIT COMMITTEE AND MEMBERS OF MINISTERIAL WORKING GROUP

ISSUE

1. Communicating the result of the 10% target for to the Chair of the Environmental Audit Committee and Members of the Ministerial Working Group.

TIMING

2. Pressing – these letters need to be sent out on Wednesday 6th July immediately following announcement of the result.

RECOMMENDATION

3. That you write to the Chair of the Environmental Audit Committee and members of the Ministerial Working Group and the as per the attached drafts (**Annexes A and B**). The drafts assume you agree to lead on weather corrected figures.

RATIONALE

Background

4. The Prime Minister will ideally announce the result of the 10% target as part of Prime Minister's questions on 6 July. If it is not mentioned by the PM, the press notice will be issued at 12.30pm.
5. The National Audit Office plans to release their report on the 10% target to the Environmental Audit Committee, possibly on 6th July. It would therefore be helpful to inform the Committee upfront that the target has been met and the final result.
6. This is also a good opportunity to write to members of the Ministerial Working Group to inform them of the target and to thank them for their work in helping achieve it.
7. The draft reply updates the group on detail of civil service numbers and floor area of the central government estate, and how these changed during the 10% reporting period. This was a point raised at the Ministerial Working Group in the 10 June 2010 meeting and you will see from the reply that this has only had an impact of somewhere between 2 and 3.5 percentage points of the 13.7% (non-weather corrected) reduction.

Clearance

8. This submission has been cleared by Trevor Hutchings.

CC:

PS / all Ministers

PS / Special Advisers

Permanent Secretary

Directors General

Trevor Hutchings

[]

[]

[]

William Jordan –Cabinet Office

[]

[]

[]

[]

Miriam Maes – Delivery Advisor

Joan Walley MP

Chair, Environmental Audit Committee
House of Commons
London
SW1A 0AA

GOVERNMENT 10% EMISSIONS REDUCTION TARGET

The Prime Minister's target for central Government to reduce its carbon emissions by 10% within 12 months ended on 13 May 2011. Since then Cabinet Office has been working with departments to finalise the results.

I am delighted to inform you that we have achieved an overall reduction of [13.8% using weather-corrected data]. I hope you will agree this is a significant achievement, testament to this government's ambition to be the 'greenest government ever'. Never before has central government achieved this level of reduction in such a short space of time.

Over the 12 months to 13 May 2011, government reduced carbon emissions from its office estate by 104,532 tonnes on the previous year (from a baseline of 764,141 tonnes CO₂). The saving amounts to a reduction of nearly 238 million kilowatt hours in energy consumption, and we estimate that this will reduce government's energy bills by £13 million this year.

When the data and the baseline are weather corrected, the total reduction is 103,316 tonnes against a baseline of 749,547 tonnes. As you will recall, weather correction is a data process which eliminates the effect of unusually warm or cold weather. It has been conducted independently of government, by BRE, and is an accepted industry method for ensuring that energy performance can be evaluated independently of weather fluctuations.

This target spanned 3000 central government office buildings – everything from Whitehall headquarters to Jobcentre Plus Offices, HM Courts and Driving Test Centres. Over 300,000 civil servants played their part, and many made a personal contribution by changing their own behaviour, for example turning off lights and equipment when not needed.

Further details on individual departments' performance, how the target was achieved and the lessons learned in the process are available at www.cabinetoffice.gov.uk. The Prime Minister announced the final result on the 10% target today. At the same time, he announced a new five year commitment to reduce central Government greenhouse gas emissions by 25%. This commitment builds upon the success of 10% and covers a wider scope of the Central Government estate and emissions from business related transport.

I am copying this letter to the clerk of the EAC.

GREGORY BARKER

To Members of the Ministerial Working Group

GOVERNMENT 10% EMISSIONS REDUCTION TARGET

The Prime Minister's target for central Government to reduce its carbon emissions by 10% in 12 months ended on 13 May 2011. Since then Cabinet Office has been working with departments to finalise the results.

I am delighted to inform you that we have achieved an overall reduction of [**13.8%** using weather-corrected data]. I hope you will agree this is a significant achievement, testament to this government's ambition to be the 'greenest government ever'. Never before has central government achieved this level of reduction in such a short space of time. I am very grateful for the expertise and advice you provided, as a member of the Ministerial Working Group, to help us deliver this target.

Over the 12 months to 13 May 2011, government reduced carbon emissions from its office estate by 104,532 tonnes on the previous year (from a baseline of 764,141 tonnes CO₂). The saving amounts to a reduction of nearly 238 million kilowatt hours in energy consumption, and we estimate that this will reduce government's energy bills by £13 million this year.

You will note that we have used the 'weather corrected' figure for our headline achievement. When the data and the baseline are weather corrected, the total reduction is 103,316 tonnes against a baseline of 749,547 tonnes. As you will recall, weather correction is a data process which eliminates the effect of unusually warm or unusually cold weather. It has been conducted independently of government, by BRE, and is an accepted industry method for ensuring that energy performance can be evaluated independently of weather fluctuations. This is also the basis on which achievement against SOGE targets have historically been presented. Nonetheless the weather corrected and raw data are very close, 13.8% and 13.7% respectively.

Further details on individual departments' performance, how the target was achieved and the lessons learned in the process are available at www.cabinetoffice.gov.uk.

At an early meeting of the Ministerial Working Group, I undertook to provide members with detail on civil service numbers and floor area of the estate, and how these changed during the 10% reporting period. The figures for the estate covered by the 10% target show a pan-government reduction in headcount of around 7% during the reporting period and a pan-government reduction in floor area of 6%. This is broadly in line with ONS figures, which show civil service numbers are around 4% lower than at the start of the year. Averaging across the year, this suggests that, at most, somewhere between 2 and 3.5 percentage points of the 13.7% reduction in carbon emissions might be due to cuts in civil service numbers and the estate.

The Prime Minister announced the final result on the 10% target today. At the same time, he announced a new five year commitment to reduce central Government greenhouse gas emissions by 25%. This commitment builds upon the success of 10% and covers a wider scope of the Central Government estate and emissions from business related transport.

We are planning a reception to recognise the efforts of the many people who have contributed to the achievement of this target, and to take stock of the lessons

learned that will be important as we move forward with the new carbon emissions target. Invitations will issue shortly, and I very much hope to see you there.

GREGORY BARKER

Email from Miriam Maes to DECC Official, Gregory Barker, 05 July 2011 16:35, 10% AND 25% Carbon savings programme

Please find as requested today by phone, some bullet points regarding the 10 and 25 % Carbon Savings Programme:

10 Percent Programme

- Prime Minister announced on 14th May 2010 "Greenest government Ever".
- As part of this, Central government was to reduce its Carbon emissions by 10 percent in 12 months.
- **Result: Government reduced its carbon emissions by 13.8% in 12 months.**
- Never before has central government achieved this level of reduction in such a short space of time (nor internationally!).
- This target spanned 3000 central government office buildings.
- From Whitehall headquarters to Jobcentre Plus Offices, HM Courts and Driving Test Centres.
- Over 300,000 civil servants involved in process.
- Carbon emissions reduction of 104,532 tonnes on the previous year = enough to fill the Royal Albert Hall 587 times over.
- A reduction of nearly 238 million kilowatt hours in energy consumption.
- A reduction of the government's energy bills by £13 million this year on a £ 90 million annual energy invoice (- 14 percent).

Elements of success:

- Leadership by the PM.
- Close collaboration between DECC, Cabinet Office, the Ministerial Working Group and a dedicated 10% Carbon Savings Project Team.
- Massive Team effort of staff in all 19 Departments.
- Constant Monitoring, Verification, Reporting of Energy Consumption data over 12 months.
- Monthly actions to achieve targets.
- Engagement with the Private sector- Energy Services companies and FM providers to involve their Energy and Carbon Savings skills.

Key Measures:

- Focus on
 - a) managing buildings more efficiently
 - b) making the best use of green technologies
 - c) mobilising staff to take simple actions to reduce their carbon footprint.
- A range of measures were implemented to reduce energy use, including:
 - Facilities management
For Example: improving controls over energy consumption, using building management systems to target excessive consumption, aligning operating

temperatures for general office space and server rooms with best practice, shutting down buildings effectively over periods of low demand, etc.

- Investing in energy efficient equipment
For Example: Voltage optimisation kit, boiler upgrades, variable speed drives, software upgrades to building management systems and energy efficient lighting.
- “Greening ICT” measures
For Example: Activating settings to power down desktops when not in use, installing thin client (where computer processing is done centrally) and installing lower-energy monitors;
- Estate rationalisation –
Efforts to concentrate accommodation in more energy-efficient buildings and reducing the m2 of office space per staff member.

Initiatives and Case Studies:

- HQ Energy Savings Competition.
- Installation of an Energy Bureau Software System and Automatic Meter Reading in HMCS Basildon Magistrates Court.
- Cutting 4 floors of energy use over the Christmas period in DECC and asking employees to work on the other heated floors.
- Home Office entering in an Energy Savings contract with its FM provider Amey/eBMS.
- Voltage Optimisation installation in Defra.
- Installation of range of Energy Efficiency measures in Cabinet Office (Voltage Optimisation, Building Management Systems, roof insulation, secondary glazing, variable speed drives on pumps, energy efficiency lighting).
- Installation of CHP in HMCS.
- Greening ICT in HMRC.
- Behaviour change programmes in HMRC, FCO, Department for Transport.
- Energy awards in MoD.
- Estate rationalisation in DfE.
- Co-location activity in HMRC with Local Authorities as opposed to renting new space.
- Solar PV and Heat Exchangers in UK Statistics Agency.

25 Percent Announcement

- Achievement of this target sets government on an excellent footing to approach the new commitment to reduce greenhouse gas emissions by 25% by 2014/15.
- Scope is much broader both in coverage of departments’ and their arms length bodies’ buildings.
- Target will also include emissions from business related transport.

Trust the above is helpful,

Email from Miriam Maes to Gregory Barker, 05 July 2011 17:23, No Subject

I have my interview tomorrow from 16:30 to 17:30 with Trevor Hutchins and others.

One of the questions the want us to present is:

“What do you see as the key challenges for Energy Efficiency and what would you advise government to overcome these?”

Do you have any specific input you would like me to bring into the interview?

Many thanks in advance for your response.

Email from DECC Official to Miriam Maes, 06 July 2011 16:36, FW: PRESS NOTICE – WHITEHALL EXCEEDS PM'S 10% CARBON TARGET

Now on the front page of our website: <http://www.decc.gov.uk/>

Reference: 2011/059 Date: 6 July 2011

WHITEHALL EXCEEDS PM'S 10% CARBON TARGET

- Government carbon emissions slashed 13.8%, reducing energy bills by £13million
- New 25% carbon cut target set for 2015
- High Street names kick start home insulation trials
- Responsibility deal launched for business

The Prime Minister today announced that carbon emissions from Government HQs and offices have been slashed by nearly 14% in just one year and told Whitehall it would have to go further by cutting emissions by 25% by 2015.

It is estimated that energy bills have been cut by £13 million as a result of bearing down on energy wastage in Government departments. The 10% target covered around 300,000 civil servants in 3,000 buildings. Between 14 May 2010 and 13 May 2011 over 100,000 tonnes of CO₂ was saved.

The new 25% target for cutting carbon emissions will have an increased scope and include business related transport.

Commenting on the 10% achievement, Prime Minister David Cameron said:

"A 13.8 per cent cut in emissions in just one year is a great result and the civil service should be very proud of this achievement. But to be the greenest government ever we need to do more to stamp out energy waste in Whitehall, and make it easier for people and business to use energy more efficiently. That's why I'm committing the Government to go further by reducing emissions by 25 per cent by 2015."

Energy and Climate Change Secretary Chris Huhne said:

"This achievement has shown that we're serious about leading by example and, when we promise to cut carbon, we mean it. This is only the start and we've now got to get on and slash Whitehall's emissions by a quarter by the end of this Parliament." Minister for the Cabinet Office Francis Maude said:

"Not only have we hit the Prime Minister's ambitious target and reduced our carbon emissions, we have slashed government energy bills - driving out waste and inefficiency."

Improving the energy efficiency of Britain's homes, buildings and businesses is a vital part of making Britain more energy secure.

The Government also announced today a series of business-led trials aimed at making it easier for people to insulate their homes and reduce fuel bills. The energy efficiency trials, many of which will include joint working with local authorities, will begin in September and will test how best to encourage people to take up the Green Deal.

The Green Deal, which will start in Autumn 2012 and is currently being discussed in Parliament, will mean that households will be able to invest in home improvements at no upfront cost and repay through the expected savings on energy bills.

The trials are outlined in a new report from the Government's Behavioural Insights Team – known as the 'nudge unit' – and will be carried out and evaluated in time for the national roll out of the Green Deal.

Commenting on the trials, Chris Huhne added:

“The Green Deal’s going to be a real hit and will be a fantastic way for people to upgrade their draughty and energy wasting homes.

“But there are currently too many barriers standing in the way of people upgrading their homes – the cost, the hassle, and the lack of trust in the people who install the kit.

“It’s great that high street names are getting involved at this early stage to road-test these exciting ideas about how to make it easier for people to take up the Green Deal and insulate their homes from rising energy prices.”

Examples of the trials include:

- B&Q and Sutton Council are considering offering a subsidised loft clearance service to test whether removing the ‘hassle’ factor of insulation motivates people to make efficiency improvements. The unwanted contents of the loft clearance will be donated to local charities. B&Q will also test the impact of offering collective purchasing discounts to households for buying energy efficient products.
- Homebase and Carillion will team up with a local authority to test the impact of offering immediate rewards to residents for purchasing energy efficiency measures. The offer will include a one month’s council tax holiday or vouchers to spend in store.
- First Utility/Opower will be conducting a randomised controlled trial to investigate the effect of behavioural feedback – including comparative consumption – on consumer energy use.

Another trial will focus on helping people to reduce energy consumption through better information:

- Government will work with British Gas and Alert Me to investigate which channels of communication most effectively motivate consumers to save energy.

A new design of the front page of the Energy Performance Certificate is also announced today and will be launched from April 2012 with the information most likely to motivate an individual’s behaviour prominently displayed on the first page. The effects could be considerable: in the last 12 months nearly 1.4 million EPCs were issued.

Communities Minister Andrew Stunell said:

"We risk losing our battle against climate change unless we make the built environment more sustainable. So it's right that homeowners and tenants across the country are given this opportunity through the Green Deal to make their homes warmer and cheaper to run.

"Making information about the energy efficiency of homes readily available and easy to understand is a vital first step in this process, and I welcome these changes to the Energy Performance Certificate that will help motivate more people to take action and make their homes greener."

The Government has also announced today the launch of a Responsibility Deal which invites business and others to make a public commitment to reducing energy use by a specific amount by a specific date in the future.

Notes for editors

1. You can find all the energy data available online at:
<http://www.cabinetoffice.gov.uk/resource-library/green-government>

2. The target to cut emissions from the Government estate by 10% in one year was announced by the Prime Minister on a visit to the Department of Energy and Climate Change in May 2010.
3. The final table of carbon savings for each department is as follows:

Order	Dept	Weather-corrected emissions 2009/10 tCO ₂ (May baseline)	Total emissions 14 May 2010 to 13 May 2011 weather corrected	% emissions reduction against weather-corrected baseline tCO ₂
1	DfE	9,888	7,764	-21.5
2	DECC	1,212	953	-21.3
3	FCO	13,169	10,791	-18.1
4	CLG	21,725	17,874	-17.7
5	HO	30,615	25,229	-17.6
6	DCMS	1,707	1,421	-16.8
7	DH	12,261	10,307	-15.9
8	DFID	3,818	3,228	-15.4
9	LOD	13,015	11,050	-15.1
10	MOD	62,799	53,526	-14.8
11	CO	8,467	7,241	-14.5
12	DWP	189,722	162,728	-14.2
13	HMT	5,544	4,759	-14.2
14	HMRC	167,599	145,191	-13.4
15	UKSA	6,249	5,436	-13.0
16	DEFRA	12,487	11,034	-11.6
17	BIS	12,630	11,178	-11.5
18	MOJ	154,583	136,834	-11.5
19	DFT	22,057	19,688	-10.7
	Pan govt	749,547	646,231	-13.8

4. The Responsibility Deal will formally launch in the autumn and is part of a broader approach by the Government to establish new partnerships with business to achieve social objectives. The voluntary approach complements rather than replaces current Government schemes.
5. The new five year commitment to reduce central Government greenhouse gas emissions by 25% for 2014/15 on a 2009/10 baseline will cover all greenhouse gases and business related transport emissions, including travel by public transport e.g. rail and domestic air travel. This is supported by a

target to cut the number of domestic business travel flights by 20% by 2015 from a 09/10 baseline.

6. The Behaviour Change and Energy Use report can be found here:
<http://www.cabinetoffice.gov.uk/resource-library/behaviour-change-and-energy-use>
7. DECC also published today its Carbon Management Plan which can be found here:
http://www.decc.gov.uk/en/content/cms/tackling/saving_energy/what_doing/10_percent/low_carbon/low_carbon.aspx
8. A video on the 10% achievement will be available on the No 10 You Tube channel: <http://www.youtube.com/user/number10gov>

Email from DECC Official to DECC Official (cc: PS Chris Huhne, PS Charles Hendry, DECC Official, Edmund Hosker, Ravi Gurumurthy, Simeon Thornton, Trevor Hutchings, Miriam Maes, CO Officials, DECC Officials), 06 July 2011 17:55, RE: ACHIEVEMENT OF 10% CARBON REDUCTION TARGET – LETTERS TO CHAIR OF ENVIRONMENT AUDIT COMMITTEE AND MEMBERS OF MINISTERIAL WORKING GROUP

[] please see attached both signed letters which we are sending out today.

Email from DECC Official to DECC Official (cc: DECC Officials, Phil Wynnouwen, Simon Virley, Edmund Hosker, Ravi Gurumurthy, Simeon Thornton, Trevor Hutchings, Miriam Maes, CO Officials, DECC Officials), 04 July 2011 15:16, ACHIEVEMENT OF 10% CARBON REDUCTION TARGET – LETTERS TO CHAIR OF ENVIRONMENT AUDIT COMMITTEE AND MEMBERS OF MINISTERIAL WORKING GROUP

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2. Pressing – these letters need to be sent out on Wednesday 6th July immediately following announcement of the result.

RECOMMENDATION

3. That you write to the Chair of the Environmental Audit Committee and members of the Ministerial Working Group and the as per the attached drafts (Annexes A and B). The drafts assume you agree to lead on weather corrected figures.

Email from DECC Official to Miriam Maes (cc: DECC Official), 07 July 2011 15:59, Letter from Greg Barker

I am sure you know of this inside out but we were sending these letters to everyone else in the 10% working group and I thought you'd like to see it....

7 July 2011

Dear Miriam,

GOVERNMENT 10% EMISSIONS REDUCTION TARGET

The Prime Minister's target for central Government to reduce its carbon emissions by 10 per cent in 12 months ended on 13 May 2011. Since then Cabinet Office has been working with departments to finalise the results.

I am delighted to inform you that we have achieved an overall reduction of 13.8 per cent using weather-corrected data. I hope you will agree this is a significant achievement, testament to this government's ambition to be the 'greenest government ever'. Never before has central government achieved this level of reduction in such a short space of time. I am very grateful for the expertise and advice you provided, as a member of the Ministerial Working Group, to help us deliver this target.

Over the 12 months to 13 May 2011, government reduced carbon emissions from its office estate by 104,532 tonnes on the previous year (from a baseline of 764,141 tonnes CO₂). The saving amounts to a reduction of nearly 238 million kilowatt hours in energy consumption, and we estimate that this will reduce government's energy bills by £13 million this year.

You will note that we have used the 'weather corrected' figure for our headline achievement. When the data and the baseline are weather corrected, the total reduction is 103,316 tonnes against a baseline of 749,547 tonnes. As you will recall, weather correction is a data process which eliminates the effect of unusually warm or unusually cold weather. It has been conducted independently of government, by BRE, and is an accepted industry method for ensuring that energy performance can be evaluated independently of weather fluctuations. This is also the basis on which achievement against Sustainable Operations on the Government Estate (SOG E) targets have historically been presented. Nonetheless the weather corrected and raw data are very close, 13.8 per cent and 13.7 per cent respectively. Further details on individual departments' performance, how the target was achieved and the lessons learned in the process are available at www.cabinetoffice.gov.uk.

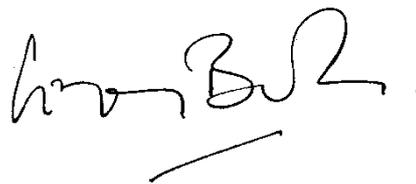
At an early meeting of the Ministerial Working Group, I undertook to provide members with detail on civil service numbers and floor area of the estate, and how these changed during the 10 per cent reporting period. The figures for the estate covered by the 10 per cent target show a pan-government reduction in headcount of around 7 per cent during the reporting period and a pan-government reduction in floor area of 6 per cent. This is broadly in line with ONS figures, which show civil service numbers are around 4 per cent lower than at the start of the year. Averaging across the year, this suggests that, at most, somewhere between 2 and 3.5 percentage points of the 13.7 per cent reduction in carbon emissions might be due to cuts in civil service numbers and the estate.

The final result on the 10 per cent target was announced yesterday. At the same time, we announced a new five year commitment to reduce central Government greenhouse gas

emissions by 25 per cent. This commitment builds upon the success of 10 per cent and covers a wider scope of the Central Government estate and emissions from business related transport.

We are planning a reception on Thursday 14 July to recognise the efforts of the many people who have contributed to the achievement of this target, and to take stock of the lessons learned that will be important as we move forward with the new carbon emissions target. Invitations have issued, and I very much hope to see you there.

Yours ever,



GREGORY BARKER

Email from Miriam Maes to Gregory Barker, 07 July 2011 21:46, Redacted Subject

Enjoy the event on 14th July for the 10%
Wish I could be there!

PS: I will here if I am selected as Associate sometime next week. Will be on email anyhow and will let you know

Email from Trevor Hutchings to Miriam Maes, 13 July 2011 16:41, Advisors to the Office of National Efficiency – ref: TRN 212/06/2011

Please see the attached documents

Advisors to Office National Energ – Miriam Maes.pdf (206 KB)

13th July

Framework Agreement for Advisors to the Office of National Energy

Thank you for your tender for the above Framework Agreement.

We have now completed our evaluation of all the tenders received for this Agreement and, on behalf of the Department of Energy and Climate Change (“DECC”) I would like to advise you that we are in principle minded to accept your

tender and admit you as a supplier able to accept call offs under the Framework Agreement.

To enable us to enter into a Framework Agreement based on your tender you are required to sign two copies of the attached Agreement and return them to me at 3 Whitehall Place, SW1A 2AW. I will then arrange for a copy signed on behalf of DECC to be returned to you. Please note you are not required to sign Schedule 2 at this stage.

You may be interested to know that the suppliers from this procurement we intend to admit to the Framework in addition to yourselves are ULC Energy Institute (Tadj Oreszczyń) and Matrix (Steve Fawkes).

Please note that the procurement did not result in suppliers being admitted to the Framework that could provide all the skill sets that DECC required. We shall therefore be further procuring those skill sets and any successful suppliers will also be admitted to the Framework. You will be notified of any further suppliers we admit to the Framework.

We will be in touch separately to arrange a first meeting with you shortly.

Email from Miriam Maes to Gregory Barker, 14 July 2011 12:09, RE: Advisors to the Office of National Energy Efficiency – ref: TRN 212/06/2011

Many thanks! [] I will toast with a glass of Prosecco to this wonderful journey from the very beginning to the realisation of more than the already challenging target ! It was and is a true pleasure working with you!

Email from Gregory Barker to Miriam Maes, 14 July 2011 11:30, RE: Advisors to the Office of National Energy Efficiency – ref: TRN 212/06/2011

TERRIFIC, we will miss you hugely at the 10 per cent event today but lift your glass around 4pm?

Email from Miriam Maes to Gregory Barker, 14 July 2011 10:57, FWD: Advisors to the Office of National Energy Efficiency – ref: TRN 212/06/2011

I have been accepted as an Associate!

I am absolutely delighted to be able to continue working with you! []

Email from DECC Official on behalf of Trevor Hutchings to Miriam Maes, 13 July 2011 16:41, Advisors to the Office of National Efficiency – ref: TRN 212/06/2011

Attachments: Advisors to Office National Energy – Miriam Maes.pdf (206 KB), DECC Framework agreement for Advisors to the Office of National Energy – Miriam Maes.docx (85 KB)

Please see the attached documents

Email from Miriam Maes to Trevor Hutchings, 14 July 2011 17:14, RE: Advisors to the Office of National Energy Efficiency – ref: TRN 212/06/2011

Many thanks Trevor for your kind words and I will sign and send the letters when I will be back end of next week.

Email from Trevor Hutchings to Miriam Maes, 14 July 2011 16:07, RE: Advisors to the Office of National Energy Efficiency – ref: TRN 212/06/2011

Thank you Miriam. Delighted to have you on board. Hope you're having a good trip.

Email from Miriam Maes to Trevor Hutchings, 14 July 2011 09:49, RE: Advisors to the Office of National Energy Efficiency – ref: TRN 212/06/2011

Thank you very much for selecting me as an Associate and I am very pleased with this nomination.

I will do my utmost to support you and DECC wherever I can.

Email from DECC Official on behalf of Trevor Hutchings to Miriam Maes, 13 July 2011 16:41, Advisors to the Office of National Efficiency – ref: TRN 212/06/2011

.775

Please see the attached documents

Email from DECC Official to Miriam Maes, 25 July 2011 11:51, RE: Advisors to the Office of National Energy Efficiency – ref: TRN 212/06/2011

Would you be able to meet with Trevor and [] on the 2nd of August at 4:30 pm?

Email from Miriam Maes to Trevor Hutchings, 25 July 2011 11:47, No Subject

Thank you for your invitation to the meeting on the 4th August. I will be abroad unfortunately. Is there any chance we could meet before 3rd August?
Many thanks in advance for your reply.

Email from Miriam Maes to Trevor Hutchings, 02 August 2011 22:30, Thank you

Thank you for your time today and the constructive discussion.
As promised, I would send you separately the various contact details of: []

Email from Gregory Barker to Miriam Maes, 10 August 2011 11:42, RE: Air Products secures planning permission for renewable energy facility

Ahhh...good news, amid all the ghastly stories from home. []

Email from Miriam Maes to Gregory Barker, 10 August 2011 10:29, FWD: Air Products secures planning permission for renewable energy facility

Some good news on Air Products! Many thanks for accepting the quote!
[]

Email from [] to Miriam Maes 10 August 09:54, FW: Air Products secures planning permission for renewable energy facility

Just to say that Air Products has now secured planning consent for the Tees Valley gasification facility which is great news. We have therefore now press released the news along with Greg's quote (see below), so you may get a phonecall but hopefully they will all come directly to us. Thanks again for your help on getting the quote.

News Release

Air Products PLC

Hersham Place Technology Park

Molesey Road

Hersham, Walton-on-Thames

Surrey KT12 4RZ

AIR PRODUCTS SECURES PLANNING PERMISSION FOR TEES VALLEY RENEWABLE ENERGY FACILITY

London, UK (10 August, 2011): Air Products has secured planning permission from Stockton on Tees Borough Council for its Tees Valley Renewable Energy Facility.

The facility is the first of a number of energy from waste plants that Air Products will be looking to develop in the UK over the next few years.

The advanced gasification energy from waste (EfW) scheme, located at the New Energy and Technology Business Park, near Billingham, Teesside will convert pre-processed household and commercial waste currently going to landfill into baseload, renewable power for up to 50,000 homes in the North East. Producing 49MW of electricity from about 300,000 tonnes of waste, the facility is one of the largest advanced gasification projects planned for the UK.

Ian Williamson, European Hydrogen and Bioenergy Director at Air Products said: "We're really pleased to have secured Stockton Council's approval for our first energy from waste project in the UK. Our facility will be using the latest and most advanced gasification technology to generate renewable power and at the same time, contribute towards Stockton Council's environment, energy and economic investment objectives."

The 49MW Tees Valley Renewable Energy Facility is Air Products' first advanced gasification energy scheme to be developed in the UK. The company anticipates that between 500 and 700 people will be employed during the project's construction phase with 50 permanent jobs being created once the facility enters commercial operation. Air Products hopes to build up to five advanced gasification plants in the UK in the coming years, amounting to an investment of more than £1bn and with the potential to generate around 250MW of electricity.

"Air Products, along with our technology partner, AlterNRG, see Tees Valley as the first of a number of advanced gasification facilities that we wish to develop in the UK. The UK is seeking more sustainable ways to manage and dispose of its waste, and is looking to diversify its sources of electricity generation: our technology is able to deliver on both counts" commented Ian, "In the longer-term, our technology can also produce renewable hydrogen and is being considered for a demonstration of Waste2Tricity's fuel cell technology. So our renewable energy facility could also play a part in the further development of the hydrogen economy, an area in which Air Products already has considerable experience."

Energy and Climate Change Minister Greg Barker said: "I welcome the progress that Air Products has made with its project to bring advanced gasification to the UK. Energy from waste leads to considerable reductions in waste going into landfill, and

makes an important contribution to the UK's low-carbon energy supply. This new technology will be an exciting addition to the energy from waste sector and I look forward to seeing the announcement of more of these projects.”

The company has taken the project through the planning process in close collaboration with the site's owners, Impetus Waste Management, and their planning and environmental consultant, Atkins.

Subject to the financing of the project given current support mechanisms and securing environmental permitting consent from the Environment Agency, work on site could start next year, with commercial operations starting in 2014.

Ends

***NOTE: This release may contain forward-looking statements within the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are based on management's reasonable expectations and assumptions as of the date of this release regarding important risk factors. Actual performance and financial results may differ materially from projections and estimates expressed in the forward-looking statements because of many factors not anticipated by management, including risk factors described in the Company's Form 10K for its fiscal year ended September 30, 2010.

Media Inquiries:

EDITOR'S NOTES:

Local support

Since the project was announced in July 2010 it received support from the regional development agency One North East via the Tees Valley Industrial Programme, and has benefited from the active encouragement and support of various local organisations including NEPIC, the North East Chamber of Commerce, RenewPlus and Tees Valley Unlimited, as well as from local MPs, Alex Cunningham and James Wharton.

About the Tees Valley Renewable Energy facility

www.airproducts.co.uk/teesvalley

The Tees Valley Renewable Energy facility will use advanced gasification technology to provide renewable electricity for up to 50,000 homes in the North East. The 49MW power plant will be located at the Reclamation Pond site (adjacent to the North Tees Chemical Complex), which is now part of the New Energy and Technology Business Park, near Billingham, Teesside.

The plant will mostly use non-recyclable waste (i.e. household, commercial and industrial waste left over after recycling) that is currently going to landfill sites in the Teesside area for the production of renewable energy in the North East. Longer term, this plant has the potential to generate a renewable source of hydrogen for commercial use, for example to fuel public transport.

As part of the planning process, Air Products and its project team carried out a series of technical and environmental studies. The company also consulted local and national organisations about the project, as well as sharing its plans with local residents and businesses. In October 2010, public exhibitions were held in Stockton and Port Clarence and a leaflet about the project was distributed to more than 7,500 households in the area.

About advanced gasification technology

The facility will be one of the first advanced gasification plants of this size in the UK, using technology already employed in other countries and proven as an efficient and environmentally friendly way of producing energy from waste.

Advanced gasification technology is used to convert a variety of feedstocks (for example non-recyclable waste) into an energy rich gas stream product which can be used to generate renewable power, hydrogen or biofuels. A non-hazardous by-product (slag) is also produced which could potentially be beneficially used in the manufacture of other products such as floor tiles, insulation, landscaping blocks or road aggregate.

AlterNRG's Westinghouse gasification solution – which will be used at the proposed facility - has been operating in waste destruction facilities and generating energy from waste for over 15 years. Two existing facilities in Japan have been processing household and other industrial wastes into energy for over 7 years and have proven to be reliable and has met stringent Japanese emission standards. The proposed Air Products facility will incorporate the best available, proprietary clean-up technology to reduce emissions further, making for clean and renewable energy production.

About Air Products

Air Products (NYSE:APD) serves customers in industrial, energy, technology and healthcare markets worldwide with a unique portfolio of atmospheric gases, process and specialty gases, performance materials, and equipment and services. Founded in 1940, Air Products has built leading positions in key growth markets such as semiconductor materials, refinery hydrogen, home healthcare services, natural gas liquefaction, and advanced coatings and adhesives. The company is recognized for its innovative culture, operational excellence and commitment to safety and the environment. In fiscal 2010, Air Products had revenues of \$9 billion, operations in over 40 countries, and 18,300 employees around the globe. For more information, visit www.airproducts.com.

Email from Miriam Maes to Gregory Barker (cc: DECC Official), 14 August 2011, RE: energy efficiency client event 14th or 15th September

Many thanks for your quick and positive reply! [] Shall we catch up on the different subjects (energy efficiency deployment office, funding, WHDS, Fit and other subjects) after your return?

Email from Gregory Barker to Miriam Maes (cc: DECC Official), 14 August 2011 17:26, RE: FWD: energy efficiency client event 14th or 15th September

Not sure if it fits the diary but if it does, happy to do it. [] please advise.

Email from Miriam Maes to Gregory Barker, 14 August 2011 09:16, FWD: energy efficiency client event 14th or 15th September

Would you be interested to be key note speaker at below Linklaters event?
If so, shall I ask [] to contact your office formally?
Many thanks in advance for your reply.

Email from [] to Miriam Maes, 12 August 2011 10:11, energy efficiency client event 14th or 15th September

I hope you are well and that this week's problems in London haven't affected you. It seems a long time since we met through [] in the Spring (I saw her recently, and things seem to be going very well - Linklaters loss!).

I am emailing you on the off chance that you and Greg Barker are around, and might think this is a good thing to do, and happen to have a window in the diary in mid September.

I very much want to encourage greater focus on energy efficiency across the Linklaters client base, that is multinational and FTSE 100 corporates, banks, private equity houses and funds. An opportunity has just come up to hold a client seminar in the early evening of either 14th or 15th September, as a result of bookings of our new auditorium freeing up. This would be the first of the new season's events in our award winning energy and climate change series, which Greg spoke at before when he was a shadow minister. I have always wanted to invite him back as a keynote, and I wondered if there was any chance that this would fit in with your drive to push through the Green Deal.

The line up we usually do is to have one main speaker and some panellists. I currently have potential panellists from [], but it would really only work with a keynote, and I am flexible about how to build the panel.

Is this of any interest - do let me know if so, as if we are going to do it, we would need to sort it out relatively quickly to get invitations out to our audience. We have an established following, so I am not too concerned about giving them a huge amount of time, but we should aim to invite before the end of August. I appreciate though that diaries are busy, and if its just not possible I will rethink the event.

Email from DECC Official to Miriam Maes, 23 August 2011 14:05, RE: energy efficiency client event 14th or 15th September

Yes that is fine – I will set one up with [].

Email from Miriam Maes to DECC Official, 23 August 2011 14:00, RE: energy efficiency client event 14th or 15th September

Many thanks for your email and I think that [] already received a reply from your office.

I will suggest her to contact you with more notice next time.

On another topic: when would it be possible to have a catch-up with Greg?

Many Thanks in advance for your reply

Email from DECC Official to Miriam Maes (cc: DECC Official), 23 August 2011 11:35, RE: FWD: energy efficiency client event 14th or 15th September

Hope you're well.

I'm afraid this event does not fit in Greg's diary – he flies to Washington DC that evening for the MEF

Will you pass on the news to [].

Email from Gregory Barker to Miriam Maes (cc: DECC Official), 14 August 2011 17:26, RE: FWD: energy efficiency client event 14th or 15th September

Not sure if it fits the diary but if it does, happy to do it. [] please advise.

Email from Miriam Maes to Gregory Barker, 14 August 2011 09:16, FWD: energy efficiency client event 14th or 15th September

Would you be interested to be key note speaker at below Linklaters event?
If so, shall I ask [] to contact your office formally?
Many thanks in advance for your reply.
Very best wishes from Corsica, where all is well.

Email from [] to Miriam Maes, 12 August 2011 10:11, energy efficiency client event 14th or 15th September

I hope you are well and that this week's problems in London haven't affected you. It seems a long time since we met through [] in the Spring (I saw her recently, and things seem to be going very well - Linklaters loss!).
I am emailing you on the off chance that you and Greg Barker are around, and might think this is a good thing to do, and happen to have a window in the diary in mid September.
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The line up we usually do is to have one main speaker and some panellists. I currently have potential panellists [], but it would really only work with a keynote, and I am flexible about how to build the panel.
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Email from Miriam Maes to Tracy Vegro, 01 September 2011 18:06, RE: Green deal

Many thanks Tracy for your support.
Did you receive the proposed dates for our meeting from my PA?

Email from Tracy Vegro to Miriam Maes, 31 August 2011 23:28, RE: Green deal

Thank you, Miriam. Hope all's well and hope to see you soon
Very happy to discuss GD with you []. Do you want to talk first on the telephone, or come into DECC's offices in Whitehall Place? I'm around tomorrow and we could speak in the morning perhaps?

Email from Miriam Maes to [](cc: Tracy Vegro), 31 August 2011 18:02, RE: Green deal

My friend and Director Tracy Vegro is responsible for the Green Deal in DECC. I have copied Tracy in and – if ok with Tracy- you can follow up with her directly.

Email from []to Miriam Maes, 31 August 2011 12:09, Green deal

Do you know anyone in the Green Deal team or who is working on the GD? Need to speak to them regarding the US project I am involved in.

Email from Miriam Maes to DECC Official (cc: DECC Official), 05 September 2011, 16:22, RE: Miriam Maes regular meetings

That would work for me. I will be there at 10:30 this Wednesday.

Email from DECC Official to Miriam Maes (cc: DECC Official), 05 September 2011 12:35, RE: Miriam Maes regular meetings

Greg Barker is flying to South Africa on Wednesday evening so there isn't much time but we could fit in 30 mins at 10:30am on Wednesday?

I'll send you an email when I have set up the recurring weekly catch-ups– conference recess starts soon for three weeks so we won't have them during that period.

Email from Miriam Maes to DECC Official (cc: DECC Official), 05 September 2011 12:26, RE: Miriam Maes regular meetings

Thank you very much for your kind words and for proposing tomorrow morning. I am [] back tomorrow night.

Any chance of later this week?

I agree with your proposed times for the weekly meetings and will put them in my calendar.

As soon as I will have a new PA I will let you know, probably in 10/14 days .

Email from DECC Official to Miriam Maes, 05 September 2011 12: 05, RE: September 2011 12:26, RE: Miriam Maes regular meetings

[]

Greg Barker has a slot tomorrow at 10am – is that suitable?

He has asked for a weekly 30 minute catch-up with you and I thought that 10am each week would be a good time as it comes directly after his Ministerial and political catch-ups. It would be easier than searching for slots ad hoc, and you could send in an agenda the day before each one.

Please let me know if this would work for you.

Email from Miriam Maes to DECC Official, 04 September 2011, 13:34, meeting

Would you mind letting me know when the meeting with Greg is now scheduled? We will be discussing my last note to him.
Many thanks in advance for your reply.

Email from Miriam Maes to Gregory Barker, DECC Official, 11 September 2011 18:48, FW: Chair EEDO, DECC

Please find attached for your information my application letter for the Chair position in EEDO as well as my CV.

Email from Miriam Maes to DECC Official, 11 September 2011 18:43, Chair EEDO, DECC

Please find attached my CV and my letter regarding the recruitment of the Chair for the new Energy efficiency Deployment Office in DECC. I will also send both documents plus the completed detachable equal opportunities monitoring questionnaire by post.

You can reach me during daytime and evening hours on my mobile: [].
Thank you very much in advance for considering my application.

Email from Miriam Maes to DECC Official, 14 September 2011 21:53, RE: EEDO submissions to consider

Thank you very much for organising the email address. I will read these two submissions with great interest.
Many thanks for your continuous support!

Email from DECC Official to Miriam Maes (cc: DECC Official), 14 September 2011 17:09, EEDO submissions to consider

Attached are two EEDO submissions which Greg Barker has requested you look at. I have spoken to the team and once all three EEDO Associates have been formally appointed, then you will receive EEDO-related submissions by default.
We are working on the DECC email address - Trevor Hutchings is back on Monday and will look at this.

Email from Miriam Maes to Miriam Maes (cc: [], []), 19 September 2011 15:42, Possible meeting with Al Gore in London

I was approached this morning by the organisation which is responsible for Al Gore's visit to London this week, requesting if I could provide names of CEOs and senior people in the political and business world. Although it is very last minute, they wish to issue invitations for this Friday (23 September) from 3.00 to 4.00 p.m. to an event where Al Gore will be speaking and looking to engage in discussions on his next steps regarding 'The Inconvenient Truth'.

I have taken the liberty of providing your name to the organisation and you may be receiving a formal invitation shortly to attend the event in central London.

I trust that this is OK, and of possible interest to you.

Email from Miriam Maes to DECC Official, 19 September 2011 21:56, RE: EEDO submissions to consider

Many thanks

Email from DECC Official to Miriam Maes, 19 September 2011 11:48, RE: EEDO submissions to consider

I have attached.

Email from Miriam Maes to DECC Official, 18 September 2011 16:54, RE: EEDO submissions to consider

I am just working on the papers and discover that I cannot open the paper on Energy efficiency and the avoided cost of renewable. Could you please send it to me in a word version?

Email from DECC Official to Miriam Maes (cc: DECC Official), 14 September 2011 17:09, EEDO submissions to consider

Attached are two EEDO submissions which Greg Barker has requested you look at. I have spoken to the team and once all three EEDO Associates have been formally appointed, then you will receive EEDO-related submissions by default. We are working on the DECC email address - Trevor Hutchings is back on Monday and will look at this.

Email from Miriam Maes to William Jordan (cc: CO Officials, DECC Official, []), 19 September 2011 22:00, RE: [UNCLASSIFIED] RE: 10% End of Programme Presentation version 7, 14th September 2011.ppt

Thank you for your kind words on the presentation and I will ask my new PA [] to organise a 1 hour meeting with your PA. [] will propose dates tomorrow.

Email from William Jordan to Miriam Maes (cc: CO Officials, DECC Official), 19 September 2011 12:35, [UNCLASSIFIED] RE: 10% End of Programme Presentation version 7, 14th September 2011.ppt

We think the slides look good – many thanks for showing them to us. And yes, it would be good to catch up soon. When might you be available?

Email from Miriam Maes to William Jordan (cc: CO Officials, DECC Official), 15 September 2011 10:09, 10% End of Programme Presentation version 7, 14th September 2011.ppt

I have been asked to speak in Belgium and in Washington on the latest UK Energy Efficiency and Decentralised Energy Policies and the UK Central Government 10% Carbon Savings programme.

In my meeting with Greg, he asked me if I could send you a copy of the presentation. I have the draft attached and the events will be end October and end November. I trust that this will be of interest to you and I welcome any comments.

It may be useful to catch up on the latest developments by phone or in a brief meeting. I am more than willing to come to your offices. Many thanks in advance for your reply.

Email from DECC Official on behalf of DECC Official to Miriam Maes, 20 September 2011 14:51, RE: Greg Barker/Miriam Maes catch-ups

Unfortunately, I am having to move the catch up scheduled for 25th October as Greg's diary is extremely busy that day and I have had to move some other appointments around to allow him some free time. Would it be possible to move this to 20th October 15:00 – 15:30?

Email from Miriam Maes to DECC Official (cc: DECC Official), 09 September 2011 19:25, RE: Greg Barker/Miriam Maes catch-ups

Thank you very much for sending the dates. They are all in my calendar. The only one that may be a problem is the catch-up on the 25th October. I am not sure yet if I will be in the UK that day but will be able to talk to Greg by phone. I have kept it in my calendar.

Looking forward to seeing you on Tuesday at 16.30 for the meeting on Salix. Shall I come earlier to pick up the paper?

Email from DECC Official to Miriam Maes, 09 September 2011 16:23, Greg Barker/Miriam Maes catch-ups

Greg has asked that you come along to a meeting on Tuesday 13 September at 16:30 to discuss public sector energy efficiency and Salix with EEDO officials. This follows a submission from Trevor Hutchings which I can't send on to you as it contains commercially sensitive info.

Also, Greg requested regular fortnightly catch ups with you on Tuesday mornings. As its Party Conference for the next few weeks I'd suggest we start them on 25th October at 14:30 – 15:00. Grateful if you could confirm if this is convenient. Following that, let's put 8th November, 15:30 – 16:00 and 22nd November, 13:30 – 14:00 in the diary.

Of course, once you have your PA we will liaise with her.

Email from Miriam Maes to Gregory Barker, 20 September 2011 18:42, RE: Names of Candidates for Members of the Energy Demand Side Round Table

A pleasure.

Email from Gregory Barker to Miriam Maes, 20 September 2011 16:42, RE: Names of Candidates for Members of the Energy Demand Side Round Table

Terrific, thanks

Email from Miriam Maes to Gregory Barker, DECC Official, 20 September 16:05, Names of Candidates for Members of the Energy Demand Side Round Table

Electricity Efficiency Work stream as part of EMR

You asked me last week to review the paper on the Electricity Efficiency Work stream as part of EMR and in particular the proposed members of the Energy Demand Side Roundtable:

Proposed persons I do not know:

[] []
[] []
[] []

As I do not know them, I cannot judge their potential to add something useful to the debate.

Proposed persons I know and consider interesting as potential members:

[] []
[] []
[] []

Proposed persons I would not include as potential members:

[] []
[] []

[] []

I would like to find a broader membership with representatives who understand the key areas of Energy Demand Management. Please find my suggestions below in order of Energy Demand Side sector size:

1. Transport Energy Efficiency

Unfortunately, I do not know anyone in this area but will ask further to get a name.

2. Domestic Energy Efficiency

I suggest Tracy Vegro as the Green Deal is a key Domestic initiative.

3. Industrial Energy Efficiency

I suggest [], in ABB and/or [] in British Sugar []

4. Non-Domestic Energy Efficiency

The suggested member [] (Green Building Council) would be a good choice to represent this sector. As Public Sector buildings are an important part of Non-Domestic Energy Efficiency, it would be helpful to have a representative from the Public Sector in the discussions. My suggestion would be William Jordan as its Chief Sustainability and Operating Officer.

5. Power and Transmission/Distribution Energy Efficiency

Apart from [] from National Grid, I suggest [] ELIA Group in Belgium and France, the Transmission and Distribution operator of all of the Belgium and a quarter of the German network or one of ELIA's Executive Team members, specialised in the Transmission and Distribution Efficiencies, [] ELIA Group.

In addition, the Energy Efficiency Work stream will require Funding and Project Finance expertise. I suggest the following persons to cover this subject:

[] []
[] []

It may be helpful to have some NGO presence in addition or instead of the 2 names suggested by DECC. I am thinking in particular about [] as [] Forum of the Future. I hope that these ideas are helpful.

Email from Miriam Maes to Gregory Barker, 21 September 2011 13:22, RE: Some points for your attention

Many thanks Greg!

Email from Gregory Barker to Miriam Maes, 21 September 2011 12:20, RE: Some points for your attention

Very useful, will follow thru

Email from Miriam Maes to Gregory Barker, 20 September 2011, 18:09, Some points for your attention

Just a quick note on some points, I wish to bring to your attention:

1. EEDO Resources (People and Money)

I have sent you my note on the EEDO priorities on Sunday evening and look forward to discussing it with you. According to the Organisation Structure Tracy showed me yesterday, Phil Wynn Owen's latest structure does not indicate a significant level of EEDO resources (possibly 60 people) versus other areas under Phil (Metering for example has around 200 people for an in principle supplier-led programme). It is also not clear what financial budgets EEDO will have at its disposal. Although I am not sure if this info is correct, it raises some questions:

Are you aware of the new Phil/EEDO organisation structure and resources (money and people)?

The Chairman job pays less than £400 per day for 1 day a week, against [] per day for an Associate and [] of the minimum day rate for any of the people interviewed for Associate. Is this remuneration in line with other Chairs of the CCS and Nuclear departments in DECC, who according to Tracy might receive significantly more (again to be verified).

Email from Miriam Maes to Gregory Barker, DECC Official, 21 September 2011 18:33, PV costs

I though you would find below article useful. I have highlighted the key parts.

Cost of solar installation plunges according to new research

16 September 2011, source edie newsroom

The research, which looked at the market in the United States, found installing photovoltaic (PV) systems in the United States fell 'substantially' in 2010 and into the first half of 2011.

The drop was revealed in the latest edition of the annual PV cost tracking report by the Department of Energy's Lawrence Berkeley National Laboratory (Berkeley Lab), released yesterday (September 15).

The report Tracking the Sun IV: An Historical Summary of the Installed Cost of Photovoltaics in the United States from 1998 to 2010 claims PV installed on residential and commercial properties in 2010 fell by roughly 17% from the year before and by a further 11% in the first six months of 2011.

The report, the fourth in a yearly series, examined more than 115,000 residential, commercial and utility-sector PV systems installed between 1998 and 2010 across 42 states, representing roughly 78% of all grid-connected PV capacity installed in the United States.

Report co-author Galen Barbose of Berkeley Lab's Environmental Energy Technologies Division said the main reason was the falling cost of PV panels themselves.

He said: "Wholesale PV module prices have fallen precipitously since about 2008,

and those upstream cost reductions have made their way through to consumers."
"The report indicates that non-module costs--such as installation labour, marketing, overhead, inverters, and the balance of systems--also fell for residential and commercial PV systems in 2010.

"The drop in non-module costs is especially important as those are the costs that can be most readily influenced by solar policies aimed at accelerating deployment and removing market barriers, as opposed to research and development programs that are also aimed at reducing module costs."

According to the report, average non-module costs for residential and commercial systems declined by roughly 18% from 2009 to 2010.

The report has also found the market for solar PV systems in the US has grown rapidly over the past decade, as national, state and local governments offered various incentives to expand the solar market and accelerate cost reductions. []

Email from Miriam Maes to DECC Official, 21 September 2011 18:35, RE: EEDO note

Many thanks [] for letting me know.

Email from DECC Official to Miriam Maes, DECC Official, 21 September 2011 16:58, RE: EEDO note

Greg says thank you for this. He is already seeing Al Gore at a No 10 meeting next Tuesday so he won't require another invitation

Email from Miriam Maes to Gregory Barker, DECC Official, 18 September 2011 20:24, EEDO note

1. EEDO

As discussed, I would give you my thoughts on the objectives and the priorities of the new Energy Efficiency Deployment Officer (EEDO).

I have read through the various papers and I have included some of the figures into my note. The DECC notes so far are largely in line with the approach I have outlined in attached note (although I find them not always easy to read).

2. Demand Side workshop as part of EMR

I will send you separately the names you asked me to propose for potential members of the Demand Side workshop as part of EMR.

3. FIT Review

I have a call tomorrow morning with [] regarding the FIT issues, we discussed last week.

4. Al Gore

I might be able to get an invitation for you to a meeting with Al Gore this Friday morning. I will know more tomorrow. Would you be able to do it and be interested? I am not sure if you had met him yet.

5. EEDO Resources

I would like to talk to you about EEDO resources, following a meeting with Tracy on Friday afternoon. We can do this quickly by phone.

Trust the EEDO note will be helpful.

Email from Miriam Maes to Gregory Barker, 23 September 2011 10:11, FW: Draft Note to Miriam

I just recieved below email from William Jordan. It is very worrying. Anything you can do?

PS: I have been asked to to the closing remarks and thank Al Gore this afternoon!

Email from William Jordan to Miriam Maes (cc: CO Official), 23 September 2011 10:09, FW: Draft Note to Miriam

I'm sorry to have to write to break what is bad news here – and news that has come rather unexpectedly.

However, I think you need to know that [] has been asked to draw up plans to wind down our work on green government operations.

This will no doubt be discussed between Ministers next week, including potentially at the Steering Group that Oliver Letwin is scheduled to chair next week, on 28th September.

But the fact is that the Efficiency and Reform Group is operating on a Resource Pool basis where resource can be redeployed at short notice, new priorities are coming in thick and fast, and hence the plan to wind down the team.

[] has also alerted Trevor Hutchings in DECC to the possibility of this.

I'd be very happy to have chat sometime as would [] who is masterminding the detail of the transition - but please note I am not in London today

Email from Miriam Maes to William Jordan (cc: CO Officials, DECC Official, []), 19 September 2011 22:00, RE: [UNCLASSIFIED] RE: 10% End of Programme Presentation version 7, 14th September 2011.ppt

Thank you for your kind words on the presentation and I will ask my new PA [] to organise a 1 hour meeting with your PA. [] will propose dates tomorrow.

Email from William Jordan to Miriam Maes (cc: CO Officials, DECC Official), 19 September 2011 12:35, [UNCLASSIFIED] RE: 10% End of Programme Presentation version 7, 14th September 2011.ppt

We think the slides look good – many thanks for showing them to us.

And yes, it would be good to catch up soon. When might you be available?

Email from Miriam Maes to William Jordan (cc: CO Officials, DECC Official), 15 September 2011 10:09, 10% End of Programme Presentation version 7, 14th September 2011.ppt

I have been asked to speak in Belgium and in Washington on the latest UK Energy Efficiency and Decentralised Energy Policies and the UK Central Government 10% Carbon Savings programme.

In my meeting with Greg, he asked me if I could send you a copy of the presentation. I have the draft attached and the events will be end October and end November. I trust that this will be of interest to you and I welcome any comments.

It may be useful to catch up on the latest developments by phone or in a brief meeting. I am more than willing to come to your offices.
Many thanks in advance for your reply.

Email from Miriam Maes to Gregory Barker, 24 September 2011 10:19, RE: Cabinet Office Green Government Unit

Many thanks Greg!

Email from Gregory Barker to Miriam Maes, 24 September 2011 10:07, RE: Cabinet Office Green Government Unit

Yes, this is very worrying, I will call later.

Email from Miriam Maes to Gregory Barker, 24 September 2011 09:56, FW: Cabinet Office Green Government Unit

Could we please talk soon about the closure of the Green Government unit in Cabinet Office, i.e. William Jordan and his team? The team is absolutely key (leading or contributing to) in:

- The 25% Energy Efficiency Project and for the programme
- The Whitehall District Heating Scheme
- The Off-balance sheet funding workcould
- The project management of the Oliver Letwin Ministerial Sustainability group.

You will have your first meeting with the Ministerial Working Group this week, if I am correct.

Is there a way that you could you convince them that this is not the right decision and not good in terms of reputation?

Or could EEDO could take over the 25% Energy Efficiency work, the Funding work, and have some of the William's team transferred to EEDO?

If you wish, you can always call me over the weekend to discuss.

Email from Trevor Hutchings to Miriam Maes (cc: DECC Official), 23 September 2011 12:39, FW: Cabinet Office Green Government Unit

I hope all's well. As per my telephone call....

Email from DECC Official to Gregory Barker, DECC Permanent Secretary (cc: Trevor Hutchings, Tracy Vegro, Phil Wynnouwen, Liz Owen), 23 September 2011 12:17, Cabinet Office Green Government Unit

[] – grateful if you would please bring this to the attention of Moira before Tuesday.

[] – Greg Barker will wish to be aware.

We have just receive information from Cabinet Office that Francis Maude and Oliver Letwin are minded to close the Greening Government Unit, which sits inside the Cabinet Office Efficiency and Reform Group. The timescales for doing this are not yet clear. This will mean that Cabinet office will no longer coordinate the delivery of the Greening Government Commitments, including leading the implementation of the recently announced 25% carbon reduction target. As you know the Greening Government Unit in ERG played a key role in ensuring Whitehall departments met

the Prime Ministers' 10% target and it was always envisaged that as DECC scaled back its public sector work GGU would take the lead with the 25% target. We believe Oliver Letwin will press ahead with Wednesday's meeting of the Ministerial Greening Government Steering Group (which Greg Barker is due to attend), but will look to Defra to provide the secretariat in future. We understand that there will be a discussion between Francis Maude and Oliver Letwin on Monday to agree a final position on the Greening Government Unit, from which we hope to receive feedback. The Permanent Secretary at the Cabinet Office, Ian Watmore, is likely to contact Moira Wallace on Tuesday to confirm the way forward. We will provide a more detailed submission next week when we receive further details from Cabinet Office, including any implications for the 25% target.

Email from Miriam Maes to Gregory Barker, 25 September 2011 09:04, FW: Letter to Greg

Please find below [] response to my request- on your behalf- to send you a letter regarding their [].

It would be good if we could meet for 30 min. this week to discuss the various matters I am working on for you (and have sent you notes on last week):

1. My note on the PV FIT's in response to the DECC paper
2. My note on names for the Energy Efficiency Work stream
3. My note on the EEDO resources, []
4. My note on EEDO priorities
5. Meeting this week on the Whitehall District Heating Scheme
6. The Announcement on the Cabinet Office Green unit.

Looking forward to discussing these points with you.

Email from Miriam Maes to Gregory Barker, 25 September 2011 13:22, FW: [UNCLASSIFIED] FW: Draft Note to Miriam

I spoke to [] on Friday afternoon at the Al Gore event, to which I had invited []. I told him about the decision to close down the Green Unit in Cabinet Office. [] was quite shocked by this and he sent me his note below late last night.

I then responded this morning and received his email below.

Do you wish to call [] as he is offering his support?

Email from [] to Miriam Maes, 25 September 2011 10:53, RE: [UNCLASSIFIED] FW: Draft Note to Miriam

I am on a call as Greg thinks fit. I can be got here until about 1600 hrs and then on []

Email from Miriam Maes to [], 25 September 2011 00:00, RE: [UNCLASSIFIED] FW: Draft Note to Miriam

You are so right! Greg will call me tomorrow to discuss. Would it be useful if he would call you? I am very much available to talk to you tomorrow or on Monday. Thank you very much for your support.

Email from [] to Miriam Maes, 24 September 2011 10:53, RE: [UNCLASSIFIED] FW: Draft Note to Miriam

The Governments green credentials are very much under threat already. This would do immense harm. We must stop.

Email from Miriam Maes to Trevor Hutchings (cc: DECC Official), 24 September 2011 22:21, RE: Cabinet Office Green Government Unit

Thank you very much for your message on my phone and for your note. I have taken action since and will keep you posted. I will call you on Monday.

Email from Trevor Hutchings to Miriam Maes (cc: DECC Official), 23 September 2011 12:39, FW: Cabinet Office Green Government Unit

I hope all's well. As per my telephone call....

Email from DECC Official to Gregory Barker, DECC Permanent Secretary (cc: Trevor Hutchings, Tracy Vegro, Phil Wynnoven, Liz Owen), 23 September 2011 12:17, Cabinet Office Green Government Unit

[] – grateful if you would please bring this to the attention of Moira before Tuesday.

[] – Greg Barker will wish to be aware.

We have just receive information from Cabinet Office that Francis Maude and Oliver Letwin are minded to close the Greening Government Unit, which sits inside the Cabinet Office Efficiency and Reform Group. The timescales for doing this are not yet clear. This will mean that Cabinet office will no longer coordinate the delivery of the Greening Government Commitments, including leading the implementation of the recently announced 25% carbon reduction target. As you know the Greening Government Unit in ERG played a key role in ensuring Whitehall departments met the Prime Ministers' 10% target and it was always envisaged that as DECC scaled back its public sector work GGU would take the lead with the 25% target.

We believe Oliver Letwin will press ahead with Wednesday's meeting of the Ministerial Greening Government Steering Group (which Greg Barker is due to attend), but will look to Defra to provide the secretariat in future.

We understand that there will be a discussion between Francis Maude and Oliver Letwin on Monday to agree a final position on the Greening Government Unit, from which we hope to receive feedback. The Permanent Secretary at the Cabinet Office, Ian Watmore, is likely to contact Moira Wallace on Tuesday to confirm the way forward.

We will provide a more detailed submission next week when we receive further details from Cabinet Office, including any implications for the 25% target.

Email from Miriam Maes to Trevor Hutchings, 28 September 2011 18:24, RE: Energy Efficiency Deployment Office

Thank you very much for this update and looking forward to hear from you in due time.

Email from Trevor Hutchings to Miriam Maes, 28 September 2011 17:04, RE: Energy Efficiency Deployment Office

I just wanted to update you on the appointment of further advisors to EEDO. As you will recall, following the first round we undertook to find a further 3 advisors and with your help invited a number of recognised industry experts to submit a tender. The deadline was 19 September and we are holding interviews this week and next. Once we have made these further appointments (assuming the interviews go well), I'll be back in touch with you to finalise contracts with all the advisors and to fix up meetings with Gregory Barker and Phil Wynn Owen (the DG). We will then turn to the work packages, etc with which we'd like your help.

I am conscious that things have been quiet for a few weeks but rest assured we're cracking on with the set up of EEDO, including recruitment of the Director and Chair, filling vacancies in the teams here are developing EEDO's deliver plan.

I look forward to working closely with you and will be back in touch soon.

Email from Miriam Maes to Gregory Barker, 02 October 2011 08:19, FW: Statement on the Renewable Heat Incentive

Please find below an email from [], with pointers which might be handy when you need to talk about RHI.

Email from [] to Miriam Maes, 29 September 2011, 17:45, FW: Statement on the Renewable Heat Incentive

Not a good place for Greg to be.

Given all the stuff at the labour conference on incompetence at DECC, he probably needs to come out pretty strongly:

Points he/DECC might make are:

- Carbon emissions from heating account for over 40% of all UK carbon missions
- Last government focused on the "easy stuff" around generation
- RHI is a groundbreaking/landmark scheme
- No-other scheme like it in the world
- Likely that it will be emulated in a number of other countries
- Has a low cost per tonne of Carbon abated
- Is very complex and judgments around exact level of incentivisation are just that – especially in large biomass

Email from [] Ofgem to [multiple], 29 September 2011 17:16, Statement on the Renewable Heat Incentive

We regret to inform you that the launch of the Renewable Heat Incentive, which was planned for 30 September 2011, has been delayed. Please see the statement from DECC below.

"We are fully committed to introducing the Renewable Heat Incentive. However, we understand that the European Commission state aid approval for the RHI will be subject to a reduction in the large biomass tariff. We expect to receive written confirmation of this very shortly. This means we now need to change the regulations before the scheme can open to applications. We understand this is frustrating for industry who are already gearing up for the RHI however we hope to get this sorted out soon and open the scheme before the end of November."

Ofgem is ready to start accepting applications as soon as the Regulations come into force.

If you have any questions regarding eligibility and how to apply to the scheme in the meantime, please contact our enquiries team on 0845 200 2122 or email them at rhi.enquiry@ofgem.gov.uk.

If you have any other questions regarding the delay to the scheme, please visit the DECC website at www.decc.gov.uk/rhi, or email them at rhi@decc.gsi.gov.uk. There is also further information on our website, at www.ofgem.gov.uk/rhi.

If your enquiry relates to the Renewable Heat Premium Payment, please contact the Energy Saving Trust on 0800 512 012, or visit their website at www.energysavingtrust.org.uk/rhpp.

We will update you as soon we are made aware of any further developments.

Email from Tracy Vegro to Miriam Maes (cc: Unidentified Individual, DECC Official), 03 October 2011 17:09, RE: No Subject

Happy to meet as Miriam suggests – I'll get my PA to fix a meeting. She'll get in touch shortly

Email from Miriam Maes to Tracy Vegro (cc: Unidentified Individual), 03 October 2011 16:40, FW: RE: No Subject

I would like to introduce you to [] British Gas and [] the Leicester and Leicestershire Enterprise Partnership, a Local Authority Partnership. I work with [] and think that it will be useful for you to meet with him. [] has some constructive ideas on some of the Green Deal delivery challenges, as he outlines in his email below, having assisted at Greg's speech on the Green Deal at the Conference this morning.

Would it be ok if [] would contact you to follow up with you directly?

Email from []to Miriam Maes, 03 October 2011 16:02, RE: No Subject

Feel free to pass on contact details if you wouldn't mind.

Email from Miriam Maes to [], 03 October 2011 15:58, RE: No Subject

You are absolutely right! It is a very useful suggestion. Do you know Tracy Vegro in DECC, who is the Director of the Green Deal? She would be someone you could discuss your idea with. I am very happy to make the introduction.

It was good to see you this morning and thank you for the catch-up and advice.

Email from [] to Miriam Maes, 03 October 2011 12:47, RE: No Subject

From the green deal session I feel Greg needs some help on the economic development aspiration for this in terms of skills and supply chain. I was going to ask him a question but the chair did not choose me. It was why would he not engage with the LEP chairs on this as we have this agenda and we have all of the local authorities on our boards thereby killing two birds including that of local authority engagement too.

Happy to help explain this more if he wishes. I feel the green deal will not meet this aspiration unless there are more specific programmes of work with colleges on skills, local universities on local engagement models and local organisations like the FSB to help ready the supply chain. All levers that the LEPs hold!

Email from Miriam Maes to Gregory Barker, 06 October 2011 18:33, FW: Interview, Friday 14 October

FYI: The confirmation below of my interview with DECC for the Chair position.

Email from [] to Miriam Maes (cc: [multiple]), 06 October 10:00, RE: Interview, Friday 14 October

Further to our telephone conversation I am pleased to confirm the arrangements for your interview with DECC for the role of Chair, Energy Efficiency Deployment Office. Your interview will take place as follows:

Date: Friday 14 October 2011 Time: 9:30am Location: Department of Energy & Climate Change, 3 Whitehall Place, London, SW1A 2AW

The panel will be made up of Phil Wynn Owen, Richard McCarthy and Alison Rumsey.

Your interview will be for one hour and you are not required to make a presentation. I have requested the room number for your interview – in the absence of this you can also report to Reception.

You are also invited to have an informal 1:1 telephone call with Phil Wynn Owen in advance of your interview. If you wish to take up this offer, please liaise directly with [], PA and Diary Manager to Phil Wynn Owen, via her direct line [].

If you have any queries please let me know – I would be grateful if you could acknowledge receipt of this information.

Email from Miriam Maes to [] (cc: Unidentified Individuals), 06 October 2011 07:49, RE: Interview, Friday 14 October

Thank you for your email and please find below my availability this

Friday (tomorrow) 7th October and next week's Friday 14th October:

7th October: if needed, I can cancel some of my meetings in the morning and lunchtime. I have the afternoon open for now.

14th October: Morning and afternoon until around 5pm.

Trust this helps and thank you for all your efforts and understanding.

Email from [] to Miriam Maes (cc: [multiple]), 05 October 2011 17:52, Interview, Friday 14 October

Many thanks for your time earlier

I have spoken with DECC again with regards to the timing of the interview next Friday. They have a few diary issues to iron out; they have asked me to communicate that an interview time will be agreed by tomorrow lunchtime. I would envisage that they will offer either a late morning or early afternoon appointment; the 3:30pm is still being confirmed though so I will come back to you tomorrow with more concrete details. If you will struggle with a time before 3:30pm please let me know and I will communicate this to them.

**Email from DECC Official to Mirial Maes (cc: DECC Official), 11 October 2011
10:09, Greg Barker – energy efficiency roundtable on 28 November**

Greg has asked that you look over the invitee list for a roundtable he is having on the 28 November. I've copied the attendees and agenda below - can you let me know of any suggestions please? We are trying to keep it to about 12 external attendees so that everyone can fit around the table comfortably.

Proposed attendee list - following Ministerial steer: [], [], [], [], [], [], [], [], [], [], [], [], [], [], [], [], [], []

**Ministerial Roundtable on Improving the Efficient Use of Electricity
28 November 8.30 - 10am**

Draft Agenda

1. INTRODUCTION (Gregory Barker MP)
 2. IMPROVING THE EFFICIENT USE OF ELECTRICITY:
 - i. DECC update on new workstream, including process and timetable; and
 - ii. Participants' views on:
 - * the current policy landscape to encourage the efficient use of electricity in the domestic, commercial and industrial sectors.
- Questions include:
- o are there gaps in existing policy response? In particular, are there market failures that need addressing?
 - o is it right to look separately at electricity efficiency? Could this lead to perverse incentives to switch to other sources of energy?
 - * possible new policy responses to encourage large-scale investment in electricity demand reduction. Questions include:
 - o what form could a new market incentive or regulation take?
 - o are there examples of good practice internationally that the UK should consider?
 - o how could energy suppliers be encouraged/incentivised to seek permanent reductions in demand?
 - * how to overcome barriers, including:
 - o how to make investment more attractive to / less difficult for individuals and businesses?
 - o how best to measure and verify additionality when incentivising the efficient use of electricity?

3. NEXT STEPS

Email from Miriam Maes to Gregory Barker, 11 October 2011 19:50, FWD: Advisors to the Energy Efficiency Deployment Office

Fyi.....

Email from [] to Miriam Maes 11 October 2011 20:05, FW: Advisors to the Energy Efficiency Deployment Office

Clearly not what they wanted!

Email from DECC Official to [] (cc: Trevor Hutchings), 11 October 2011 17:01, Advisors to the Energy Efficiency Deployment Office

Please find attached a letter regarding the interview you recently attended.

Email from DECC Official to Miriam Maes (cc: DECC Officials), 12 October 2011 12:40, Government position on CHP – 26 Oct

I hope you are well. Just to let you know that we have put in a meeting on CHP with Greg, [] and David Wagstaff for 09:30- 10:00 26 October. You might like to attend.

Meeting Request from DECC Official to Miriam Maes, David Wagstaff, DECC Officials, 14 October 2011 11:00 – 12:00, WDHS – Update discussion

All – as discussed, this is a meeting to catch up on whether things are re: the Whitehall system.

Email from Gregory Barker to Miriam Maes, 14 October 2011 11:56, RE: Jobs in Solar

Thanks for your email, []
Good luck with your interview and hope to speak to you later

Email from Miriam Maes to Gregory Barker, 13 October 2011 20:34, FW: Jobs in Solar

Please find below email as a heads-up.

[]

I am passing my interview for the Chair position at DECC at 9.30am tomorrow. Will let you know how it went.

Email from [] to Miriam Maes, 13 October 2011 13:37, RE: Jobs in Solar

Rumours are coming from all directions that DECC are going to cut the FIT to 8.5p/kWh for Solar starting in 10 weeks time.

Financial Times and Radio 4 are sniffing around industry on this.

Story is being focused on the Social Housing Fuel Poor!
After yesterdays unemployment figures the Press have latched onto the large number of jobs in Solar now at risk.
Sharp very upset and may close the Wrexham plant.
Big campaigns being planned.
Greg should take the good news aspects of job creation, helping fuel poor, etc

Email from [] to Miriam Maes, 08 October 2011 15:11, RE: Jobs in Solar

On Friday Ofgem register went over 200MW installed since April 1st 2011 and we know that Ofgem are running 3 months behind particularly on the non domestic schemes which will add a further 100MW.

With the rate that the Domestic Installations are going in at present we are likely to exceed my predicted figure of 500MW by end of March 2012.

I think Government have got to have a rethink and turn this into a positive jobs / low carbon story.

I suggest, because of installed price reduction, they cut the FIT tariffs for up to 50kWp by a savage cut of 50% in April 2012, which will slow the industry but will not stop it. This will still mean a bit of new money will be required, possibly from the ROC's budget.

With the number of jobs created by industry, stopping the FIT completely will result in around 20,000 out of work, which will cost other parts of Government a lot of money. Industry will move some of its capacity into using 2 ROC's on large projects and the remainder will be mainly Domestic and Social Housing where the sell would be around safe guarding yourself / the tenant from future electricity price rises rather than making huge profits today.

Appreciate your thoughts?

Email from Miriam Maes to [], 08 October 2011 14:23, RE: Jobs in Solar

Thank you so much for pointing out these points and for the heads-up on the press .
I will let Greg know ASAP .
I greatly appreciate your personal support !

Email from [] to Miriam Maes, 08 October 2011 14:09, RE: Jobs in Solar

Can you make Greg aware that a job survey which is just being completed is showing that over 25,000 are now employed in the UK Solar Industry plus a further 5,000 in support activities (Lawyers, Consultants, Sub Contractors, Scaffolders, Consultants, Project Managers, etc.

The new installer companies being registered on MCS / REAL is running at over 100/month.

There are now 3,860 Companies registered as PV Installation Companies.

In many ways this is a great good news story but Politically if there is no FIT budget beyond March 2012 the number of workers who will be made unemployed will be disastrous news for the Government.

I think Cameron needs to be made aware as the press are waiting for the Comprehensive FIT Consultation to be issued in order to start running stories re is the Government really committed to Low Carbon / Renewables!

**Email from DECC Official to Miriam Maes, DECC Official, 14 October 2011
17:36, RE: For the urgent attention of Miriam Maes**

DECC will handle this query so if the journalist contacts you again then you can refer them to [] on [].

**Email from Miriam Maes to DECC Official, Trevor Hutchings, 14 October 2011
15:07, RE: For the urgent attention of Miriam Maes**

Many thanks

**Email from DECC Official to Miriam Maes (cc: Trevor Hutchings, DECC
Official), 14 October 2011 14:50, RE: For the urgent attention of Miriam Maes**

Press Office are considering this so they'd recommend you don't call the journalist yet. I'll back to you with their outcomes later today.

**Email from Miriam Maes to Gregory Barker, DECC Officials, 14 October 2011
13:36, FWD: For the urgent attention of Miriam Maes**

Just got below email plus a message on my phone that I need to call him urgently. I have no intention of doing so unless you want me too. Thank you very much for your advice! I am on my way back to Paris soon.

**Email from [] to Miriam Maes, 14 October 2011 11:01, For the urgent attention
of Miriam Maes**

I am writing a story for the Guardian in which we planned to refer to your role as a climate change adviser to the Government. Could you please call me as a matter of urgency when you get this e-mail?

Email from DECC Official to Miriam Maes, 17 October 2011 12:48, The Guardian

I'm sorry to bother you – I hope everything is going well over there. I felt I should update you on the story and I need to ask for some clarification on a question they're asking. It would be helpful if you could give me a call at some point but the key points are set out below if a phone call would be difficult. The Guardian have been in touch with the DECC Press Office. We understand that they may be running the story tomorrow to link to the Liam Fox and Adam Werrity story. Our line is as follows. DECC spokesman said: "Miriam Maes is an expert in energy efficiency and worked for us on a consultancy basis between September 2010 and May this year following a competition. She has recently re-tendered and has been appointed along with three other providers to supply expert advice to DECC's new Energy Efficiency Deployment Office." They have also asked a question about your company and the registration at Companies House.

The journalist wants to know if you are registered twice at Companies House, including under a separate name 'Maria Henrica Maes'. He wants to know if this is the same person? Apparently the dates of birth are the same. If this is the same person, why are there two registrations? Is it a mix up?

The Guardian claims that this could be a breach of company law and that it looks suspicious. They ask whether this could indicate that you are hiding something. Grateful if you could give me a call if possible or come back to me by email.

Email from Miriam Maes to DECC Official (cc: DECC Officials), 17 October 2011 18:27, RE: Urgent questions from the Guardian

Will do!

Email 17 Oct 2011, at 18:12, DECC Official [] wrote:

Apologies, slight update on the suggested wording. We suggest it read as follows: Before the 2010 election, Miriam supported the then Shadow Climate Change Minister on a variety of new energy policies and Public Sector energy issues. From September 2010 to May 2011, she worked on a consultancy basis as a Delivery Advisor to the Department of Energy and Climate Change, with the particular remit to support the Government's public sector low carbon programmes. Miriam has recently been appointed to supply expert advice to DECC's new Energy Efficiency Deployment Office.

Email from DECC Official to Miriam Maes, DECC Official, 17 October 2011 18:03, RE: Urgent questions from the Guardian

Thanks

Sorry to miss your call – I had been typing a response to you but am being bombarded by other requests here... The questions about your names and registrations at Companies House are for you to respond to and I see from your email that you have. We usually respond factually to questions where we're able to. Regarding the website updates, could we suggest some wording for you that would accurately reflect DECC's understanding of your business with the Department?

We would suggest they read as follows:

~~Since 2009,~~ Before the 2010 election, Miriam supported ~~has been supporting~~ the then Shadow Climate Change Minister on a variety of new energy policies and Public Sector energy issues.

~~In 2010, she was appointed as Delivery Advisor to the UK Minister of State in the~~

From September 2010 to May 2011, she worked on a consultancy basis as a Delivery Advisor to the Department of Energy and Climate Change, with the particular remit to support the Government's public sector low carbon programmes. ~~Energy and Carbon Savings Programme.~~

Miriam has recently been appointed to supply external advice to DECC's new Energy Efficiency Deployment Office.

~~Miriam was also a member of the Green Investment Bank Working Group. She is also actively involved in subjects such as Feed-In Tariffs, the Renewable Heat Incentive, the UK Energy Market Reform and a range of other subjects. Hope that's ok. Do give me a call if you want to discuss further.~~

Email from Miriam Maes to DECC Officials, 17 October 2011 17:02, FW: Urgent questions from the Guardian

I just received below email. What would you like me to do?
As I said to []: My formal name in my passport is Maria Henrica Maes, which are my Christian names that according to Dutch law are on my passport.
As is normal in the Netherlands, the parents give their children names derived from the Christian names and mine is Miriam.
I am listed as a Director under "Maria Henrica" and am director of Foresee Limited, Foresee the Climate Change Consulting Company and Foresee Solutions. The only company trading is Foresee Limited; the other 2 are dormant companies.
The accounts for all companies are in order.
The Climate Change Agency CIC is a very old one in the days of EDF and thereafter, where clearly the LDA forgot to take me off the list as a Director.
I am also checking with my Company Secretary any potential issues.
Will keep you posted.

Email from [] to Miriam Maes 17 October 2011 16:09, Urgent questions from the Guardian

As you are aware, the Guardian is planning to write a story about your role as an adviser to the minister for climate change Greg Barker.
We understand from your company's website that you first became his adviser in 2009, and that you have advised him since his elevation to a minister.
We understand that you have been paid more than £30,000 for your advisory roles to the Government.
Your Companies House entry declares a number of companies from which you have now resigned, and on the website of Foresee you are described as a CEO.
Someone living at your address and with your date of birth named as Maria Henrica Maes on the Companies House website has been declared as a current director of four companies Foresee Climate Change Consulting, Foresee Ltd, Foresee Solutions and Climate Change Agency CIC.
Please answer the following questions:
1 Are you and Maria one and the same person?
2 Have your directorships been properly declared to Companies House?
3 If you are one and the same person, could you tell me why there appears to have been a serious mistake in your declaration which is in breach of company law?
We are planning to write a news story on this subject in tomorrow's newspaper, so please do reply as soon as possible.
If you have any questions or queries regarding our story, please do call me on the number below [].

From DECC Official to Miriam Maes, 17 October 2011 18:56, FW: Guardian Query

Attachments: 20111014 Miriam Maes.doc (96 KB)

Here are the lines and Q&A we are using for the Guardian

Issue: Guardian journalist [] has asked whether Miriam Maes is a climate change advisor to DECC. Q and A below. E-mails sent to Guardian journalist at end of document.

Line to take

DECC spokesman said:

“Miriam Maes is an expert in energy efficiency and worked for us on a consultancy basis between September 2010 and May this year following a competition. Following a separate competition she has recently been appointed along with three other providers to supply expert advice to DECC’s new Energy Efficiency Deployment Office.”

Defensive Q&A

Why did Govt/GB not publicise the contact or involvement with MM?

A. Contracts awarded after January 2011 are required to be published on the government’s transparency website. The first contract with MM was awarded in September 2010 and was not published as the requirement is not retrospective. DECC currently has a Framework Agreement with a number of Suppliers for the provision of expert advice to DECC on energy efficiency matters. This was signed in July 2011. Foresee Ltd (Miriam) are a supplier on the Framework Agreement. Any contracts awarded from the Framework Agreement will be published in line with Cabinet Office transparency guidance.

Q. Why hasn’t the second contract been published yet.

A. No contracts have yet been awarded from the Framework Agreement.

Q. Why did GB not declare his meetings with MM?

A. MM was contracted to the Department to provide expert advice on energy efficiency so natural that she would be involved in meetings with the Minister responsible for energy efficiency. It is not normal practice to publish details of such meetings.

Q. Did Barker declare on any public register that Maes was his adviser, given her lengthy business interests in the climate change field and the fact that she advises a number of large companies on climate change?

A. Miriam Maes is an expert in energy efficiency and worked for DECC on a consultancy basis as a delivery advisor between September 2010 and May this year following a competition. She was not appointed as an adviser to the Minister of State, and we have asked Ms Maes to make that clearer on her website in order to avoid any misunderstanding.”

As background: As soon as GB was made aware of the claims on her website he asked that this be clarified.

Q. Is there no obligation upon him to declare that she was his adviser?

A. See answer above. Miriam Maes worked for DECC consultancy basis, not as an adviser to the Minister of State.”

Q. Has Chris Huhne declared on any register that Maes is his adviser?

A. “She is not an adviser to the Secretary of State.” In her capacity as a delivery adviser to DECC on energy efficiency, she was asked to sit on the Ministerial Working Group on the 10% Carbon and Energy Savings Programme.”

Q. We have been told that Maes has used business cards which state that she is an adviser to Government. Could you please check this with her?

A. In her capacity as a delivery adviser to DECC on energy efficiency, she was given a business card.

Q. Was Greg Barker acquainted with Maes before she was offered her first contract with the DECC? We have been told by a knowledgeable source that they did know each other.

A. Yes he was acquainted with her before she was awarded the first DECC contract.

Q. If so, when and how did they first meet?

A. She was a member of a policy review team in opposition (made up of a range of independent industry people) when Greg first met her. I don't have a date unfortunately, either 2008 or 2009.

Q. If they knew each other, did he declare this before she was interviewed for her first consultancy?

The Department was aware that she had worked with the Minister in opposition but this was not a factor in the competition. The competition was run by civil servants and awarded on merit.

How was the first appointment made?

The competition was run by inviting a number of candidates considered to be energy efficiency experts to submit tenders. Miriam was appointed following sifting and an interview. This reflected normal procurement rules.

POSSIBLE FOLLOW-UP QUESTIONS

Q. What are the precise rules on tendering for contractors? Why did we invite bids for first contract, but went on Govt contract finder for second?

A. The first procurement was run on a competitive basis in line with the departments procurement policy at the time (Summer 2010). The successful bidder was awarded the contract following sifting and interviews. Contracts Finder was not launch until January 2011.

Q. What was MM's job title for first contract? She calls herself a delivery adviser to the Minister on her website?

A. Miriam's working title was 'Delivery Advisor' to DECC.

Q. Who did she report to during the first contact?

A. The Director of National Climate Change – a senior civil servant.

Q. What did she do under the first contract?

A. Provide expert advice and support in respect of DECC's public sector low carbon programme, including:

- a) advise on public sector energy efficiency retrofit financing models
- b) high level guidance and support to the MoD on its emission reduction target
- c) implementation of the PM's 10% carbon target
- d) the Whitehall District heating System

Q. Who does she report to under the second contract?

A. A senior civil servant in DECC's Energy Efficiency Deployment Office.

Q. What will she do under the second contract?

A. Each advisor will help with the set up and early work programme of EEDO, including:

- a) objectives, scope and KPIs for EEDO
- b) indicators of energy efficiency
- c) a desk top study of international best practice in energy efficiency policy, innovation and support
- d) analysis of how UK energy efficiency performance compares by sector to other leading nations
- e) gap analysis of energy efficiency policy

Q. What rules in her T and C ensure that there is no conflict in interest?

A. While under contract to DECC, Miriam is bound by the Department's Terms and Conditions of Contract, including ensuring there is no conflict of interest. She was also bound by the Civil Service code for her first contract.

Q. Did she declare any of her commercial interests to DECC?

A. No.

Q. How much exactly did we pay out to MM or her company?

A. £29,088.20 (ex VAT), plus £338.40 in expenses. DECC publishes all payments over £500, including those to Foresee Consulting.

Q. Does the Dept have any other financial relationships with MM or her company?

A. No

Q. Is it normal practice to issue consultants with a DECC building pass?

A. Yes, where access to the building is required on a regular basis for meetings as was the case here.

Q. Did Greg Barker have any involvement in the process?

A. Gregory Barker was invited to agree the appointment, though this was not a ministerial appointment.

How was the second competition run?

There was an open competition advertised on the government's contracts finder. Miriam was selected, along with 3 other service providers, following a sift panel and interview. These were not ministerial appointments and Gregory Barker was not asked to approve the appointments.

Who does Miriam report to?

Miriam will report to the lead official in the Energy Efficiency Deployment Office in DECC.

Isn't it strange to appoint someone who worked for the Minister in opposition?

Miriam is an expert in energy efficiency and was appointed following an open competition.

How do we ensure that there is no conflict of interest?

While under contract to DECC, Miriam is bound by the Department's Terms and Conditions of Contract, including ensuring there is no conflict of interest.

What was she tasked with doing as part of her work?

She provided advice across a range of issues concerning improving the energy efficiency of the public sector, including on energy efficiency retrofit financing models and on the work to cut Whitehall's emissions by 10% in one year.

How much was she paid for her previous work?

The maximum value of the contract was £29,900 and it ended on 31 May 2011.

How much will she be paid as part of her new role?

The maximum value of the framework agreement is £80,000 which will be shared across all 4 service providers under the agreement. The advisers will be paid a rate of £1,000 per day, up to a maximum of 20 days each.

Did she have a business card/access to the Department?

While under her previous contract to DECC, Miriam was issued with departmental business cards. She was also issued with a departmental pass.

What role will the advisers have with EEDO?

Each advisor will help with a wide variety of work aimed at improving the way we use energy across the UK. This will include looking at international best practice in energy efficiency policy, innovation and support and the potential for cost-effective energy efficiency improvements across different sectors, and the policy options to deliver these.

What is EEDO?

We are establishing an Energy Efficiency Deployment Office in DECC which will be at the centre of a new drive to improve the way we use energy across the UK.

Energy efficiency is at the heart of DECC's policy programme and we announced in our Delivery Review report that the office would "provide a wider energy efficiency strategy based on evidence and analysis, strong programme management and a joined up view of the offer to the customer."

EEDO will work with leading industry experts to bring greater coherence to the government's existing suite of energy efficiency policies; to identify ways to drive further carbon abatement across the economy; and to learn from best practice in other countries.

BACKGROUND

In September 2010, Miriam Maes of Foresee Consulting Limited, signed a contract with DECC for the provision of consultancy support to DECC's public sector carbon emission reduction programme.

The maximum value of the contact was £29,900 and ended on 31 May 2011. The contract was awarded following a competition which DECC launched in July 2010. On 27 July 2011, Miriam Maes entered into a framework agreement with DECC for the provision of expert advice to the department on energy efficiency matters. This followed an open competition.

The maximum value of the framework agreement is £80,000 which will be shared across all suppliers of services under the agreement. The agreement ends on 31 March 2012.

While under contract to DECC, Miriam is bound by the Department's Terms and Conditions of Contract, including ensuring there is no conflict of interest.

Email from DECC Official to [redacted], 17 October 2011 18:18, further answers

Re staff pass: Yes, she was given a pass, because access to the building was required on a regular basis as part of her contract.

In terms of continuing to access to the building: There was residual work relating to her contracted role as an expert energy efficiency adviser to DECC and therefore came to the department for follow up meetings.

Continuing to advise the Minister after the contract ran out?

It's natural for Ministers to seek a wide range of views and Miriam Maes is an expert on energy efficiency, but she is not an adviser to the Minister.

You asked for the remit from her contract? Here it is:

"Whilst the role will evolve over the next 8 months, the advisor would be expected to lead or participate in the following areas of work:

- Developing and testing the application of different financial models in the public sector, with the aim of having at least one new model being used within the next 12 months;
- Critically appraising and supporting departments to deliver 10% in 12 months – particularly the big three emitters (MoD, MoJ and DWP);
- Bringing external expertise to the project, and applying private sector energy efficiency initiatives to the public sector arena;
- Contributing to the further development and application of the evidence base on the targeting of energy efficiency programmes, and the potential for cost effective renewables deployment;
- Advising on a long-term programme of action, including stretching but viable

and affordable targets for government and the wider public sector.

This was subsequently varied as follows:

The Contractor will continue to work with the shared DECC/ Efficiency Reform Group of the Cabinet Office team to facilitate delivery of the 10% carbon reduction target over 12 months. The advisor will need to focus on a set of key objectives given the time constraints on delivering the 10% target and putting in place a framework for longer term targets:

- Continuing to advise on public sector energy efficiency retrofit finance solutions – both public and private
- Providing high-level guidance and support to the Ministry of Defence on its 5 year emissions reduction target
- Providing high-level advice to the DECC and ERG teams on meeting the 10% target and the establishment of a medium-term target over 5 years for central government.
- Supporting DECC as it works with Cabinet Office and other departments and organisations to develop a business case for the Whitehall District Heating System.

You also previously asked:

7 Was Greg Barker acquainted with Maes before she was offered her first contract with the DECC? We have been told by a knowledgeable source that they did know each other.

Yes he was acquainted with her before she was awarded the first DECC contract.

8 If so, when and how did they first meet?

She was a member of a policy review team in opposition (made up of a range of independent industry people) when Greg first met her. I don't have a date unfortunately, either 2008 or 2009.

Email from [] to DECC Official, 17 October 2011 14:27, RE: Miriam maes

The questions I asked earlier today were:

1 Did Barker declare on any public register that Maes was his adviser, given her lengthy business interests in the climate change field and the fact that she advises a number of large companies on climate change?

Miriam Maes is an expert in energy efficiency and worked for DECC on a consultancy basis as a delivery advisor between September 2010 and May this year following a competition. She was not appointed as an adviser to the Minister of State, and we have asked Ms Maes to make that clearer on her website in order to avoid any misunderstanding.

2 Is there no obligation upon him to declare that she was his adviser?

See answer above. Miriam Maes worked for DECC on a consultancy basis, not as an advisor to the Minister of State.

3 Miriam Maes, on her Companies House entry, declares a number of companies from which she has now resigned and on the website of Foresee she is described as a CEO. Someone living at Miriam's address and with her date of birth named as Maria Henrica Maes on the Companies House website has been declared as a current director of four companies Foresee Climate Change Consulting, Foresee Ltd, Foresee Solutions and Climate Change Agency CIC. Are Miriam and Maria one and the same person?

I said that you should e-mail MM.

4 Have her directorships been properly declared to Companies House?

I said that you should e-mail MM.

In addition, could you please also answer the following questions:

5 Has Chris Huhne declared on any register that Maes is his adviser?

“She is not an adviser to the Secretary of State. In her capacity as a delivery adviser to DECC on energy efficiency, she was asked to sit on the Ministerial Working Group on the 10% Carbon and Energy Savings Programme.”

6 We have been told that Maes has used business cards which state that she is an adviser to Government. Could you please check this with her?

“In her capacity as a delivery adviser to DECC on energy efficiency, she was given a business card.”

7 Was Greg Barker acquainted with Maes before she was offered her first contract with the DECC? We have been told by a knowledgeable source that they did know each other.

Awaiting answer

8 If so, when and how did they first meet?

Awaiting answer

9 If they knew each other, did he declare this before she was interviewed for her first consultancy?

“The Department was aware that she had worked with the Minister in opposition but this was not a factor in the competition. The competition was run by civil servants and awarded on merit.”

We are planning to run a story in tomorrow's newspaper, so please do try and respond by 4pm.

Email from DECC Official to [], 17 October 2011 15:53, RE: miriam maes

Afraid I don't have a personal e-mail address for her. Is there a phone number on her website perhaps?

She informed DECC that she had received a query about her role advising Government and so I contacted you to see whether I could help in setting out what her role is.

Hope that's clear.

Email from [], to DECC Official, 17 October 2011 15:44, RE: miriam maes

This is a question for you []. Given that you called me on Friday after I had put call into Miriam Maes' office, not to the ministry, could you please explain how you came to be told that the Guardian had approached Maes for a comment?

Email from DECC Official to [], 17 October 2011 15:39, RE: miriam maes

I'll come back to you with answers on these as soon as I can.

However, on questions 3 and 4, you need to e-mail Miriam Maes directly given that these concern her personal business.

Email from DECC Official to [], 14 October 2011 17:57, miriam maes

Here's the information as you requested.

Miriam Maes is an expert in energy efficiency and worked for us on a consultancy basis between September 2010 and May this year following an open competition. She has recently re-tendered and has been appointed along with three other

providers to supply expert advice to DECC's new Energy Efficiency Deployment Office.

You asked about the tender process for her first period of work with us. This competition was run by inviting a number of candidates considered to be energy efficiency experts to submit tenders. Miriam was appointed following sifting and an interview. This reflected normal procurement rules.

You can attribute the above to a DECC spokesman.

Thanks and if you have further queries my mobile is below.

When are you writing this for?

Email from DECC Official to PS Chris Huhne, DECC Permanent Secretary, Trevor Hutchings, Nick Turton, DECC Officials, 17 October 2011 18:39, Guardian query

Please find attached the latest version of the lines document, and I've included my e-mails to the journalist in this as well.

Email from Miriam Maes to Gregory Barker, DECC Official, 17 October 2011 23:01, No Subject

Dear Greg

The actions we discussed have been implemented.

Email from DECC Official to Miriam Maes, 18 October 2011 10:16, No Subject

It doesn't seem to be in the paper today. Press Office are keeping a watching brief...

Email from Miriam Maes to DECC Official, 18 October 2011 10:16, No Subject

Any news from the Guardian? I had no further emails.

Email from Miriam Maes to Gregory Barker, 19 October 2011 10:32, RE: guardian

Many thanks Greg!

We will get through this one as there is nothing there.

Email from Gregory Barker to Miriam Maes, 19 October 2011 10:08, RE: guardian

FYI

Email from Joel Kenrick to Gregory Barker, 19 October 09:18, guardian

Greg – tba third item on Guardian 'newslit' of stories they plan write for tomorrow is 'climate change minister accused of blurring role of close adviser over lobbying' so should expect it to be out later today.

**Email from Gregory Barker to Miriam Maes, 19 October 2011 11:29, FW:
Second Conservative minister accused of blurring role of adviser**

Second Conservative minister accused of blurring role of adviser
Climate change minister Greg Barker under scrutiny after consultant handed out
business cards bearing Decc's name

Greg Barker, minister for climate change. Photograph: Martin Argles for the
Guardian

Another Conservative minister has been accused of blurring the role of a close
adviser after an outside consultant with clients including BAA, Sky and Morgan
Stanley was given a job in his department and handed out business cards bearing its
name.

Greg Barker, the minister for climate change, worked closely in opposition with
Miriam Maes, a Dutch-born environmental expert who also runs Foresee, a company
paid to advise multinational companies on climate change policy.

She was given a departmental staff pass to enter the building and continued to
advise the minister after her departmental contract expired in May. Until Monday she
claimed on her website to be an adviser to Barker.

A source close to the ministry said Mae was given business cards, which was an
unusual move. "She handed them out to people she met in ministerial meetings," the
source said.

The Department for Energy and Climate Change (Decc) has denied she was a
formal government adviser to Barker, saying instead that she advised his
department, which is a wholly different position.

"In her capacity as a delivery adviser to Decc on energy efficiency, she was given a
business card," a Decc spokesman said.

Maes has now been asked to change her website to reflect that she is an adviser to
the ministry and not the minister, the spokesman added.

"Miriam Maes is an expert in energy efficiency and worked for Decc on a consultancy
basis as a delivery adviser between September 2010 and May this year following a
competition. She was not appointed as an adviser to the minister of state, and we
have asked Ms Maes to make that clearer on her website in order to avoid any
misunderstanding," the spokesman said.

"The competition [for her job] was run by inviting a number of candidates considered
to be energy efficiency experts to submit tenders. Miriam was appointed following
sifting and an interview."

On Monday, Foresee's website said: "In September 2010, Foresee's CEO, Miriam
Maes, was appointed as delivery adviser to the minister of state for energy and
climate change Gregory Barker in the Department for Energy and Climate Change."

On Tuesday, after the ministry was contacted by the Guardian, the wording was
changed to say: "In September 2010, Foresee's CEO Miriam Maes was appointed
as delivery adviser to the Department for Energy and Climate Change."

The Labour MP John Mann said the case raises questions for Barker and the
government following Liam Fox's resignation over his relationship with an unofficial
adviser, Adam Werritty. Werritty also handed out business cards claiming he was an
adviser to the minister but Maes, at least, was known to the ministry.

"Greg Barker should have fully declared his past relationship with this person, whether it is written in the rules or not. There needs to be transparency about all ministerial connections with advisers. We need to know whether Barker was involved in her appointment, whether she stayed within her remit and if she is a special adviser who has been brought in through the back door, just like Werritty," he said. Unlike in the Werritty case, Decc says it was fully aware that she was his adviser before he joined the ministry.

Barker has not declared any meetings with Maes or Foresee Ltd in attendance. The ministerial code states that ministers may meet many people and organisations and consider a wide range of views as part of the formulation of government policy, but should declare their encounters. "Departments will publish, at least quarterly, details of ministers' external meetings," the code says.

Her company received eight payments from Decc for "technical advice", between November 2010 and June 2011. These total £30,413.20.

Maes has worked for multinationals for 30 years. Her climate change consultancy company advises a number of companies including BAA, Sky, Morgan Stanley, Royal Mail and Centrica.

Special advisers, who are employed to advise ministers on political issues, are required to register their business interests with the parliamentary authorities.

Maes appears to have broken company law in registering companies under two different identities. Under the name Miriam Maes, she has registered 20 directorships, and has resigned from all of those positions. Under her other identity Maria Henrica Maes, she has registered 13 directorships, including that of Foresee Ltd, and has resigned from nine of those.

Maes admitted that she has used two identities to register at Companies House but said that this was because she used both her real names Maria Henrica and her nickname of Miriam whilst registering companies. "There has been no serious breach as I am the same person," she said.

Email from Miriam Maes to Gregory Barker, DECC Official, 19 October 2011 19:15, RE: latest lines on Miriam maes

Thank you for this update. As you can imagine. I am unpleasantly touched by all of this, not in the least as I feel that I have tried to give so much. Having said so, I regret that I have put Greg in this position unintentionally.

Email from DECC Official to Miriam Maes, 19 October 2011 17:57, RE: latest lines on Miriam maes

Attached: 20111019 Miriam Maes.doc

Hope you're ok.

Please see attached updated lines from Press Office on this.

Email from DECC Official to Miriam Maes, 20 October 2011 10:38, FW: Miriam story

Just to keep you update....please see below from Press Office.

Email from DECC Official to Gregory Barker, DECC Official, 20 October 2011 10:33, Miriam story

Nothing in Guardian this morning.

V small box in Mail (p.20) – as part of wider Fox story: second tory minister faced questions over whether he had an unofficial advisor. GB embroiled in row over his linked to env expert MM. She had a pass to DECC and claimed on website to be an adviser to GB.

Email from DECC Official to Miriam Maes, 25 October 2011 11:05, []

Would you mind sending over [] PWC's contact details so I can try to set up the meeting with [], William Jordan and Trevor Hutchings.

.924

Email from Miriam Maes to DECC Official (cc: Trevor Hutchings, Samuel Thomas, Liz Owen, DECC Official, []), 27 October 2011 18:17, RE: EEDO advisors – meetings with Greg Barker and Phil Wynn Owen

Thank you very much for your invitation to the 2 meetings which are now both in my calendar.

Email from DECC Official to Miriam Maes (cc: Trevor Hutchings, Thomas Samuel, Liz Owen, DECC Official), 27 October 2011, 10:23, EEDO advisors – meetings with Greg Barker and Phil Wynn Owen

Understand that you have not received your formal contract yet; rest assured that Trevor will send this to you soon. Meanwhile, I am delighted to invite you to meetings with Phil Wynn Owen, DECC's Director General, responsible for International Climate Change and Energy Efficiency, and Greg Barker, Minister for Climate Change, along with EEDO's other external advisors.

In the interest of efficiency, we propose that the meetings both take place on 22 November, the first at 09:30, and then second at 14:15. We hope that you will be able to attend.

In the intervening period, members of the EEDO will brief you on the work that you will undertaking. Details to follow.

Email from Miriam Maes to DECC Official, 31 October 2011 18:57, RE: FITs

Thank you very much for letting me know and I will let you know if I pick up helpful comments.

It must have been quite a piece of work!

Email from DECC Official to Miriam Maes, 31 October 2011 10:49, FITs

I hope you're well. This is a quick note to say that we've just gone live with the FITs review proposals.

Do drop me a line if you'd like to discuss.