



Cities  
Commission  
For Climate  
Investment

# 3Ci Net Zero Programme Action Plan – Version 3

January 2023



A Connected Places  
Catapult Initiative



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**BANKERS  
WITHOUT BOUNDARIES**  
THE INVESTMENT BANK FOR EARTH

**In this document, we detail key actions that should be taken in the 12-18 months following the submission of the Outline Business Case in order to facilitate the establishment of the Net Zero Neighbourhood (NZN) programme and get the first sets of demonstrator sites up and running.**

Broadly, this is broken down into four parts:

- **Barriers to progress** which highlights the key reasons demonstrators are not proceeding in an optimal way for long terms success.
- **Pre-programme actions** which include four major actions that should be considered before the NZN programme can fully get underway. The top two, we believe, are the key priorities: a) Scope out and establish the legal contract for the income collection mechanism, and b) Deepen engagement with relevant stakeholders. Without the successful completion of these two actions, we believe it will not be possible to progress the NZN model any further regardless of funding decisions. The second two actions (establishing entities and expanding 3Ci capacity) should also be explored before the bulk of the programme kicks off.
- **Programme management** involves setting up the centralised elements of the Net Zero Neighbourhood programme, including developing the funding model, attracting investment, setting up a centralised procurement framework and establishing uniform monitoring, evaluation and reporting infrastructure.
- **Demonstrator waves** involves the local elements of the Net Zero Neighbourhood programme, including demonstrator neighbourhood selection, engaging with local authorities to finalise business cases and facilitating learnings between relevant stakeholders.

We have included a summary of all actions and expected timeline at the end of this document.

# Barriers to Progress

**This section discusses why demonstrators are not proceeding currently or if they are why they are not proceeding in a way that maximises long term programme level success.**

## Capacity and Lack of Revenue Funding

Engagement from Combined & Local Authorities and County Councils in understanding the place-based model has been strong, but in general most of these organisations lack the capacity to take initial interest forward into detailed planning. Therefore currently those being progressed are generally with the better funded authorities, but even so are doing so with limited resource, both internally and to bring in outside expertise.

therefore focused on the scalable funding model will be significantly compromised.

## Broader Dissemination of the Concept

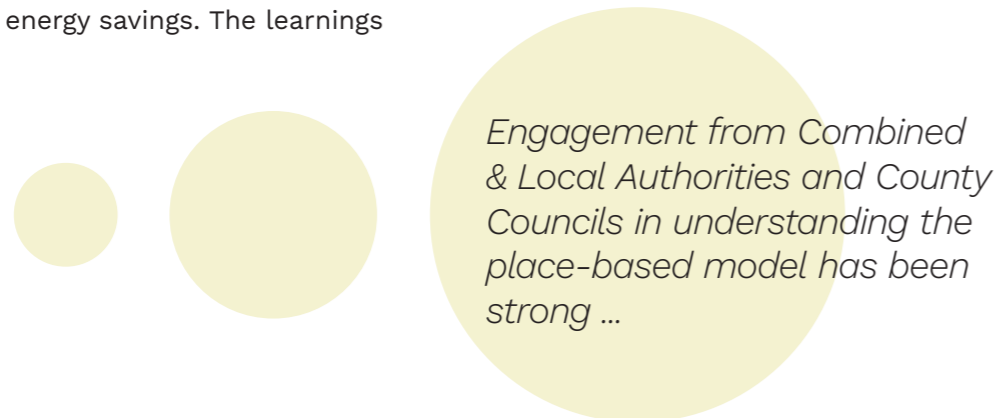
Currently local government entities have been engaged at a high level through the 3Ci programme and at a granular level through the individual partners on an ad hoc basis. Therefore the true potential pool of demonstrators has not yet been fully uncovered.

## Clarity on Legal Mechanism to Create Income

Currently the best short and long term legal structures to create an income stream from retrofitted households have not been fully reviewed by legal experts and finalised. Therefore most existing demonstrator plans do not include an income stream. They are therefore necessarily planned to be entirely public grant funded and the community engagement test will be of appetite for a fully funded retrofit rather than one funded through a sharing of energy savings. The learnings

## Lack of Programme Oversight

Currently demonstrators are being developed independently by different local authority organisations with a variety of advisory partners including some of those who have been advising 3Ci. There is a degree of informal connectivity between these projects, in part delivered by 3Ci partners, but no overall programme management to ensure that learnings are being shared, approaches standardised and methodology optimised.



# Pre-Programme Actions

**This section involves actions that should be undertaken even before demonstrator sites are selected. The first action discussed, the establishment of the collection mechanism, is one of the key bottlenecks to the success of the programme at this point, and must be tackled as a priority. Alongside this, we believe that deepening engagement with relevant partners will also be crucial to progressing the NZN programme to demonstrator phase. These actions would be priorities to fund in advance of the full two-year funding request being approved.**

## Contracting and Collection Mechanism

Establishing the legal basis on which to collect the income stream from residents in the NZN is the first task that should be actioned. Currently, this remains one of the biggest open questions with stakeholders and potential pitfalls in the model. It has come up repeatedly during stakeholder engagement.

## Legal Contract

A property-linked legal contract needs to be fully scoped out, designed and drawn up:

- Hire lawyers to lead the scoping exercise for the property-linked legal contract, resulting in the finalisation of the contract. The key required characteristics of the contract are detailed in the OBC and key options include repurposing the Green New Deal mechanism, creating a new class of Local Land Charge or creating a standardised Deed of Covenant. Having a property-linked contract accounts for the possibility that the resident changes during the 40-years when the NZN charge is collected. As the NZN assets remain with the property rather than move with the resident, so too does the liabilities.

**Income Collection Mechanism**

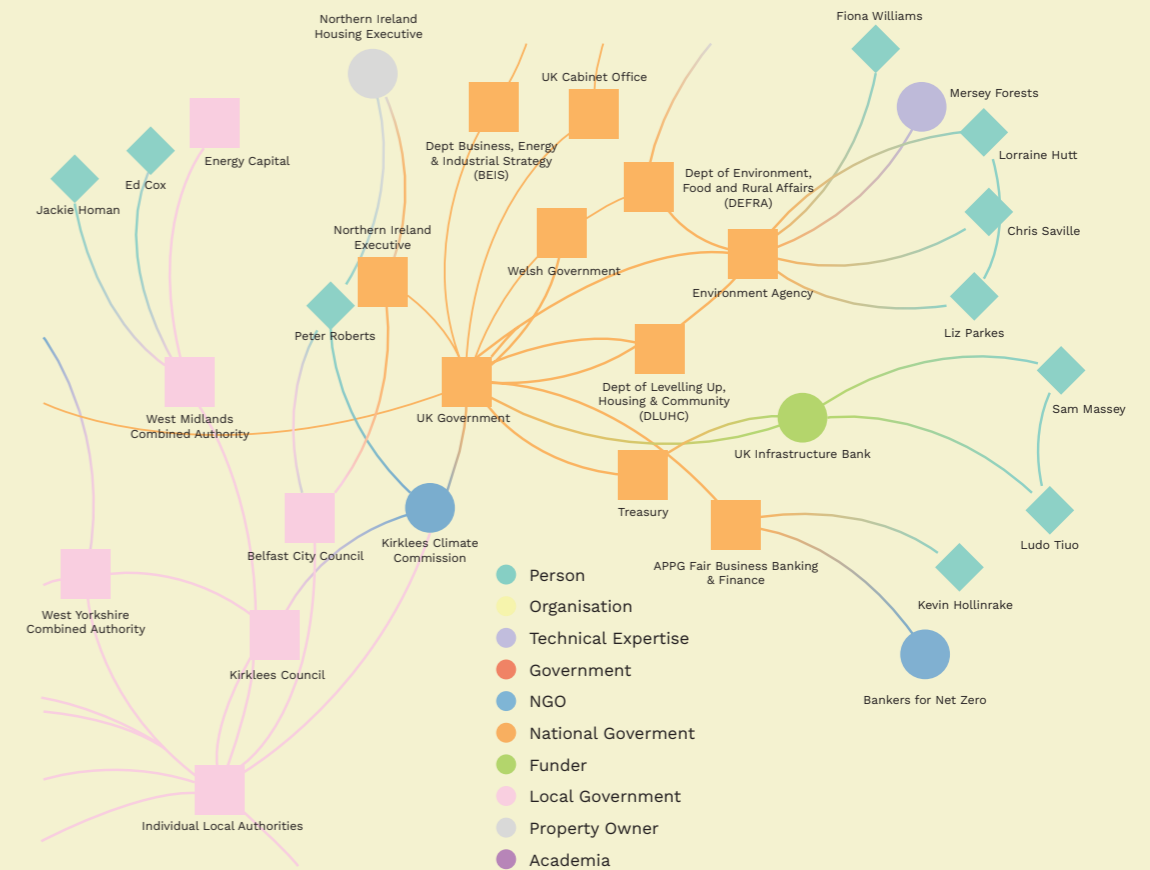
- Aligned with (but separate from) the legal basis for charging the income stream is determining the mechanism for collecting it. While this mechanical step for collection may seem less important than the legal basis for collecting in the first place, it has material impact on the risk assessment of the income stream and therefore deeper engagement with potential funders and should be pursued in parallel with the legal contract.

A key task of 3Ci, along with legal advisors, will be to engage with Ofgem to explore the preferred revenue collection mechanism: via the energy bill. Other avenues (direct charge from council, direct charge from the funding vehicle) should be explored simultaneously, for example collection via council tax or a newly established billing mechanism. At this point, we believe the energy bill collection mechanism would be preferable given lower historic

delinquency rates vs council tax. Furthermore, linkage with the energy bill collection mechanism has the advantage of already being tied into the smart meter network. This provides a readily available mechanism with which to measure a property’s energy usage, which can be translated into its energy bill saving and subsequently the NZN charge.

- In addition, this would offer a clearer customer proposition given the direct link between reduction in energy requirements and reduction in overall amount paid via the energy bill. Conversely, a rise in council tax or a new bill would more likely lead to residents attempting to quantify the additional benefits received, and could result in lower community engagement. Furthermore, a rise in the council tax would be the most politically sensitive mechanism for the local party implementing it and likely take longer to set up.

**Example: Stakeholder Mapping**



**Deepened Stakeholder Engagement**

Each individual successful NZN, as well as the programme as a whole, involves a wide range of stakeholders. A key immediate priority would be to further develop the stakeholder map while deepening engagement with those stakeholders already engaged with and initiating engagement with additional relevant parties. Of particular importance is building clarity over Local Authorities pursuing their own demonstrator designs with either their own funding or from external entities such as UKRI competitions. This should be assessed continuously and links created with each authority.

The engagement strategy could involve, but is not exclusive to, the below actions:

1. **Establishing a CRM** (Customer Relationship Management) platform to keep track of all relevant institutions, individuals and details of all prior engagement as well as mapping relationships between individuals and organisations. Much of this information is held by entities such as BwB, Eunomia, and Arup which are working with many organisations in this space, and so spending time to obtain their insight would enable the mapping to be developed. In addition, LAs have their own contacts, and these can be obtained by speaking with LAs developing demonstrators. 3Ci should develop this, but may wish to outsource depending on the funding situation.

2. **New Engagement with Sectors** – 3Ci contractors could be responsible for leading the engagement with certain stakeholder groups. For example, to date, BwB has been leading engagement with financial institutions while Eunomia have been leading the engagement with local authorities. These groupings are by no means mutually exclusive, and relevant people from different organisations should continue to be brought into conversation where appropriate. However, having a particular organisation owning a relationship would provide a useful structure and accountability in driving the relationship forward. Again, 3Ci should coordinate this, but may wish to contract this out depending on funding and practicalities.
3. **Existing stakeholder engagement** – Regular group engagement sessions to keep stakeholders updated on the progress of the

demonstrator waves and the wider programme. This would be alongside day-to-day engagement with individuals. This could take the form of regular webinars, hosted by 3Ci’s contractors, with the occurrence of the events depending on the type of stakeholder group and the particular point in the programme. For example, webinars with local authorities actively implementing demonstrators, or those hoping to, could occur more regularly (e.g. every 6–8 weeks), whilst conversations with central government and interested private funders could occur approximately every quarter. Again, 3Ci should coordinate this, but may wish to contract this out depending on funding and practicalities.

4. **Developing a regular outgoing update newsletter** for interested parties to maintain breadth of engagement. 3Ci should lead this, with content from contractors.



Stakeholder groups include:

- **Devolved Administrations (DAs), Local Authorities (LAs) & Combined Authorities (CAs):** 3Ci and its contractors are already engaged with a number of DAs, LAs & CAs on the NZN programme – and this should continue. For those that have been less engaged to date, but show initial interest, a series of workshops should be initiated to educate and inform – using the local authority guide as a tool. As the programme gets underway, the DAs, LAs, and CAs that show growing interest and engagement should be invited to a regular series of webinars, alongside those that are actively participating in demonstrator waves. As well as continuing to inform, the aim of these webinars would be to facilitate knowledge sharing between participants and feedback learnings to the wider group. Given the novel nature of the NZN programme, we would suggest holding events regularly, perhaps every 6-8 weeks.
- **Relevant Government Departments, Agencies and Public Bodies:** This could include Department of Business Energy & Industrial Strategy, Her Majesty's Treasury, Department of Levelling Up, Housing & Communities, Ofgem and Crown Commercial Service in the first instance, but would grow to include Department for Environment, Food & Rural Affairs, Forestry Commission, Department of Health & Social Care, Department for Education, Department for Transport, Committee on Climate Change, Construction Industry Training Board, The Crown Estate, Education & Skills Funding Agency, Environment Agency, Homes England, Joint Nature Conservation Committee, UK Research & innovation. Depending on where funding comes from, the relevant government bodies would need to be kept updated on progress and engaged to seek further capital and revenue funding.
- **Relevant contractors:** 3Ci has engaged with a number of not-for-profit or private sector organisations to date to help build out the business case for the NZN programme, e.g. Arup, Eunomia & BwB. These contractors, or similar, could be further engaged to collaborate with 3Ci on next steps.
- **Infrastructure providers & regulators (e.g., Ofgem, National Grid, Distribution Network Operators etc):** Net Zero Neighbourhoods

cannot be established in isolation. Relevant infrastructure providers and regulators would need to be engaged with from the beginning to successfully establish such a programme. Examples of areas of collaboration include local energy grid capacity, and potentially collecting the NZN income via the energy bill.

- **Energy Generators and Suppliers,** particularly if an on-utility bill collection mechanism is used.
- **Legal advisors** need to be hired imminently to formalise many aspects of the NZN structure. This includes the property-linked income collection contract, setting up the central entities as well as establishing the relationship between central entities and the local authorities.
- **Initial key potential funders:** With the engagement that has already occurred, a few key initial potential funders have been identified including the UK Infrastructure Bank, that may be willing to put capital towards the first demonstrators, before the model has been fully proven out. This sub-set of funders need continued engagement from the pre-programme stage and onwards. Stakeholders include development banks, commercial banks, pension funds and insurance funds, but could also be extended to Foundations, social investors, research bodies etc.
- **Supply chain:** Supply chain activation remains a key challenge and continuing to discuss with equipment providers and installers, for example solar providers, heat pump installers, district heating providers will be important to ensure supply chain response once demonstrator sites are selected. This would also include organisations involved in delivering the training required for the upskilling that will be required.
- **Other industry stakeholders:** There are a significant number of bodies that co-ordinate, encourage or enable various parts of the ecosystem, who should continue to be engaged with. Some of these, such as UK100 or the Green Finance Institute, have formal roles within 3Ci, but others do not, such as the Electricity Network Association, UK Sustainable Investment and Finance Association, Impact Investing Institute, E3G, UK Green Building Council, Homes England etc.

## Establishing Entities

With the collection mechanism established and the NZN programme set to go ahead, the central entities (OpCo & FinCo) for the demonstrator programme need to be established.

Actions:

- Work with the lawyers to finalise and set up the legal structures behind the OpCo and the FinCo as well as the governance structures;
- Set up office space with equipment, if required; and
- Hire key personnel (detailed in the operating costs in the Financial Case).

Appendix 0 contains an outline procurement specification which focuses on the activities required to ensure the FinCo and OpCo are established and operational within the programme timescale of 12-18 months. These entities are explicitly to be set up for a limited number of geographically diverse demonstrators with a likely simplified initial blended finance stack (e.g., Central government grant funding + UK Infrastructure repayable finance) that may well be pooled across a group of successful demonstrators. The legal entity structure is highly likely to evolve post completion of the demonstrators as the approach scales up.



# Develop Internal 3Ci Capacity to Deliver this Programme

As the programme progresses and as the number of demonstrators scale up over time, we would suggest 3Ci sets up, or boosts, internal capacity to support the delivery of this programme. This could include setting up a steering group with internal 3Ci members, and potentially external consultants, to oversee the programme and building out key advisory capacity for Local Authorities either through direct hiring or outsourcing.



# Programme Management

In this section we detail key centralised actions that will take place as the programme kicks off. We envisage that this would happen in conjunction with actions detailed in the “Demonstrator Waves” section below.

## Funding

Bringing in the capital funding for the NZN demonstrators will be key – in particular, at this stage, finalising the funding structure for Wave 1. This includes the following:

- **Engaging and working with the relevant local authorities** (initially Wave 1, before progressing onto Wave 2) to fully develop the financial models required for the business cases for their chosen neighbourhoods will be key. This could involve 3Ci or its contractors working actively with the finance departments at relevant DAs, CAs & LAs for 1 day per week during the process of building the full business case. The generic financial model developed during Phase 2 would be tailored for each specific proposed demonstrator which would start to build a bank of models for different common building typologies that could then be leveraged for additional demonstrators. The aggregated outputs will inform the capital expenditure ask from public funding sources (including the next batch of potential central government funding) as well as the investment case with which to attract private investment to implement the first wave of demonstrators – thus it is important to refine the financial models as far as possible. This series of detailed and specific models will also be used to further refine the generic model to scope out the broader funding requirement to achieve local net zero.
- **Public funding portion:** 3Ci will apply for the public grant portion of the capital funding for Wave 1 demonstrators via relevant central government processes. It isn't clear that currently there is a single existing funding stream that would apply to such a holistic solution (vs being

single technology focused) and so this may well mean a bespoke conversation with BEIS/HMT, however it will likely also involve layering in some specific individual schemes such as the Boiler Upgrade Scheme or equivalent.

- **Private funding portion:**
  - 3Ci will look to attract some of the upfront capital investment for Wave 1 from interested private financial institutions that have been identified during the pre-programme stakeholder engagement process. Potential investors here include development banks, including the UK IB, & commercial banks.
  - Simultaneously, active discussions will be held with potential long term patient capital providers whose funding would be used to refinance the upfront capital providers once revenue collection has been established, and returns generated. Potential investors here include pension funds and insurance funds.
  - If the aforementioned long term patient capital providers make statements of intent to engage, i.e. state that they will invest once the demonstrators have been implemented, this will de-risk the investment case for the upfront capital providers. Both groups of private investors being interested will in turn also de-risk (and reduce) the public funding ask.
  - Both groups of capital providers will be continuously engaged beyond Wave 1 to potentially participate in later demonstrator waves/the broader scale up of the NZN model.

- **Outcome buyers:** Engagement will be continued and deepened with a broad range of potential outcome buyers, covering outcomes including improved community healthcare, improved air quality, biodiversity net gain, avoided carbon emissions, water management, insured loss risk reductions, reduced energy network reinforcement requirements and improved mortgage book EPC profiles. Philanthropic organisations could also be engaged here.

Overall, continuous engagement should be held with potential funders who could be relevant at varying points within a NZN demonstrator life, as well as at different stages of the broader NZN programme rollout.

### Centralised Procurement Elements

The OpCo will have centralised procurement capabilities that could be utilised alongside capacity at the local authority level. Procuring equipment and installation/maintenance contracts at the OpCo level would lead to a number of economies of scale.

Key actions include:

- **Setting up a centralised procurement framework** – including detailed plans around how this would interact with local authority capabilities. There could be potential here to dovetail with work already carried out by Crown Commercial Services (i.e. utilising CCS framework agreements). This would need to encompass flexibility to work with Local Authorities with varying local procurement capabilities. As a result, the first step will be to assess whether there are any existing frameworks that would deliver what is needed in the short- to medium-term. Following this, an assessment should be conducted to determine whether there is a method of procurement that would maximise co-benefits, such as creation of local jobs etc.
- **Use lawyers** to set up the overarching terms and conditions of the procurement framework.
- **Engage procurement professionals** at the central entity to work on the strategy, supply chain engagement, tendering and contracting. This will be done in conjunction with local authority procurement personnel, where relevant.
- **Engage** with potential contract solution providers at the national, regional and local levels.
- **Support** engagement with potential contract solution providers at the local authority level, where required.

### Set up Monitoring and Evaluation Processes

In order for the NZN funding model to work, the outcomes and income streams must be monitored and properly evaluated. Standardising accurate and consistent reporting across different demonstrators will be key for attracting private finance in order to allow the NZN programme to scale. 3Ci should do the following:

- Work with local authorities, energy suppliers, energy regulators and smart meter operators to set up mechanisms to monitor the residents' energy bill savings. This could involve the installation of smart meters in neighbourhoods where they aren't readily available, and working with the operators to collate and analyse the data.
- Work with local authorities and other relevant organisations to define and measure the reporting baseline ahead of the NZN interventions. This must be done in a uniform way across the different neighbourhoods, thus 3Ci and its contractors would need to define the metrics used to measure the baseline and work with the relevant authorities and potentially national agencies to carry out this work. This could involve two days' work with each authority on the ground during the process of building the full business cases.
- Set up centralised data collection systems and processes. Again, this would allow for the data collected from each neighbourhood to be done so in a uniform way, to allow for analysis at the overall portfolio level as well as at the individual neighbourhood level. This is particularly important when considering that potential funders would be looking at the neighbourhoods in aggregate.
- Set up a centralised reporting structure that allows data from each NZN to be uniform, comparable and aggregated.

# Demonstrator Waves

**This section provides a summary of actions on demonstrators. The detail of demonstrators is contained within the OBC and within the demonstrator design document. The former is designed for internal consumption, with the latter focussed on external consumption if desired.**

### Demonstrator selection criteria

In order to kick off the waves of demonstrators, 3Ci, along with its contractors, must first formalise demonstrator selection criteria. This could involve looking at a range of factors, including, but not limited to:

- Strong understanding of the place-based NZN model;
- Sufficient personnel capacity: a minimum of 1 dedicated FTE to lead the design of the NZN;
- Provisional place(s) identified with detailed knowledge of area characteristics;
- Sufficient granularity of technical scoping, demonstrating understanding of the necessary interventions and the expected capital cost;
- Community engagement strategy;
- Potential to attract private financing i.e. a reliable business case;
- Existing Public grant funding in place – both central government funding as well as existing DA, CA or LA funding;
- Mapping of existing policy and work, and how it could interact with a NZN; and
- Member/Cabinet support for NZN project.

Collectively these criteria amount to a readiness to proceed to full investment and business case at pace.

As well as criteria for the individual demonstrator types, 3Ci and its contracts should refine overall criteria for the wave as a whole. This should include:

- Coverage of a range of socio-economic groups;
- Demonstration that the NZN portfolio involves a minimum of three building construction types – steel, timber and brick and block. These are the three main construction methods in the UK and the portfolio will also cover a range of property types including apartments, bedsits, bungalows, cottages, detached homes, end terraces, flats, maisonettes as well as semi-detached and terrace properties;
- Demonstration that the NZN portfolio involves all major property ownership types; and
- Regional distribution across a minimum of four of the twelve regions in the UK, including a minimum of one region outside England.

## Wave One Demonstrators

### Initiation

With selection criteria formalised, 3Ci should initiate the selection process for Wave 1 demonstrators:

- Initiate a comms programme to engage with potential local authorities. For Wave 1, this could arguably be a lighter-touch programme as the focus should be on those local authorities that are already engaged to some extent with the programme. The local authority guide would be used to help drive engagement.
- Provision of a technical assistance grant in order to fund local authority capacity to develop their business cases for application.
- Engage with local authorities to finalise their business cases. This could involve 3Ci and/or its contractors providing a set amount of time per local authority (e.g. two days/month during the initiation period) to work with them on their application. This could include potential input on technical scoping, community engagement strategy, or financial model, as examples.

*The initiation process ends with the choosing of five to twenty, (ideally ten) demonstrator sites.*

### Demonstrator Implementation

With the demonstrators selected, 3Ci and the OpCo should work with and provide resource to the local authority where necessary. The degree to which this is done will depend on existing capacity and resource at each individual local authority, and thus will vary across the portfolio of neighbourhoods. 3Ci or its contractors would look to contract a certain number of days with each authority during business case development phase. This could range from 1 day per month to 1 day per week, depending on internal local authority capacity.

Key areas of focus will include:

- Co-designing the community engagement strategy, which the local authority will be predominantly responsible for executing.
- Co-designing the NZN itself with the local community, including choosing the final proposed neighbourhood and planning what the broader community capex will be used for.
- Carrying out detailed technical scoping for the planned interventions before beginning the procurement process to lock in suppliers, both at the local and central OpCo/FinCo level.
- Supporting the baseline measurement of the outcome and income streams. Most obviously this will include measurement of energy uses and bills, but could also include baseline measuring of co-benefits (e.g. health outcomes, productivity, employment).
- Setting up relevant channels for feedback between the local authorities and each demonstrator location, in a live manner.

As the demonstrator programme progresses, 3Ci and relevant contractors will be able to update the local authority guide for relevant learnings, which can be used to engage further potential authorities and neighbourhoods to partake in future demonstrators.



## Waves 2 & 3 Demonstrators

The selection of Wave 2 demonstrators will take place in parallel to the Wave 1 demonstrator programme getting underway. This will enable the creation of a “follower cohort” that will engage with the progress of Wave 1 demonstrators, in order to facilitate valuable learning. In turn, this will feed into the ability for the Wave 2 demonstrators to build towards their own proposals for NZNs that will be funding ready.

In other respects, the process will be similar to the early stages of Wave 1.

## Timelines

In the next 12-18 months, we would expect Wave 1 demonstrators to have embarked upon their capital programme, and the Wave 2 follower cohort to be established. Towards the end of this time period, it is possible that a Wave 3 demonstrator pipeline has begun to develop, with authorities that have potentially become engaged in the process during the next 12-18 months and progressed towards developing their business cases. As discussed in the earlier section on stakeholder engagement, initial engagement with the Wave 3 demonstrators will predominantly involve educating and informing, before keeping them up to speed with learnings and programme developments from Wave 1 and Wave 2. In practice, this would involve regular news updates as well as inviting them to the knowledge-sharing webinars discussed previously.





# Appendix:

## Operational Procurement Outline Specification

**As distinct entities, the NZN FinCo and OpCo will have to be established and fully operational to serve NZN local authority demonstrator (and future) projects. For this demonstrator phase roll-out, the FinCo and OpCo are understood to require a combination of asset procurement, service procurement and resource sourcing to be set up. Use of the term 'procurement' does not in this case imply that the FinCo (as the contracting authority) would necessarily always purchase goods or services outright – a case may be made for lease, hire or loan to best meet the requirements.**

This outline procurement specification focuses on the activities required to ensure the FinCo and OpCo are established and operational within the programme timescale of 12-18 months, but does not consider the goods and services required to deliver each NZN project.

The tables below detail available Crown Commercial Services (CCS) Framework Agreements (where relevant), as well as noting other potential procurement avenues. Table 1 outlines asset procurement, Table 2 outlines services procurement and Table 3 outlines resource supply. Figure 1 provides an indicative timeline of procurement activity. The indicative timeline assumes that, in the main, call off contracts from CCS frameworks are used (as the most time efficient route to market).

Table 1: Outline Procurement Specification for Services

Resource Sourcing	Key Considerations	CCS Procurement Route	Other Procurement Route
<b>Legal Services</b>	Specialist legal advice in areas of contract law, real estate law, procurement law, finance law etc.	<p><b>Legal Services Panel</b></p> <p>Agreement ID: RM6179 Start Date: 01/12/2021 End Date: 30/11/2024</p> <p>General legal advice and services for central government, including finance and complex legal services. Provides for a wide range of commonly needed areas of law, including contracts, dispute resolution and litigation, real estate and corporate finance.</p> <p>Provides a simple route to market for buying a wide range of legal services. These are split across 2 lots:</p> <p>lot 1: general legal advice and services</p> <p>lot 2: finance and complex legal services</p>	Procurement of services 'ad hoc' (i.e. as required), or establishment via a competitive tender process of a legal services contract.
<b>Energy Supply</b>	Source 100% renewable energy (dependent on ability to secure own energy supply in selected office building).	<p><b>Supply of Energy and Ancillary Services</b></p> <p>Agreement ID: RM6011 Start Date: 14/08/2019 End Date: 01/10/2023</p> <p>Supplying electricity and gas to the public sector and their associated bodies and agencies. This includes billing, administration, customer service and ancillary services.</p>	<p>Direct contracting with energy providers.</p> <p>Note: depending on office location and provider, choice of energy provider may not be possible.</p>
<b>Facilities Management</b>	Unless included within office building rental, services required would include cleaning and general maintenance (soft FM).	<p><b>Facilities Management and Workplace Services</b></p> <p>Agreement ID: RM6232 Start Date: 09/06/2022 End Date: 08/06/2026</p> <p>All public sector organisations can access a range of Facilities Management (FM) services from cleaning and waste services to maintenance services and landscaping.</p>	Service provision may be covered within building rental. Alternately, a competitive tender can be run to award service requirements (potentially supporting local supply chains).

Resource Sourcing	Key Considerations	CCS Procurement Route	Other Procurement Route
<b>Software solutions – including server storage, security, IT systems, Finance, Purchasing and HR</b>	Digital and software solutions.	<p><b>Back Office Software</b></p> <p>Agreement ID: RM6194 Start Date: 06/04/2021 End Date: 06/10/2023 (29 suppliers)</p> <p>Software as a Service (SaaS) solutions for back office applications, for deploying either in the cloud, on premise or hybrid. Available for all public sector organisations.</p> <p><b>Data and Application Solutions</b></p> <p>Agreement ID: RM3821 Start Date: 22/02/2019 End Date: 22/02/2023</p> <p>Software-led office systems covering services for the public sector, including software licences, associated hardware, app-related consultancy services, software support and maintenance.</p> <p><b>eSourcing Platform</b></p> <p>Agreement ID: RM6101 Start Date: 15/02/2019 End Date: 14/02/2023. Lot 4: Sourcing, e-Auction, DPS (Bravosolutions) – maximum call off length seven years.</p> <p>Securely hosting online eSourcing procurement solutions. Available for central government and the wider public sector.</p> <p><b>Technology Services 3</b></p> <p>Agreement ID: RM6100 Start Date: 16/06/2021 End Date: 15/06/2025</p> <p>All public sector customers can buy technology services ranging from strategy and design to operational deployment.</p> <p>Expires: 14/02/2023</p>	Competitive full tender process can be run, however may result in longer procurement and implementation time plan.
<b>Telecommunications</b>		<p><b>Network Services 2</b></p> <p>Agreement ID: RM3808 Start Date: 12/08/2019 End Date: 16/08/2023</p> <p>Telecommunications services including networks for the entire public sector, their associated bodies and agencies, the voluntary sector and charities.</p>	
<b>Audit Services</b>		<p><b>Audit &amp; Assurance Services (A&amp;AS)</b></p> <p>Agreement ID: RM6188 Start Date: 11/08/2021 End Date: 10/08/2025</p> <p>Access audit and assurance services including internal and external audit, counter fraud and investigation.</p>	

Table 2: Outline Procurement Specification for Resource Supply

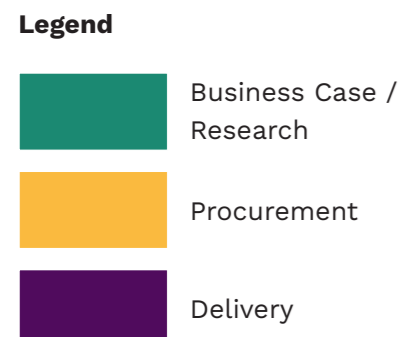
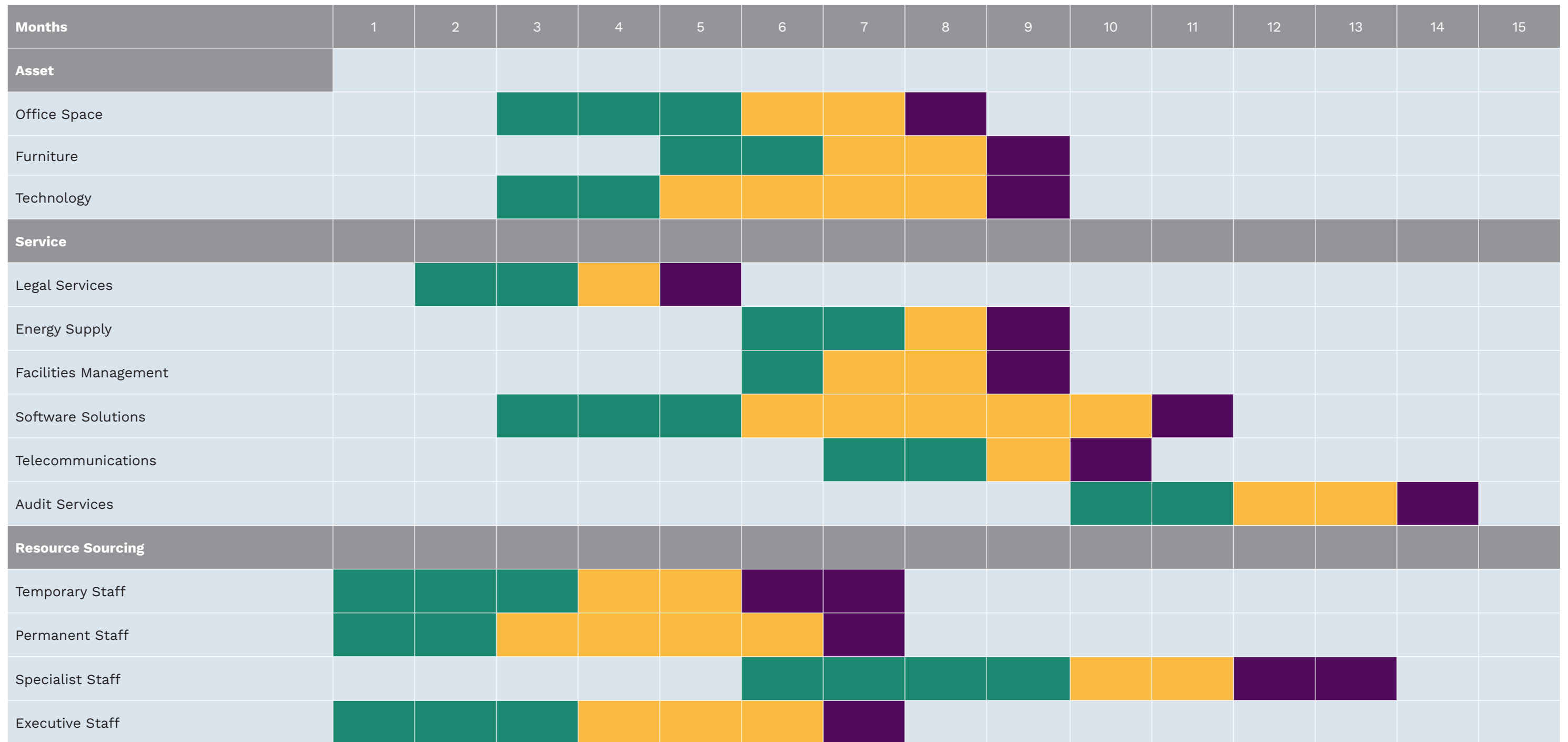
Resource Sourcing	Key Considerations	CCS Procurement Route	Other Procurement Route
<b>Temporary Staff</b>	Roles may include: <ul style="list-style-type: none"> <li>Admin / clerical support</li> <li>IT support</li> <li>Finance</li> <li>HR</li> <li>Procurement</li> <li>Project Management</li> <li>Marketing / communications</li> </ul>	<p><b>Non Clinical Temporary and Fixed Term Staff</b></p> <p>Agreement ID: RM6160 Start Date: 30/07/2019 End Date: 25/07/2023</p> <p>Hire a range of temporary and fixed-term roles from admin and clerical to catering and maintenance. This framework can be used by all public and third sector organisations.</p> <p><b>Public Sector Resourcing</b></p> <p>Agreement ID: RM3749 Start Date: 16/01/2018 End Date: 15/01/2024</p> <p>Source contractors and temporary workers for all public sector organisations. Service provided through Alexander Mann Solutions, who are supported by over 300 specialist recruitment agencies classified by their role category capability.</p>	Local direct resourcing avenues may better support local economy delivery.
<b>Permanent Staff</b>	All FinCo and OpCo roles.	<p><b>Permanent Recruitment 2 –</b></p> <p>Agreement ID: RM6229 Start Date: 29/03/2022 End Date: 28/03/2024</p> <p>All public sector organisations can access recruitment services to hire permanent, fixed term and internal secondment roles through recruitment agencies.</p>	Direct recruitment campaigns or internal transfers / secondments to support initial programme set up.
<b>Specialist Staff</b>	Includes low carbon NZN project delivery expertise.	N/A	External contractor support per requirement / programme or project phase.
<b>Executive Staff</b>	Includes senior management roles and board recruitment.	N/A	Direct recruitment campaigns or internal transfers / secondments to support initial programme set up.

A Call Off Contract term and end date does not need to align with the Framework Agreement end date (i.e. the call off can run for a longer period of time than the Framework Agreement). There may be limits on the duration a call off contract can run for however (which would be clear in the Framework Agreement documentation).

Table 3: Outline Procurement Specification for Asset Procurement

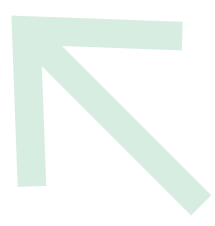
Resource Sourcing	Key Considerations	CCS Procurement Route	Other Procurement Route
<b>Head Office / Main Office (office space)</b>	<ul style="list-style-type: none"> <li>Location – out with London to support levelling up.</li> <li>Accessibility.</li> <li>Central UK to support wide geographic range of support.</li> <li>Location within existing government owned/ rented space?</li> <li>Use/availability of low carbon energy supplies (more difficult in shared office space).</li> <li>Fixed term rental – duration.</li> <li>Potential to expand (beyond demonstrator phase).</li> </ul>	N/A	Direct with building provider (minimum three quotes sought for suitable premises), or direct with relevant government department/ agency for identified space.
<b>Furniture - including desks, chairs, carpets, meeting room furniture, break out area furniture</b>	<ul style="list-style-type: none"> <li>Procurement of low carbon / circular furniture.</li> <li>Reuse / refurbishment from other sources.</li> <li>Modularity and repairability.</li> <li>Function and aesthetics.</li> <li>Ergonomics.</li> <li>Equality and diversity – readiness / ability for adaptation if required.</li> </ul>	<p><b>Furniture &amp; Associated Services</b></p> <p>Agreement ID: RM6119 Start Date: 23/06/2020 End Date: 29/03/2024</p> <p>Buy a range of furniture for use in public sector organisations as well as repair and renovation services.</p>	<p>Competitive tender process to engage local supply chains.</p> <p>Reserved tender to engage voluntary, social or charitable enterprises.</p>
<b>Technology - Including IT hardware, monitors, keyboards, AV equipment, printers/MFD's</b>	<ul style="list-style-type: none"> <li>Circular procurement solutions (supply of remanufactured IT equipment).</li> <li>Certification / due diligence on IT supply chains for human rights / conflict minerals etc.</li> <li>Potential for lease / hire agreements (MFD's, AV equipment, laptops).</li> <li>Server storage and back-up facilities.</li> <li>Asset management plan (accurate specification for relevant job role/ grade), cyclical upgrade of equipment and end of life management plan.</li> <li>Warranty, modularity and repairability.</li> <li>User accessibility.</li> </ul>	<p><b>Technology Products &amp; Associated Services</b></p> <p>Agreement ID: RM6068 Start Date: 10/12/2019 End Date: 09/12/2023</p> <p>Offers public sector buyers a compliant route to market for technology product needs (hardware and software) and all associated services.</p> <p><b>Multifunctional Devices (MFDs), Print and Digital Workflow Software Services and Managed Print Service Provision</b></p> <p>Agreement ID: RM6174 Start Date: 13/09/2021 End Date: 12/09/2025</p> <p>Provides access to multifunctional devices, managed print services, technical resources, digital workflow, cloud solutions for digital transition and print consultancy services.</p>	Competitive tender process per specific technology 'stream' (e.g. IT hardware, AV Equipment or Multi-Functional Devices). Enables the OpCo to determine areas of key focus / tender weighting (e.g. circular supply routes).

**Figure 2 – Indicative Procurement Timeline**





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