

MAYOR OF LONDON

GREATER LONDON AUTHORITY



FRAMEWORK AGREEMENT REFERENCE NUMBER: GLA 82559 ZCA

CALL OFF CONTRACT REFERENCE NUMBER: GLA ZCA (01)

### SCHEDULE 6 CALL OFF CONTRACT (01)

THIS CALL-OFF CONTRACT is made the 11th day of June 2024.

#### BETWEEN:

- (1) **Greater London Authority (GLA)**, a statutory corporation whose principal offices are at City Hall, Kamal Churchie Way, London, E16 1ZE (*“the Authority”*); and
- (2) **Mott MacDonald Limited**, a company registered in England and Wales (Company Registration Number 01243967), whose registered office is at Mott Macdonald House, 8-10 Sydenham Road, Croydon, Surrey, CR0 2EE (*“the Service Provider”*).

#### RECITALS:

- A. The Contracting Authority and the Service Provider entered into an agreement **dated 6th June 2024** which sets out the framework for the Service Provider to provide certain Services to the Contracting Authority or the Authority (*“the Agreement”*).
- B. The Authority wishes the Service Provider to provide the specific Services described in this Call-Off Contract pursuant to the terms of the Agreement and this Call-Off Contract and the Service Provider has agreed to provide such Services on those terms and conditions set out in the Call-Off Contract.

## **THE PARTIES AGREE THAT:**

### **1. CALL-OFF CONTRACT**

- 1.1 The terms and conditions of the Agreement shall be incorporated into this Call-Off Contract.
- 1.2 In this Call-Off Contract the words and expressions defined in the Agreement shall, except where the context requires otherwise, have the meanings given in the Agreement. In this Call-Off Contract references to Attachments are, unless otherwise provided, references to attachments of this Call-Off Contract.

### **2. SERVICES**

- 2.1 The Services to be performed by the Service Provider pursuant to this Call-Off Contract are set out in Attachment 1.
- 2.2 The Service Provider acknowledges that it has been supplied with sufficient information about the Agreement and the Services to be provided and that it has made all appropriate and necessary enquiries to enable it to perform the Services under this Call-Off Contract. The Service Provider shall neither be entitled to any additional payment nor excused from any obligation or liability under this Call-Off Contract or the Agreement due to any misinterpretation or misunderstanding by the Service Provider of any fact relating to the Services to be provided. The Service Provider shall promptly bring to the attention of the Call-Off Co-ordinator any matter that is not adequately specified or defined in the Call-Off Contract or any other relevant document.
- 2.3 The timetable for any Services to be provided by the Service Provider and the corresponding Milestones (if any) and Project Plan (if any) are set out in Attachment 1. The Service Provider must provide the Services in respect of this Call-Off Contract in accordance with such timing and the Service Provider must pay liquidated damages in accordance with the Agreement of such an amount as may be specified in Attachment 1. The Service Provider shall be liable for the ongoing costs of providing Services in order to meet a Milestone.
- 2.4 The Service Provider acknowledges and agrees that as at the commencement date of this Call-Off Contract it does not have an interest in any matter where there is or is reasonably likely to be a conflict of interest with the Services provided to the Authority under this Call-Off Contract.

### **3. CALL-OFF TERM**

This Call-Off Contract commences on the date of this Call-Off Contract or such other date as may be specified in Attachment 1 and subject to Clause 4.2 of the Agreement, shall continue in force for the Call-Off Term stated in Attachment 1 unless terminated earlier in whole or in part in accordance with the Agreement.

#### **4. CHARGES**

Attachment 2 specifies the Charges payable in respect of the Services provided under this Call-Off Contract. The Charges shall not increase during the duration of this Call-Off Contract unless varied in accordance with the Agreement. The Service Provider shall submit invoices in accordance with the Agreement and the Charges shall be paid in accordance with the Agreement.

#### **5. CALL-OFF CO-ORDINATOR AND KEY PERSONNEL**

The Authority's Call-Off Co-ordinator in respect of this Call-Off Contract is named in Attachment 1 and the Service Provider's Key Personnel in respect of this Call-Off Contract are named in Attachment 2.

This Call-Off Contract has been signed by duly authorised representatives of each of the Parties.

**SIGNED**

For and on behalf of the [Authority]  
**Greater London Authority (GLA)**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**SIGNED**

For and on behalf of **Mott MacDonald Limited** [*the Service Provider*]

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## Attachment 1

### 1. Services to be provided

### 2. Timetable

**Commencement date:** 11th June 2024

**Call-Off Term:** Two (2) years from the Call-Off Contract Commencement Date.

**Optional Extension:** The Contracting Authority, has an option, exercisable at its sole discretion, to extend the duration of the Call-Off Contract for a further period or periods up to a total of twenty-four (24) months by notice in writing to the Service Provider.

Any extension will be at the Contract Authority's sole discretion, at the maximum day rates for the Call-Off Contract and subject to availability of funds and the Service Provider's satisfactory performance. Any extension will be formally processed through a Call-Off Contract Variation Form.

The Project Plan including Milestones as per the Specification will be agreed by the Call Off Contract Co-ordinator once the Call Off Contract has been executed at the Call Off Contract inception meeting(s).

### 3. Liquidated Damages

Amount of liquidated damages per day (if any): Not applicable

### 4. Expenses

Expenses (if any) that the Service Provider may claim:

These will only be low material and related costs and may only be charged where these costs have been discussed and agreed beforehand by the Authority's Call-Off Contract Co-ordinator.

### 5. Authority Account Details

Relevant account code and cost centre: (tbc)

**6. Address for Postal Invoices**

**Greater London Authority**

**Accounts Payable**

14 Pier Walk, North Greenwich

London, SE1 0ES

The Services Provider must send invoices via email, in pdf. format, to: invoices@tfl.gov.uk, following approval by the Authority Call-off Co-ordinator. All invoices must have GLA's Contract Reference Number GLA 82559 (01), the SAP Purchase order number, Service Provider's name and address, a separate calculation of VAT and a brief description of the Services provided.

**7. Authority Call-Off Co-ordinator**

Name:

Address: Greater London Authority

Union Street, London, SE1 0LL

Phone: (+44)

Email:

**8. Availability of Key Personnel**

The Service Provider's Key Personnel shall be available at the following period of notice: Available from Call Off Contract commencement date to the end date.

Name:

Address: Mott MacDonald, 10 Fleet Place, London EC4M 7RB

Other key personnel as agreed by the Authority Call Off Co-ordinator

**9. Other information or conditions**

Specify any other information or special conditions relevant to provision of Services under this Call-Off Contract

**Call-off Contract Termination**

Notice period in accordance with Clause 29.4 of the Framework Agreement Terms and Conditions (termination without cause): 30 Calendar Days

## Attachment 2

### 1. Charges

#### **Time-based Call-Off Contract**

The Call Off Contract Consultants' Day Rates are provided in the Framework Agreement.

**Please see Call Off Contract Attachment 2**

#### **Framework Agreement SCHEDULE 4 CHARGES – Maximum Call Off Contract Day Rates (PDF page 56)**

Workload will vary throughout the Call-Off Contract period.

The actual scope/volume of services, the required level of resources and disciplines and delivery timescales will be determined by the Authority during the Call Off Contract and agreed with the Service Provider beforehand.

In any case, the maximum value of the Contract, including any extension(s) shall not exceed £9,000,000 (VAT exclusive).

The Maximum Consultants' Day Rates are fixed for the entire Call-Off Contract period.

The Maximum Consultants' Day Rates are based on 8 hours per day and are inclusive of all expenses including but not limited to: General capped cost of employment, overhead, profit travel and subsistence charges.

During the Call-Off Contract the Maximum Charge Out (Day) Rates for any substitution or additional team members must be based on the Call Off Contract Maximum Charge Out (Day) Rates.

During the Call-Off Contract any substitution or additional team members must be agreed beforehand with the Contracting Authority's Call-Off Co-ordinator. Invoices must include a clear description of the delivered services/milestones, each Consultant name, number of worked days and day rates. Invoices shall only be submitted to Accounts Payable following the completion of each milestone as agreed by the Authority's Call-Off Contract Co-ordinator. Prior to submitting invoices to Accounts Payable, the Services Provider must ensure that services/milestone has been agreed as satisfactorily completed and signed off by the Call-Off Contract Authority's Call-Off Contract Co-ordinator. Submitted invoices must clearly state the breakdown of all charges for the delivered services/milestone.

### 2. Key Personnel

The Service Provider's Key Personnel (include grades and areas of responsibility):

During the Call-Off Contract any team members substitution must be for the same specialism at same grade and at the same day rate and must be agreed with the Call Authority's Off-Contract Co-ordinator beforehand.

**3. Proposed sub-contractors (if any)**

Name and contact details of proposed sub-contractor(s) and details of any proposed sub-contracted work: To be agreed

**4. Proposed completion date:** As agreed with the Authority's Call-Off Contract Co-ordinator.

### **Attachment 3 Special Conditions for Call-Off**

All Framework Agreement Terms and Conditions, including Schedule 2 Special Conditions of Agreement, apply to this Call-Off Contract.

#### **Limitation of Liability**

The Service Provider's total liability to the Authority for all matters arising under or in connection with this Call-Off Contract, other than the legally excluded matters, death or personal injury, fraud or fraudulent misrepresentation, or any other liability which, by law, it cannot be excluded or limited, shall be £10 million in the aggregate per annum for the duration of the Call-Off Contract.

**Transfer of Undertakings (Protection of Employment) (TUPE) Regulations 2006.**  
TUPE applies to these services as per Framework Agreement **Clause CA19 Appendix 1** List of Transferring Staff to the Service Provider:

**Attachment 1**

**The Specification**

**Services to be provided**

Transport for London



On behalf of

The Greater London Authority

**MAYOR OF LONDON**

## **The Specification**

For services related to the Framework  
Agreement for Zero Carbon Accelerator (ZCA)

**Reference: GLA 82559**

**Find a Tender Service (FTS) Contract Notice reference 2024/S 000-001661**

**Greater London Authority**

City Hall, Kamal Chunchie Way,  
London, E 16 1ZE

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## **1 Organisational Overview**

### **1.1 Greater London Authority (GLA)**

- 1.1.1 City Hall has one Mayor and 25 Assembly Members who are elected by Londoners. With the support of City Hall's staff they work to make London the best big city in the world. Also known as the Greater London Authority (GLA), it was created after a referendum in 1998, when Londoners voted in favour of a directly elected Mayor to represent London's interests, and a London Assembly to scrutinise their work. Further information can be found here: <https://www.london.gov.uk/>.

### **1.2 Business Unit – Environment and Energy Unit**

- 1.2.1 Detailed information regarding the work of the Environment and Energy unit can be found here: <https://www.london.gov.uk/programmes-strategies/environment-and-climate-change>.

## 2 Introduction

### 2.1 Purpose

- 2.1.1 This document sets out the scope for the Zero Carbon Accelerator Framework Agreement in Part 1 and the scope and requirements for the provision of consultancy services for the initial Call-Off Contract for the Zero Carbon Accelerator in London in Part 2.
- 2.1.2 In meeting the requirements set out in this Specification the Service Provider shall at all times ensure that the Services are delivered in accordance with each respective Call-Contract(s) under this Framework Agreement and this document.
- 2.1.3 The Services within this Specification and are not an exhaustive list. An Authority may require other similar Services, which will be detailed in the relevant Call-Off Contract.

### 2.2 Summary of the requirement

- 2.2.1 This section provides a summary of the description of the Services that the Service Provider shall be required to deliver to consultancy support and advice to organisations to develop and deliver their net zero strategies and projects.
- 2.2.2 The duration of the Framework Agreement is for four (4) years to enable the delivery of the new Zero Carbon Accelerator programme. Call-Off Contracts can extend beyond the duration of the Framework Agreement.
- 2.2.3 The ZCA Framework Agreement is available to use by the Authorities listed in the **Find a Tender (FTS) Contract Notice reference 2024/S 000-001661** under: Section VI. Complementary information VI.3 Additional information.
- 2.2.4 Part 1 of this document sets out the scope of the ZCA Framework and mandatory requirements that the Service Provider shall comply with to ensure effective management of the Framework Agreement.
- 2.2.5 Part 2 of the of this document sets out the scope and requirements of the initial two-year Call-Off Contract by the GLA, which will deliver a capacity and capability-building service to accelerate London's decarbonisation activity.
- 2.2.6 The Service Provider shall demonstrable ability to provide high standard technical Low Carbon consultancy services covering a range of disciplines including but not limited to:
- a) Programme Co-ordination, Marketing / engagement approach, Strategic Net Zero planners, Delivery project management, General technical support;
  - b) Technical expertise in Solar, local energy planning, domestic analysis, low carbon heating, building systems and other areas related to decarbonisation;
  - c) Public Procurement expertise, Grant management and Funding / grant applications

- d) Training / skills specialist and Knowledge management methods; and
  - e) Financial (general, not advice).
- 2.2.7 The GLA expects Service Provider diversity through good practice Equality, Diversity and Inclusion approaches. The GLA is also keen to gain benefits from the future use of other resourcing options including secondments and direct staff (from the GLA or a third-party organisation).
- 2.2.8 The Service Provider shall be required help organisations to develop their plans and capacity to decarbonise the built environment and is initially anticipated to be focused on the public sector and social housing providers. The programme will provide support starting from wherever organisations are in their decarbonisation journey, looking to clarify and accelerate that activity. The ZCA will build upon the lessons learned from the Mayor’s current [Low Carbon Accelerator](#) (LCA) programmes but is a new programme with broader objectives.
- 2.2.9 The programme will look to take a technology-agnostic approach to decarbonisation in line with the Mayor’s preferred [Accelerated Green pathway](#). Support will therefore be offered in relation to renewables, energy efficiency, clean local energy (decentralised) including low carbon heat networks and flexible energy systems.
- 2.2.10 The intention of this programme is to offer a flexible range of support which is focused upon increasing organisational and sector capability to deliver. To this end, we are looking for a Service Provider who can provide a range of different support offers to cost-effectively generate a step-change in knowledge, skills and capacity.
- 2.2.11 The initial Call-Off Contract value for provision of ZCA services to the GLA from the single supplier framework is expected to be **circa £9,000,000 (exclusive of VAT) over two years**. This contract has the potential to extend in value, sector focus and duration, subject to meeting the programme outcomes and further GLA approvals. Other public sector bodies will be able to direct award to the selected provider on the single supplier framework. This could provide a potential value of up to £150m over the lifetime of the framework.
- 2.2.12 The volume of services and the required resources will vary throughout the Framework Agreement and the initial and subsequent Call-Off Contract(s). The volume of services is identified during a Call-Off Contract and the required resources and grades will be agreed with the Authority beforehand. During the Framework Agreement and Call-Off Contracts the appointed Services Provider will require prior approval by the relevant Authority for any new or substitution of the Service Provider’s Personnel.
- 2.2.13 The proposed maximum Day Rates for the Framework Agreement can only be adjusted in accordance with the Framework Agreement indexation adjustment clause. These Day Rates are to cover tasks and a level of experience required for that Day Rate. In the event someone performing a particular role gets a promotion, their Day Rate will only be adjusted if the Service Provider can demonstrate they are now fulfilling a new and higher graded role, and the consultant and role has been agreed by the Authority.

- 2.2.14 Should the appointed Services Provider not have the required resource to deliver the identified volume of services at the required standard the Authority reserves the right to procure the identified volume of services outside the framework. Any Authority reserves the right not to use the Framework for services that are within the scope of the Framework Agreement.
- 2.2.15 The appointed Service Provider is expected to support the GLA's policies and strategic objectives by working with small/medium enterprises and organisations in the third sector or public sector; the GLA encourages a proportion of contract value to go to SMEs.

### **3 PART 1: ZCA Framework Agreement**

#### **3.1 Overview**

- 3.1.1 The scope of the Framework is to cover any service-based project support to help decarbonise the built environment. This means the provision of consultancy services, including those relating to technical, commercial, project/programme management and those that may be required to support development or implementation of a strategy or specific projects.
- 3.1.2 The scope covers decarbonisation strategy and specific projects relating to non-domestic buildings, domestic properties (homes), and their wider energy system including local energy infrastructure, centralised energy supply, fleets/vehicles and decarbonisation of general supply chains and any projects that are potentially eligible for financing.
- 3.1.3 The GLA has a strong track record in leading innovative approaches and programmes to enable the delivery of large scale retrofit such as the Low Carbon Accelerators and Social Housing Retrofit Accelerator. This track record has influenced national approaches and has a global influence e.g., through C40 Cities. The ZCA procured through the initial Call-Off Contract has the potential to be a world leader, creating future opportunities in London, UK, and beyond. It can also benefit from and help to grow London's diverse skills base to deliver the most cost-effective approaches to holistic decarbonisation. This means combining energy efficiency retrofit/optimisation along with electrification to shift from fossil fuels to low-carbon energy solutions for a decarbonised London.
- 3.1.4 The Framework Agreement doesn't guarantee any volume or value of works, however the GLA has estimated the potential value may be up to £150m over its lifetime under this single-supplier framework. The ZCA's budget is for consultancy support and does not provide capital funding for project delivery.

#### **3.2 Framework Management and Transparency**

- 3.2.1 This section sets out:
- a) contract management procedures; and
  - b) the Management Information and reporting requirements, with which the Service Provider shall comply with a view to promoting a successful working relationship in relation to the provision of the Services.

- 3.2.2 The Service Provider shall work in partnership with the GLA to ensure that the Framework Agreement delivers a structured approach for sharing information with respect to costs and performance data between the GLA and the Service Provider, including any Authority using the ZCA Framework with the view to gather intelligence to enable effective strategic commercial reviews (i.e., to gather intelligence beyond what is provided by the framework service provider).
- 3.2.3 The Service Provider (with respect to each Call-Off Contract) shall submit to the relevant Authority for approval its proposed Work Plan and, when approved, comply with the delivery of the Work Plan.
- 3.2.4 The Service Provider shall provide the Authorities open book pricing and shall, whenever requested by the GLA, provide details and supporting evidence of all the Service Provider costs in meeting its obligations under each respective Call-Off Contract and subsequent approved Work Plan.
- 3.2.5 Service Provider with respect to each Call-Off Contract (with an Authority) shall develop and comply with a supply cost model which will be used to track costs (forecasted vs actuals) and manage cost drivers and agree work plans.

#### ***Framework Manager***

- 3.2.6 The GLA shall nominate a Procurement Manager and the Service Provider shall each nominate a contract manager as part of the Service Provider's Key Personnel, with prime responsibility for:
- a) monitoring the Service Provider's provision under the Framework Agreement;
  - b) the management of the Framework Agreement.
- (together the roles are the "**Framework Managers**").

#### ***Call-Off Contract Manager***

- 3.2.7 Respectively each Call-Off Contract will have a Call-Off Co-ordinator appointed by the relevant Authority and the Service Provider Manager, with primary responsibility for:
- a) the regular monitoring of the performance of the Services in order to ensure compliance with the terms of the Call-off Contract;
  - b) identifying Changes to be concluded under the Change Control Request Procedure;
  - c) the early identification of problems and issues in the performance of the Services so that they may be resolved in a prompt and co-operative manner;
  - d) the discussion and resolution of issues and Disputes prior to further escalation in accordance with the Dispute Resolution Procedure;
  - e) the anticipation of potential Changes, and monitoring of Changes to be implemented so that Change is managed in a prompt and co-operative manner and in accordance with the Change Control Request Procedure.

(together the roles are the "**Call-Off Contract Managers**").

### **Framework Strategic Review Meetings**

3.2.8 The purpose of the strategic review meeting is to review and monitor the overall performance of the Service Provider in the provision of the services, on a quarterly basis. The terms of reference are to be agreed between the parties, and shall include but not be limited to:

- Names of organisations contracting through the ZCA Framework and total contract value and duration.
- Estimated greenhouse gas emission savings from ZCA Framework supported projects.
- Latest annual greenhouse emissions of the Contracting Authority (non-GLA users).
- Other information reasonably requested by the GLA, relating to the Service Provider's performance under this Framework Agreement and any Contract.

### **Framework Management Levy**

3.2.9 The Framework Agreement includes the option for the GLA to collect a Management Levy for use of this Framework. If the levy is applied then the GLA expects to collect fees on a quarterly basis. The Service Provider will be allowed to incorporate any potential Management Levy into its Charges so they are in a position that is no better or worse than if the Management Levy did not apply.

## **3.3 Evidence base for the Zero Carbon Accelerator**

3.3.1 The Zero Carbon Accelerator will be the unified successor to the aforementioned LCAs and as such its design is based on many years of insight from delivering these programmes, which are summarised below:

- The Retrofit Accelerator-Workplaces (RA-W), has helped to retrofit over 700 public sector buildings since 2016 through leveraging over £200m in investment, saving public sector bodies over 34,000 tCO<sub>2</sub> per year and millions of pounds on energy bills.
- The Local Energy Accelerator (LEA) has funded projects which are currently estimated to deliver over 100,000 tCO<sub>2</sub> savings per annum and over 90MW renewable energy capacity at full build out by 2030. LEA has helped to leverage in about £50m in capital grant investment for decarbonisation projects, including heat networks in London.
- The Retrofit Accelerator – Homes (RA-H) is trying to build a technically and financially viable approach to whole house retrofit in the social housing sector. Through work with the supply chain and housing providers it has a pipeline of homes going into contract, with the first small phase of installs currently underway.

- 3.3.2 Further information about each of the programmes, including evaluations and lessons learned, is included in the appendices. As well as insight from the LCAs, the GLA has a broad evidence base for retrofit and decarbonisation programmes, on which further information can be found here: <https://www.london.gov.uk/programmes-and-strategies/environment-and-climate-change/climate-change/zero-carbon-london/pathways-net-zero-carbon-2030>.
- 3.3.3 As well as utilising insight from existing programmes, the GLA (working with Bloomberg Associates) obtained input from 78 stakeholders across 42 public sector organisations on proposals for the new Zero Carbon Accelerator. This included interviews with nine local authorities in London and six anchor institutions. The key takeaways from this exercise were:
- The GLA should act at scale across London.
  - Both well and less-resourced organisations need support.
  - There is a need and desire for consistent, long-term support to prepare decarbonisation projects (beyond 2026).
  - Users have struggled to understand and navigate separate GLA decarbonisation offerings through the LCAs and other support mechanisms.
  - The proposed ZCA support addresses several user challenges with the existing accelerators, through new capabilities of unification, triaging, strategic planning and capacity building.
  - Alignment and coordination across the GLA's accelerator programme team and green finance team is critical for stakeholders.
- 3.3.4 The GLA also undertook an Early Market Engagement exercise to gather feedback about the proposed ZCA (at the time with the working title of 'Zero Carbon Enabler Hub') model and procurement approach in autumn 2023.

### **3.4 Objectives of the Zero Carbon Accelerator (ZCA)**

- 3.4.1 The primary ZCA programme objectives to be delivered by the appointed Service Provider are to:
- Support organisations to take a holistic approach to decarbonising their estate, and increase their capacity to do so, in line with net zero 2030 ambitions.
  - Enable organisations to develop decarbonisation projects to a point where they are investment ready, through the provision of a range of services and/or grant funding.
  - Develop projects that are suitable for investment, including through the Mayor's Green Finance Fund.
  - Support organisations to procure and manage the delivery of decarbonisation projects.

3.4.2 The appointed Service Provider shall deliver the secondary ZCA programme objectives to:

- Enable a ‘just transition’ to net-zero, where the benefits and costs of transitioning to net zero are shared fairly across all Londoners and existing social, economic, health and other inequalities are reduced.
- Provide support across the public sector to make better use of limited resources and achieve the main objectives, including through:
  - **Driving collaboration** – this could include procurement collaboration to simplify the procurement process, achieve value for money and better engage suppliers. Brokering relationships between organisations will also increase the likelihood of place-based decarbonisation solutions that involve multiple organisations. The GLA will look to build upon lessons learned from previous activity under SHRA/RA-H to support more collaborative approaches for organisations to work together.
  - **Supporting training, staff development, and dissemination of best practices** – provide resources and training to help address public sector organisations’ capacity and capability issues relating to net zero activities. This also includes knowledge transfer management e.g., facilitating user forums and trainings, and providing a consolidated/central net zero knowledge repository for resources such as case studies, templates, best practice information, guidance on specific decarbonisation technologies, etc.
  - **Innovation** – developing, testing and promoting tools and techniques to make projects more effective and address barriers to scale.
- Encourage development of the clean energy, heat decarbonisation, and retrofit supply chain in London that is needed to meet the scale of London’s net zero targets and to boost local green economies and create green jobs.
- Identify new partners and additional funding sources for the ZCA and its supported projects, help London organisations obtain funding for their Net Zero projects, and boost overall investment in London.
- The safeguarding and creation of green jobs.
- Work with the GLA to evolve the ZCA into a support mechanism that can truly deliver a step change in action to deliver net zero – e.g., by increasing both public and private sector capacity and funding to expand the support on offer from the ZCA or complementary initiatives.
- Signpost organisations to other funding or support where needed and it is not provided within the ZCA – to reduce duplication and maximise value for money.
- Ensure that London competes successfully for a reasonable share of nationally available funding to help meet net zero targets (e.g., social housing decarbonisation funding, Public Sector Decarbonisation Scheme, Green Heat Network Fund, and similar schemes that may be developed).

## 4 PART 2: Initial Call-Off Contract – Scope and Requirements for Zero Carbon Accelerator in London

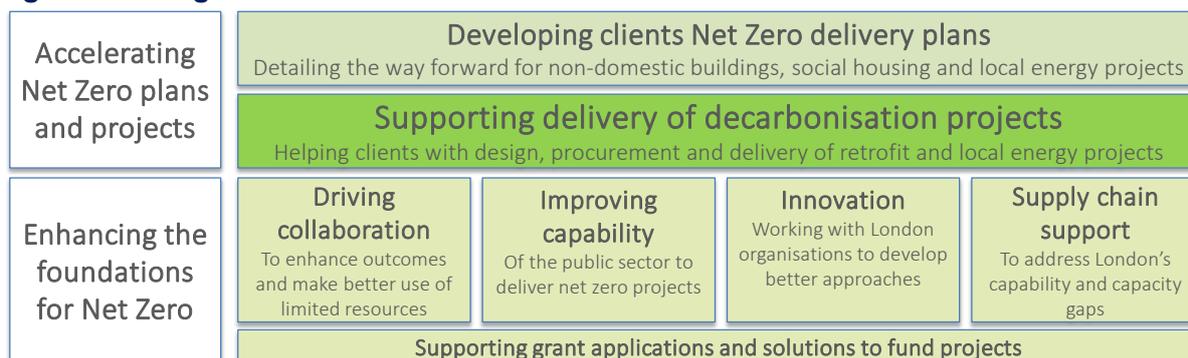
### 4.1 Overview

4.1.1 The overarching objectives for the Zero Carbon Accelerator are shown in this Section. Essentially its role is to scale up London's ability to develop and deliver decarbonisation programmes, in line with mayoral policies. As part of this, the GLA will be looking to promote a healthy pipeline of building decarbonisation projects and supporting their delivery to get to net zero. This means enabling projects that are suitable for investment through the GLA's Green Finance Fund or other funding mechanisms. The programme will look to take a technology-agnostic approach to decarbonisation in line with the Mayor's preferred Accelerated Green pathway, helping organisations to plan and deliver decarbonisation measures to achieve significant scope 1 and 2 greenhouse gas emissions reductions.

### 4.2 Programme outline

4.2.1 The scope will aim to benefit London organisations through a mix of direct support and wider work to enhance the methods, capability and capacity of organisations to progress and deliver net zero plans as illustrated in Figure 1 below.

**Figure 1 – Programme outline**



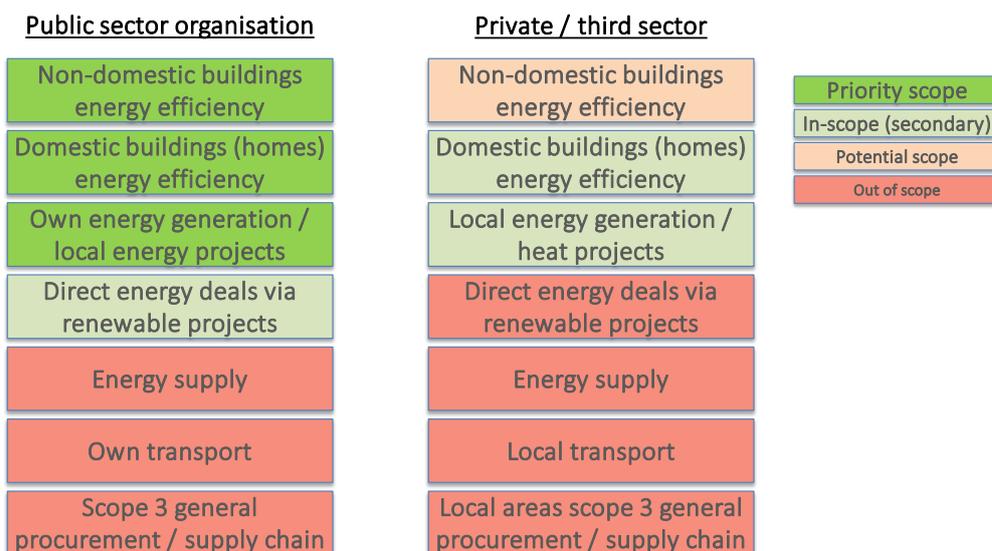
4.2.2 This scope acknowledges there needs to be a significant increase in the capacity of organisations, and the sector more generally, to be able to deliver the scale of retrofit needed. Some of this capacity is in the form of access to finance – and therefore a significant focus is on enabling project business cases to be developed, approved and progressed to action.

4.2.3 However, the GLA recognises that developing a sustainable and deliverable pipeline of work will require support more broadly, and this scope is intended to enable a degree of flexibility. The GLA will discuss and review the appointed Service Provider's proposed approach to building capacity in the sector at the Framework Agreement and Call-Off Contract(s) inception, mobilisation and regular review meetings. This will be part of the overall inception development planning, mobilisation and continuous performance management.

### 4.3 Initial scope and types of projects supported

4.3.1 The ZCA’s near-term project support will focus on taking a holistic approach to decarbonising London’s built environment. This means support will be available to eligible organisations to decarbonise their non-domestic buildings, domestic properties (homes), and their wider energy system including local energy infrastructure as illustrated in Figure 2 below.

**Figure 2 - Initial scope and types of projects supported**



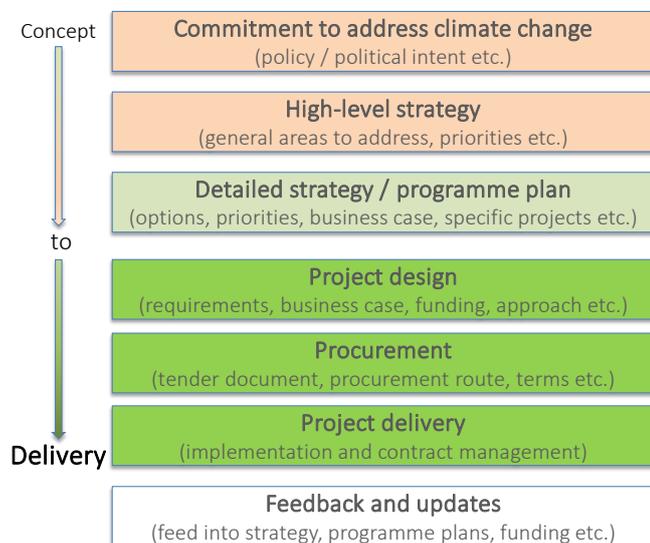
4.3.2 Centralised energy supply, fleets/vehicles and decarbonisation of general supply chains are generally out of scope at this time, but this will be reviewed particularly alongside any changes to the criteria for the Mayor’s Green Finance Fund or other related mayoral initiatives.

### 4.4 Maturity and delivery of net zero plans

4.4.1 The ZCA’s core resource will be focused on the design, development and/or procurement of specific projects. However, the ZCA also intends to provide organisation-wide strategic planning assistance, supporting the development of high-

level and/or detailed strategy and delivery plans that in turn enable the development of a pipeline of deliverable projects as illustrated in **Figure 3**.

**Figure 3 - Maturity and delivery of net zero plans**



4.4.2 Progressing the maturity and delivery of organisations' net zero plans is an important step to developing and implementing decarbonisation projects. This will help to ensure net zero project planning and funding/financing is embedded in broader organisational goals, and vice versa.

4.4.3 Best practice guidance and sharing via a central net zero resource compendium/hub, which would draw upon materials from current and previous GLA programmes, will be developed through the ZCA programme. User forums and developing a 'Community of Practice' will be important to scale the ZCA's impact. There is the potential to create pathfinder approaches and then develop these into templates to inform and guide other organisations. The ZCA may also offer tailored peer-to-peer engagement opportunities e.g., to promote sharing between organisations by region, by project type, etc. These may be embedded in existing networks or, if additive, as new forums. Users/projects that are not eligible (currently or longer term) or do not wish to use core ZCA project support can still be directed to and benefit from these resources.

#### 4.5 Support across the maturity points

4.5.1 The stage(s) and type(s) of support required will vary by organisation, primarily dependent on the level of maturity of their current plans and activities. Figure 4 outlines what this could mean.

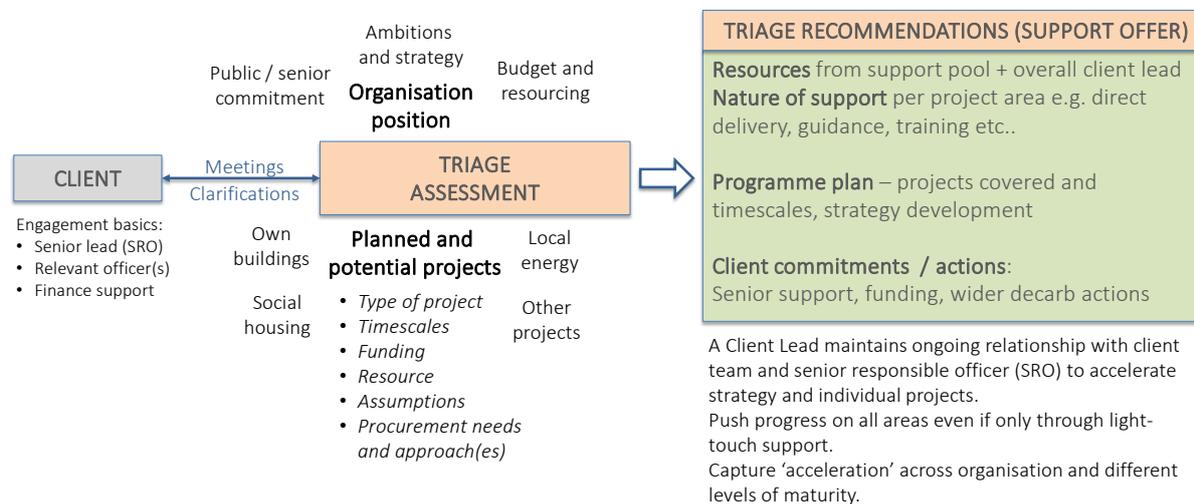
**Figure 4 - Examples of support across the maturity points**



**4.6 Outline assessment (triage) model**

4.6.1 The GLA plans for the ZCA to assess a client’s position at an early stage to determine the most needed/valuable forms of support (triage). This triage process will also solicit buy-in from client organisations’ senior leaders to facilitate ongoing engagement with the ZCA and accelerate broader net zero activity (Figure 5).

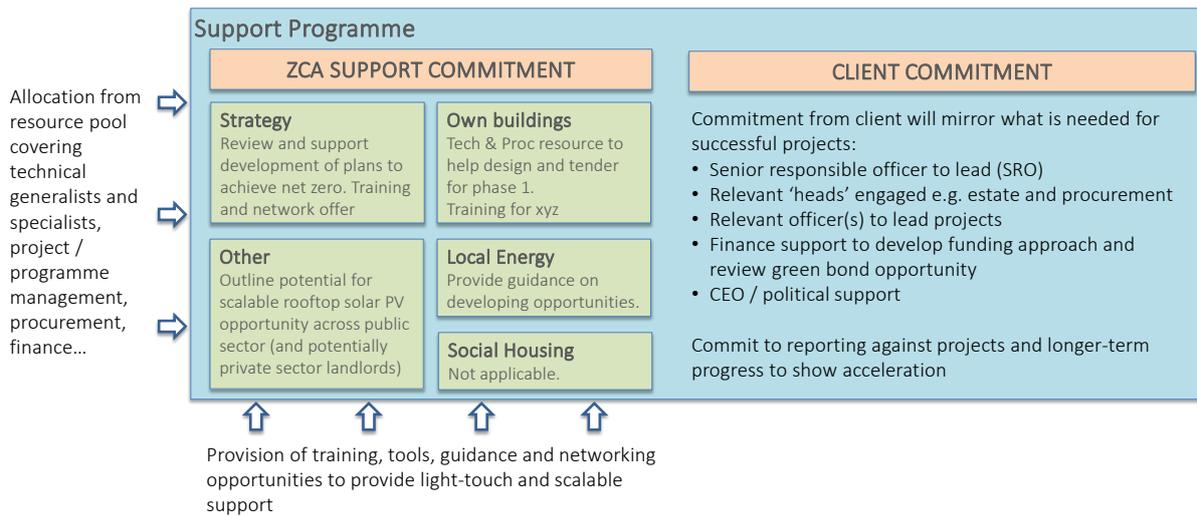
**Figure 5 - Example of outline assessment (triage) model**



### 4.7 Support provided to a client

4.7.1 The support needs to be calibrated to the needs of the organisation, recognising that nudging and guidance may be important to accelerate wider opportunities in an organisation’s drive to achieve net zero. Obtaining and sustaining client commitment, including through the intake process and via strategic engagement from GLA officers and leaders, will be essential for success (Figure 6).

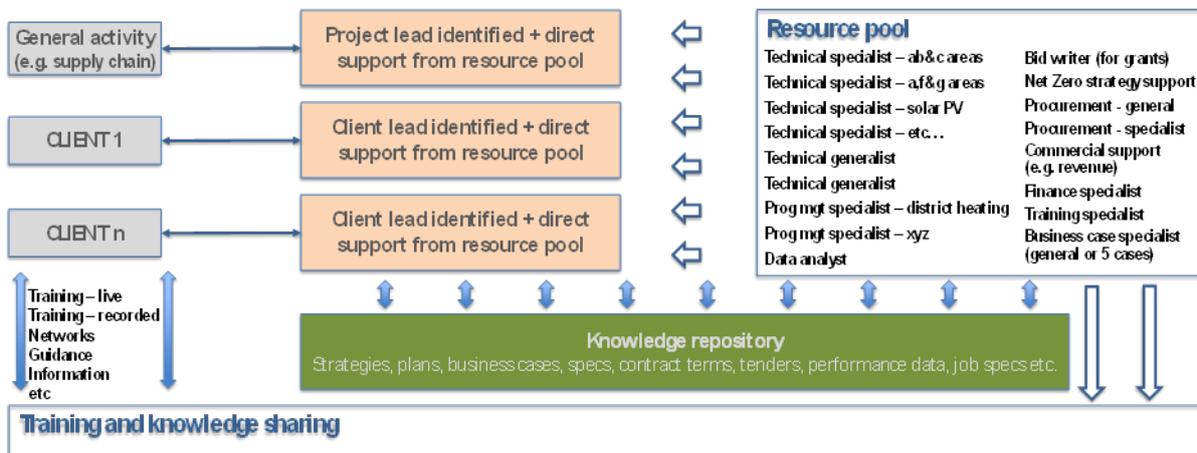
**Figure 6 - Example of potential support provided to a client**



### 4.8 Resource allocation and work outline

4.8.1 Providing expertise to different clients will require a pool of resource backed by good knowledge management to develop and share best practice. This is so that clients gain the benefit to be efficient and effective in delivering their overall programmes and decarbonisation projects. Resource capabilities, allocation of resources (Figure 7), and knowledge development / sharing will be essential to success.

**Figure 7 - Resource allocation and work outline (example model)**



- 4.8.2 Flexibility in the approach and nature of the ZCA's assistance is important to ensure that support can maximise opportunities such as grant funding from central government initiatives (e.g., potential future phases of the Public Sector Decarbonisation Scheme), programmes in social housing or other in-scope areas. The GLA expects the appointed Service Provider to offer an approach to include:
- Getting organisations interested in signing up to the ZCA and understanding what they need to do to get to the starting line – e.g., have senior buy-in etc.
  - The triage process will use a series of questions to help understand the need and opportunity for the organisation. The GLA would be expected to review the recommended support offer and may participate in the assessment of the application.
  - The client lead will be supported at the initial assessment and updated at key stages of support to ensure the support remains suitable and they can utilise new opportunities.
  - Client commitment and strategic impact will be key factors for support allocation. Support will be offered in phases, subject to clients' meeting benchmarks/commitments.
  - Some or all aspects of the ZCA's support may be delayed/phased. This may reflect the need for the client to meet certain threshold requirements, e.g., leadership buy-in, identification of an engagement lead to take forward the project on the client side, available funding or capacity, etc. It could also be based on availability of, and client alignment with, the ZCA's overall project mix or available resource. The GLA will look to help overcome some of the organisational barriers that prevent progress of ZCA support to clients.
  - Each work plan to be agreed with the GLA programme team to ensure the Service Provider is deploying the most appropriate resources and at the right level.
  - Types of decarbonisation projects and sectors, to help ensure all opportunities can be 'accelerated' even if via very light-touch support.
  - User organisations' existing capacity/net zero activity and depth of assistance required.
  - Areas of London.
  - Areas of the public sector, though the central focus is expected to be on local authorities.
- 4.8.3 Collaboration will be promoted and the appointed Service Provider must demonstrate building capacity within organisations using a variety of approaches e.g. peer-peer and one-to-many support:
- Exploring the potential for grouping projects / procurements will be at the forefront of efficient resource allocation.

- General initiatives e.g., improving the supply chain in London and supporting private sector decarbonisation etc. could be reviewed in a similar way to allocate resources effectively and ensure a clear plan / leadership to aid success.
- 4.8.4 The appointed Service Provider shall identify ways of providing support that focus on the capacity and pipeline building objectives, so they might identify a particular type of activity that would be helpful that hasn't been previously identified.
- 4.8.5 The appointed Service Provider of the ZCA will need to work closely with the GLA Energy Unit's Programme leads of the existing LCAs. This will be particularly important in the mobilisation phase. This will ensure continuity of support for some users (where necessary) and a smooth transfer of knowledge, data, stakeholder relationships as well as agreement of governance e.g., through a Project Execution Plan.
- 4.8.6 The technical expertise provided by the appointed Service Provider may be complemented with individual grants from the GLA directly to organisations for those organisations to procure specialist support that is deemed too time-consuming/detailed to be provided by the Service Provider through the ZCA Call-Off Contract. The appointed Service Provider may need to support organisations receiving GLA grant funded expertise (expected to be around 20 over the two years). The Framework Agreement details the approach to potential conflicts of interest, for example where the Service Provider might also look to bid for other decarbonisation projects supported by the GLA.
- 4.8.7 The ZCA's activity should be delivered in a way that reduces inequality, maximises social value, and enables a just transition. Some of the key issues for consideration are suggested in Table 1.

**Table 1: Social value considerations**

<b>SUPPLY CHAIN:</b>	<b>ZCA SUPPORT:</b>	<b>IMPACT OF PROJECTS:</b>
<p>Workforce diversity/ EDI credentials of direct and indirect supply chain</p> <p>Job creation in the green sector likely to disproportionately benefit white people and men – therefore action is needed to address this</p> <p>Possible modern slavery and human rights issues in the global retrofit/ decarbonisation supply chain</p>	<p>Accessibility of support to diverse organisations (size, demographics etc)</p> <p>Supporting projects with equalities analysis, public sector equality duty, inclusive place-making, considerations for successful works in Londoners homes etc</p> <p>Supporting projects to involve their local communities in project development and consider the impact of their project on communities and Londoners with protected characteristics</p>	<p>Measuring impact of projects on local communities and people with protected characteristics. E.g., health, fuel poverty, quality of life, energy costs</p> <p>Distribution of projects across London and who benefits (geographic and demographic indicators)</p> <p>Who benefits from new renewable energy and clean heat infrastructure under different financing models for projects</p>

- 4.8.8 The Zero Carbon Accelerator will be evaluated by an independent evaluator to be appointed at a later date by the GLA. The appointed Service Provider of the ZCA will need to provide data and information to the evaluators and collaborate with them in any other way required.

#### 4.9 Governance and GLA staff resource

- 4.9.1 The Zero Carbon Accelerator will be overseen by the GLA's Energy Unit, with staff resource allocated to manage the programme. The GLA will continue to have an essential role in; approving the detailed delivery work and approach; promoting the programme – including approving communications materials developed by the Service Provider; obtaining senior level support from key stakeholders and providing strategic focus; managing this contract and monitoring performance of the selected Service Provider; and assessing the changing requirements of the ZCA in a dynamic policy environment.
- 4.9.2 The appointed Service Provider for the ZCA will report on performance against Key Performance Indicators (KPIs) on a monthly basis, as well as current and forecast activities for each work stream and programme-wide and project-specific risks and issues. Examples of reports from the current LCAs are provided in the appendices as an indicative, but not prescriptive, way of working.
- 4.9.3 A dedicated Programme Board chaired by the GLA will oversee the work of the ZCA and ensure it continues to align with the priorities and mandate from the overarching Portfolio Board (Sponsoring Group), which will also oversee related programmes within the Energy Unit. Examples of information presented to senior decision makers at the GLA, through the Energy Working Group and Environment Implementation Group are included in the appendices. ZCA reports to GLA decision makers will be produced by the Energy Unit, with input from the appointed Service Provider.
- 4.9.4 The GLA programme team will track and agree any changes. This will follow our usual variation execution process.

#### 4.10 Workstreams

- 4.10.1 The GLA intends for the core work of the ZCA to be split across seven interlinked and often interdependent workstreams A-G below. However, the GLA will be welcoming and reviewing the proposed appointed Service Provider's alternative approaches to efficiently achieving these outcomes.
- a) **Marketing and engagement** – through communications to promote the ZCA to new users as well as celebrate success. This includes encouraging organisations to submit 'Expressions of Interest' for support and is linked to other mayoral programmes e.g., Green Finance Fund. The Service Provider will be expected to respond rapidly to Expressions of Interest.
  - b) **Acquisition, strategic planning and business development** – triage process and onboarding of clients, development of strategy for users. This includes targeted and proactive recruitment, obtaining formal sign-up from the client to the support services provided by the ZCA. This will require development of a

business development strategy and implementation plan, researching the market and its sectors and prioritising targets.

- c) **Project development support** – providing the additional capacity and expertise needed to try and help organisations to progress projects through development to being ready for delivery. This workstream is expected to require the largest proportion of resource (see Table 2), covering the main components of project development e.g., project management services to clients, pre-feasibility work, community engagement and equalities analysis, outline business case development and initial analyses, procurement support and framework management. This includes scoping and agreeing an appropriate plan of ZCA support after the initial triage process, through gaining an understanding of the needs and aims of, and key drivers for, the organisation and how the ZCA can best support these.
- d) **Technical support** - specialist support e.g., specific technologies (e.g., building management systems, solar, Demand Side Reduction), energy master planning, complex solutions / systems, decentralised energy project design (including District Heat Networks), specialist project management, commercialisation and delivery support. The appointed provider(s) will also need to work alongside technical expertise funded by the GLA directly to organisations through bespoke grants (e.g., where the GLA has provided a separate grant to an organisation to help fund revenue costs of developing a project).
- e) **Programme strategic overview** - strategic focus and planning to respond to changing user needs and external dependencies. This includes governance of the contracted ZCA, managing ZCA resources and roles and responsibilities within the appointed Service Provider to ensure success, providing leadership and strategic direction within the ZCA team. It will also need to meet ad-hoc requirements that could be reasonably expected of a team responsible for the delivery of a major contract of this nature. This workstream will work closely with the GLA staff within the Energy Unit and the Climate Change Team.
- f) **Capacity building and signposting to other sources of support where needed** – through training and upskilling, sharing of knowledge and information through a Community of Practice.
- g) **Project Management Office** - project management of the support services including data management and reporting requirements for assurance, and potential subcontractor/consortia co-ordination. Compile and maintain a pipeline of investment ready decarbonisation projects for London. Reporting will need to align with internal reporting, such as quarterly KPIs and monthly reporting to the Mayor's Office, updating of key documents such as Playbooks. Current LCA project management documents and plans are shown in the appendices as an indicative way of working under the current programmes. We anticipate that tools and reporting provided under the ZCA will enable the GLA to have easier and quicker access to more up-to-date views of delivery which better aligns with our reporting requirements and templates. The GLA will require access to the underlying data.

## 4.11 GLA roles and ZCA Service Provider roles

### Greater London Authority

- 4.11.1 The GLA will be responsible for making strategic decisions in relation to the ZCA programme as described in this Call-Off Contract. These may include changes such as to the legal and contractual aspects; amending, creating or using procurement frameworks for decarbonisation and energy efficiency retrofit; agreeing changes to the ZCA operation and deciding on approaches to introduce additional funding to the programme, or additional areas for support.
- 4.11.2 The GLA will also receive the various performance reports, request relevant information from the appointed Service Provider and act as a key contract contact point for questions, proposals or requests from the ZCA.
- 4.11.3 The ZCA Framework will have nominated Framework Managers for the Framework Agreement as described in paragraph 3.2.6 and Call-Off Contract Managers as described in paragraph 3.2.7.
- 4.11.4 The GLA's ZCA programme will be overseen by a Programme Manager in the GLA Energy Unit. The Programme Manager will be supported by Project Management and Contract Management resource who will act as the day-to-day contact(s) for this contract. The GLA will:
- work collaboratively with the appointed Service Provider in the inception phase to develop the programme and review and approve the project plan and resource plan at inception and as changes are needed;
  - oversee the overall design, management, operation and delivery of the ZCA;
  - ensure that the ZCA programme delivers its contractual KPIs;
  - have the option to be located within the ZCA Service Provider's office for at least one day each week for at least the first six months of the team, if geographically convenient;
  - oversee the overarching promotion and publicity of the ZCA;
  - approve marketing and engagement materials, press releases, award entries etc;
  - approve engagement strategy and ongoing review of plans;
  - approve new members of the ZCA team and their roles/rates contract change requests;
  - request information relating to delivery to feed into responses to Mayor's Questions and other political or corporate responses and briefings;
  - provide due diligence to the contractor timesheets, invoices and fee profiles;
  - manage direct GLA grant funding to recipients;
  - provide escalation support to the appointed Service Provider; and
  - work with the appointed Service Provider to engage with central government and other domestic and international institutions.

- 4.11.5 Resource for the ZCA is currently expected to be provided by the appointed Service Provider, although resource plans will need agreeing with the GLA and the GLA reserves the right to introduce or seek support for other resourcing e.g., secondments. Any Authority reserves the right not to use the Framework for services that are within the scope of the Framework. Should the appointed Service Provider not have the required resource to deliver the identified volume of services at the required standard the Framework Authority reserves the right to procure the identified volume of services outside the framework.
- 4.11.6 The GLA will not normally provide any office facilities for the ZCA at City Hall or its other buildings. However, there may be a possibility for hot-desking from time to time.
- 4.11.7 The current Low Carbon Accelerator Programme Delivery Units (PDUs) are due to close by 31st March 2024. The GLA Energy Unit will ensure knowledge acquired from the LCAs will be transferred to the appointed Service Provider so the ZCA can build on the activities and progress made by the current PDUs to design a new, holistic programme. The GLA wants to ensure the ZCA can draw upon the lessons learned and knowledge and connections which have been built up to date.
- 4.11.8 The Green Finance Fund is a £500m fund set up by the GLA to provide low-cost loans to public sector organisations delivering renewable energy, energy efficiency and clean transportation projects. Full details can be found here: <https://www.london.gov.uk/programmes-strategies/environment-and-climate-change/climate-change/zero-carbon-london/london-climate-finance-facility/green-finance-fund/mayor-londons-green-finance-fund-guidance>. Applications are submitted in rounds, with a two-step 'Expression of Interest' and then full application process. As part of delivering this fund, the GLA engages widely with boroughs and other eligible public sector organisations across London to understand whether their projects are suitable for finance. Close collaboration will be required between this team and the appointed provider of the ZCA to ensure join up on stakeholder engagement and that project development enables the creation of finance-ready projects.

### **ZCA appointed Service Provider roles**

- 4.11.9 Suggested key roles for the ZCA are outlined below. Alternative ideas are welcomed from the appointed Service Provider, as long as they adequately cover all the work areas outlined in this Specification. The indicative structure is as follows:
- Programme director - the single point of responsibility to the GLA for the success of the programme and meeting KPIs and providing strategic direction to the ZCA.
  - Programme office - will manage the project knowledge and databases, recording client outcomes, and coordinating and reporting on all aspects of the programme.
  - Customer engagement, acquisition and business development - will build the pipeline and attract new organisations to the ZCA, leading on strategic engagement with customers.
  - Financial and commercial - will assist with projects' finance appraisals, business case and financing/accounting options; developing financing models and

providing support to existing ones being deployed; assistance with applying for bids for capital funding and inputting into the Green Finance Fund pipeline process.

- Project development - will support development and analysis of stock for work; data cleansing guidance; critical friend reviews.
- Technical experts – will work across the domestic (including social housing/larger scale retrofit), public sector workplaces (including complex workplaces such as hospitals) and local energy projects (all buildings) e.g. design and development of flexible, local energy systems such as heat networks; advising/supporting GLA on upcoming Heat Network Regulations and Heat Network Zoning; helping with data analysis to understand/refine opportunities; developing stakeholder engagement plans – e.g. for residents; supporting with understanding the logistics needed – e.g. Planning/parking/decants/permissions etc; knowledge of energy efficiency and decarbonisation retrofit for historic and listed buildings, given the prominence of these assets in London. If additional specialist support is required from the appointed Service Provider, then this will only be allowed if pre-agreed with the GLA.
- Equality, diversity and inclusion (EDI) and community engagement experts – will support projects to involve their local communities in project development and consider the impact of their project on communities, especially Londoners with protected characteristics.
- Procurement - will support clients with developing and procuring requirements to support and implement their decarbonisation plans. This will involve procurement strategy support; identifying and assessing different routes to market; looking at existing delivery options and seeing if they can be used/amended; developing new approaches and utilising new approaches developed by the GLA. This could involve supporting the management of related GLA frameworks.
- Integrating best practice – working with organisations to ensure strategies, plans and proposals integrate best practice considerations. Areas to cover could include, but not limited to ensuring they meet best practice requirements around fire safety; integrating equality and diversity considerations into design and delivery; reducing embodied carbon etc.
- Knowledge and capacity building – e.g., developing an engaging programme of activity in response to need; running group workshops; supporting and developing networks and knowledge exchange; collaboration hub style activities in terms of peer learning; preparing materials; collating materials from organisations and preparing them to make them available more widely; supply chain support; helping other parts of the organisation, e.g. legal/finance/procurement etc, to understand the issues and support delivery; briefings for Corporate Management Teams/Councillors to help get buy-in.
- Communications - will be responsible for all outreach, media and publicity activities on the programme. These will need to be done in line with Mayor of London/GLA branding and adhering to sign-off requirements. Materials to be developed include: drafting awards bids; newsletters/Q&As/factsheets; helping

set up slide decks/logo/templates/'look and the feel' for the programme; arranging events.

- 4.11.10 The GLA recognises it is setting up a new programme in a context where there are many other stakeholders taking action, and also at a point in the London Mayoral election cycle and potential national government election cycle that could see the support landscape change. As such, we want to ensure the support is valuable to the organisations we're working with. It's therefore important that the ZCA can work within that context and be flexible and creative enough to adapt - allowing us to draw upon and link into those changes, rather than being forced into rigid delivery.
- 4.11.11 It is also important that the appointed Service Provider has the flexibility to change the way that resources are deployed at different times during the contract period, according to the specific requirements of different types of projects and organisations we seek to support through the ZCA. As momentum builds, or specific targeted engagement work is developed, the ZCA may need more senior resources. However, all the areas in the roles listed above should be covered and the overall fee profile should remain the same, unless otherwise agreed. In addition, we will have the right to accept or reject individual consultants and roles on an ongoing basis over the duration of the contract.

## 4.12 Approximate expected resource allocation

4.12.1 Table 2 below provides an outline of the potential range and levels of key resources across the key areas of work for the initial £9m Call-Off Contract. Flexibility is needed since this is subject to change during delivery depending on the best way to accelerate zero carbon programmes and projects given client requirements, wider market opportunities (e.g., grant funding programmes) and other external dependencies.

- High = >30% or approximately £3m or higher
- Medium = 10 to 30% or approximately £1m to £3m
- Low = 2 to 10% or approximately £200,000 to £1m
- Very low = <2% or approximately less than £200,000

**Table 2 - Expected resource allocation for ZCA**

Areas of work	Key tasks envisaged	Expected % resource required
Project Co-ordination/PMO	<ul style="list-style-type: none"> <li>•Project management of the support services including GLA reporting requirements and potential subcontractor co-ordination.</li> <li>•Data capture from supported projects and co-ordination of case studies</li> </ul>	Low
Marketing and engagement	<ul style="list-style-type: none"> <li>•Marketing / media and comms to promote the support services and related mayoral projects and celebrate successes</li> <li>•Acquisition of clients</li> </ul>	Low
Triage, strategy and planning	<ul style="list-style-type: none"> <li>•Initial design of the triage process</li> <li>•Triaging of clients for onboarding and identification of most appropriate form(s) of support required (general technical / strategic)</li> <li>•Assessment of projects</li> <li>•Co-ordination of other support / services including bid writing for funding applications</li> </ul>	Low to Medium
General project development support provided directly to clients	<ul style="list-style-type: none"> <li>•Project management, pre-feasibility of projects, modelling and analysis, estate-wide net zero planning</li> <li>•Document support / drafting: tenders, business case, approvals etc; initial provision of information / general guidance and support</li> <li>•Provision of support to directly increase host organisation/client capacity</li> <li>•Stakeholder engagement</li> </ul>	High

Areas of work	Key tasks envisaged	Expected % resource required
Technical experts	<ul style="list-style-type: none"> <li>•Specialist support e.g. specific technologies (e.g. solar, demand side response), energy masterplanning, feasibility studies, complex solutions / systems, decentralised energy project design (including District Heat Networks), techno-economic modelling, specialist project management support etc.</li> </ul> <p>NB it is anticipated that the technical expertise provided by the appointed Service Provider will be complemented, for some projects, with individual grants from the GLA directly to organisations for them to procure specialist support. The appointed Service Provider might need to provide project management support to organisations receiving GLA grant funded expertise.</p>	Medium
Commercial experts	<ul style="list-style-type: none"> <li>•Specialist procurement support e.g. developing the procurement approach and template approaches where possible for standard requirements, supporting more complex tenders and performance / pricing models, commercialisation of projects.</li> <li>•Support access to finance (working with GLA Green Finance team)</li> <li>•Contract / contract management support</li> </ul>	Low
Training/upskilling	<ul style="list-style-type: none"> <li>•Training provision: mechanism / distribution / facilitation</li> <li>•Peer to peer engagement, technical workshops, network management/ knowledge management / hub: documents, processes, information etc</li> <li>•Supply chain support</li> </ul>	Low to Medium
Grant management	<ul style="list-style-type: none"> <li>•Administration of GLA grants</li> </ul>	Very Low
Specialist finance or legal advice	<ul style="list-style-type: none"> <li>•Specialist financial advice (3<sup>rd</sup> party)</li> </ul>	Very Low

### 4.13 Key knowledge and competencies

4.13.1 The appointed Service Provider is expected to have the following knowledge and experience in:

- Engaging organisations at a senior level, including advising budget holders.
- Helping organisations develop a net zero / decarbonisation strategy for their portfolio of buildings.
- Providing advice on development and delivery of deep domestic and non-domestic energy efficiency retrofit and low carbon decentralised energy projects encompassing innovative approaches and new methods of construction and technologies. Including net zero-energy, whole-house, and whole-place/building retrofit.
- Advising on project development and delivery of energy efficiency retrofit, renewables and building decarbonisation and low carbon decentralised energy projects including:
  - stock analysis across tenures;
  - supporting energy and net zero strategies, including production of documentation and help on energy master planning, to develop and progress relevant opportunities;
  - business case analysis and development;
  - energy performance contracting models;
  - technical risk assessment;
  - energy efficiency measure combination including whole-house/whole-place/building approaches – including approaches to avoid unintended consequences, for example thermal bridging, indoor air quality and overheating;
  - energy conservation measures for domestic and non-domestic properties (e.g. insulation, draught proofing, heat recovery, renewable heat including heat pumps, lighting upgrades, building system management controls etc);
  - tenant / cross tenure engagement;
  - planning issues related to energy retrofit - particularly in whole-house/whole-place approaches, and specific technologies including solid wall insulation, renewables and decentralised energy, and;
  - technical support, including but not limited to, techno-economic modelling; technical design and support for all stages of building decarbonisation projects (including heat networks) from pre-feasibility to installation and commissioning; technical due diligence; technical reports etc.
- Procurement, including extensive knowledge of public sector procurement and contracting processes, procurement strategies, advising on the most appropriate procurement route and supporting procurement activities / tenders – including supporting creation of mini-competition documentation where more detailed assistance is needed on projects. knowledge of public sector procurement

frameworks. Information on current GLA-owned procurement frameworks is included in the appendices.

- Ability to utilise GLA tools and guidance and potentially train clients so they can use them independently e.g. the London Heat Map, Heat Network Manual, Solar Opportunity Map, Building Stock Model, Energy Assessment Guidance designed and issued by the GLA and other stakeholders).
- Funding and finance options for decarbonisation projects, including:
  - business cases for investing revenue account and asset management investment and supporting development of financial business cases including options appraisal for funding / financing;
  - the availability of and terms of energy suppliers' ECO funding and other private and public sector sources of funding (such as the Green Heat Network Fund and Public Sector Decarbonisation Scheme) including successfully applying for these and other capital funds;
  - the Mayor's Green Finance Fund and other GLA financing mechanisms such as the Mayor's Energy Efficiency Fund (MEEF);
  - London borough carbon offset funds available through the Mayor's zero carbon homes standard;
  - revolving loans;
  - innovative business models including the performance-guarantee model used for the Mayor's Energy Leap Project;
  - equity release schemes;
  - demand-side response payments;
  - utilisation of a range of these finance and funding options for project investment, and;
  - project and funding aggregation.
- Helping to identify and address commercial issues, including contract management (e.g. performance approach for installed systems and the appropriate rights and remedies to encourage successful outcomes).
- Advising on commercial models (e.g. for heat networks)
- Extensive knowledge of innovative energy efficiency delivery mechanisms and models for undertaking deep and 'hard-to-treat' retrofit and understanding of roll-out approaches including for historic and/or listed buildings.
- Extensive knowledge and experience in developing and piloting area-based retrofit schemes in mixed tenure areas, experience of deep retrofit will be considered an advantage.
- Experience in developing and managing complex multilevel and sector stakeholder relationships within sectors relevant to this programme including housing associations, local authorities, supply chain, funding and finance providers, and government.
- Knowledge of local authority and social housing providers core processes such as internal approval procedures.
- Proven Project Management assistance to organisations to include:
  - assistance with developing detailed project plans / schedules and ongoing support to meet milestones / deadlines;

- risk management;
- stakeholder management;
- budget management;
- overcoming barriers to progressing through project phases, including construction/installation;
- recognising where additional support from ZCA, grant funding from GLA or elsewhere is required (to realise the project) and developing appropriate support plans, and;
- implementing appropriate governance and quality control for projects.

4.13.2 The appointed Service Provider is expected to have the flexibility to adapt to any potential changes in the scope of organisations or decarbonisation projects supported through the ZCA. For example, the GLA may during the course of the Contract decide to explore with the appointed Service Provider how the ZCA could provide support to the Commercial sector and/or third sector (charities etc).

4.13.3 We would expect this activity to be developed jointly between the GLA and the Service Provider and to take place only once the ZCA is fully mobilised and has achieved material successes. There is no certainty however that this additional piece of work will take place and the GLA reserves the right to not proceed with any changes in ZCA scope.

#### **4.14 GLA responsible procurement requirements**

4.14.1 In addition to considering how the ZCA activity reduces inequality, enables a just transition and increases social value in London, the appointed Service Provider will also need to consider its own internal EDI policy and practices. This is in line with the GLA Group's responsible procurement policy. The GLA Group has defined 'Responsible Procurement' as the purchase of goods, works and services in a socially and environmentally responsible way that delivers value for money and benefits to the contracting authority and to London.

4.14.2 The appointed Service Provider will be required to gain accreditation with the Mayor's 'Good Work Standard'. Supplier(s) will be required to complete the Good Work Standard self-assessment and demonstrate continuous improvement over the course of the contract in meeting the achievement and excellence levels of the standard. The appointed Service Provider will need to report on progress against its EDI action plan as part of their KPIs. Supplier(s) are encouraged to adopt commitments and actions from the GLA's 'Workforce Integration Network' tool-kit for Green Economy, which aims to improve pathways for under-represented groups in the workplace to access and progress in good work and sustainable careers.

4.14.3 The appointed Service Provider will also be expected to promote the Mayor's Good Work Standard, the Mayor's Workforce Integration Network, and the Living Wage Foundation accreditation, throughout the supply chain for this contract, including through the appointed Service Provider's own procurement and sub-contracting approaches.

## 4.15 Programme mobilisation and execution plan

### **ZCA programme mobilisation**

4.15.1 The appointed Service Provider will lead a mobilisation phase, expected to be up to the first 60 days of the Contract arising from this procurement.

4.15.2 This phase is anticipated to be highly collaborative and involve workshopping with the GLA. During the programme mobilisation phase, activities of the ZCA team will include, but will not be limited to:

- Examination of capacity, need and future investment plans of key beneficiary organisations and prioritise engagement and support accordingly.
- Review of key services provided by the LCA Programme Delivery Units and development of a suite of services and tools that are fit for purpose for net zero support – including adaptation and technical risks.
- Establishing how the team and key GLA staff will collaborate in relation to the GLA Green Finance workstream and delivery of a pipeline of decarbonisation projects.
- Familiarisation with existing relevant GLA procurement frameworks, and /or assisting the GLA with analysis of whether there is adequate demand to replace existing frameworks. Note that the Service Provider will not be involved in the procurement of a new framework itself, in the event that the GLA decides to proceed with it.
- Working in collaboration with the GLA Programme Manager and Board to ensure governance processes are fit for purpose or amended suitably.
- Integrating EDI considerations into the development delivery of the Service in line with the proposals set out in the EDI Action Plan submitted as part of this tender process. This would be further developed with the GLA during the mobilisation period.
- Reviewing and agreeing management, monitoring and reporting processes – including definition of a process for file sharing with the GLA.

### **Programme Execution Plan**

4.15.3 The appointed Service Provider team will develop a Programme Execution Plan (PEP) as an output from the programme mobilisation phase. This will be updated periodically throughout the contract to reflect any operational changes made to the team or programme delivery approach.

4.15.4 In addition, the PEP will include rigorous approval and sign off processes for key decisions and key documentation associated with programme activities. Financial management and control procedures and document management processes will also be identified in the PEP.

### **Approval of Deliverables in the PEP**

4.15.5 In respect of each Deliverable which the Service Provider is required to submit to the GLA for Approval (as set out in this Agreement, the PEP or a Remedy Plan, or as otherwise agreed by the Parties):

- a) the Service Provider shall use its best endeavours to give GLA three (3) Working Days' notice prior to submitting such Deliverable to the GLA for review (provided that the Service Provider shall not delay its submission of a Deliverable to meet this requirement);
- b) upon receipt of such Deliverable, the GLA shall as soon as reasonably possible and, provided it has received such Deliverable on or before the date specified for such receipt in the PEP (or Remedy Plan) on or before the date specified for its response in the PEP (or Remedy Plan):
  - i.) confirm in writing to the Service Provider that it Approves such Deliverable;
  - ii.) request a meeting with the Service Provider in order to discuss the changes it requires to such Deliverable (and, provided it has been given at least one (1) Working Day's notice of such meeting, the Service Provider shall attend that meeting); or
  - iii.) summarise in writing to the Service Provider the changes it requires to such Deliverable.

### **4.16 Monitoring and reporting requirements**

4.16.1 The appointed Service Provider is required to collect and provide timely and accurate reporting, to be agreed with the GLA Programme Manager during the mobilisation phase. This includes specific reporting and provision of verification evidence in relation to key KPIs as set out in section 4.22. We anticipate that tools and reporting provided under the ZCA, for example through a dashboard, will enable the GLA to have easier and quicker access to more up to date views of delivery which better aligns with our reporting requirements and templates. The GLA will require access to the underlying data.

4.16.2 It is expected that the appointed Service Provider will report to the GLA monthly on activities including:

- pipeline reporting – numbers of organisations at each stage in the ZCA support process and any progress on moving through stages (e.g. strategy to action plan to delivery of measures);
- performance against KPIs – current and forecast;
- activities and resource use for each workstream;
- programme-wide and project-specific risks and issues;
- timesheets for approval in advance of invoicing.

4.16.3 The appointed Service Provider will provide timely and accurate reporting of requirements such as:

- estimated GHG savings, annual and lifetime, for net zero plans and various interventions and how these align with net zero 2030 ambitions (tCO<sub>2</sub>e);
- committed/contracted GHG savings, annual and lifetime, for various interventions (tCO<sub>2</sub>e);
- estimated changes in energy demand and fuel bills (kWh, £);
- renewable energy capacity installed/estimated to be installed (MW);
- estimated costs of net zero interventions and total contract value of decarbonisation measures contracted to be delivered (£);
- number of expressions of interest and support plans agreed;
- funding supported (£);
- procurement activities of supported organisations;
- information by project development status;
- organisations being supported including: number, stock in London, organisation type, support plan agreement date;
- other information to be agreed during mobilisation (e.g. oxides of nitrogen saved (tNO<sub>x</sub>) per annum) forecast and actual, number of homes retrofit, and;
- resource plan including usage details and costs from previous period including hours per person shown per role and per work area, forecast resource profile and costs and key deliverables.

4.16.4 To evidence the energy savings (kWh) resulting from the installation of energy efficiency of renewable energy measures, the appointed Service Provider must use appropriate methodology to be agreed with the GLA (e.g., Standard Assessment Procedure calculations for homes).

4.16.5 In addition, to provide greater accuracy for installed measures, the appointed Service Provider may need to collect and provide additional verification evidence that considers the following principles:

- the current performance of the installation or building element (e.g., the heat demand of a building, the efficiency of a heating system, or the area and existing U-Value of a wall);
- the size and rating of the installation (e.g., the area of solar PV panels, the thickness of insulation used);
- the location of the installation (e.g., whether solar PV panels are facing south, southwest or east);
- the fuel which is being replaced or reduced (e.g., hot water from a solar thermal system could be offsetting gas consumption or electricity consumption);

- the order in which installed measures are applied (e.g., energy savings resulting from the installation of a more efficient heating system are greater if it is installed before building fabric measures that reduce heat demand, though this would not be advisable as it would result in an oversized heating system); and
- whether buildings could be connected to local heat networks.

4.16.6 The appointed Service Provider will need to calculate greenhouse gas emission (GHG) savings of decarbonisation projects. This will need to be consistent with the methodology used by Department of Energy Security and Net Zero and will be agreed with the GLA during the inception phase of the ZCA. We anticipate that the latest emission factors will be used, and Green Book factors when estimating the carbon content of the national electricity grid in future years. Calculation of greenhouse gas emission savings will need to consider factors including:

- building fabric retrofit: reductions in demand for heating (kWh) e.g. calculated according to the modelled heating consumption of the property before and after installation of the measure and multiplied by the GHG factor for the heating fuel;
- new heating systems: e.g. calculated as follows: (building heat demand x efficiency of existing system x heating fuel GHG factor) – (building heat demand x efficiency of new system x heating fuel GHG factor);
- renewable energy: outputs from the renewable energy installation should be calculated according to manufacturer's data, system size and location, and the GHG factor for the fuel that is being offset;
- appliances, cooking, ventilation and lighting: e.g. calculated as follows: (estimated existing appliance energy consumption x GHG factor) – (new estimate new appliance energy consumption x GHG factor), and;
- whole house/building retrofit: This will need to consider the GHG savings from the whole package of measures, in the order they are applied.

#### 4.17 Additional GLA Reporting Objectives

4.17.1 As well as the Key Performance Indicator targets in section 4.22 the GLA has additional quantitative and qualitative benefits of ZCA support to report on internally. The method and approach for reporting these benefits will be agreed during mobilisation of the appointed Service Provider:

- Jobs created / secured: the granting of any GLA funded support related to the ZCA must create and/or secure jobs. This will be measured in FTE jobs created and secured and by the project (before and after installation and/or operation).
- External investment, Internal Rate of Return, Net Present Value (Economic and Social): ZCA supported schemes will need to secure acceptable external investment, rate of return and net present value to ensure commercialisation and operation.

- Contribution to the target of 15% of London's energy demand to come from clean and renewable decentralised energy by 2030 target, including the Mayor's solar targets: Each supported operational scheme will need to report on kWh energy demand supplied from clean and renewable and compared with London's total energy demand.
- Increase energy flexibility and reduce energy costs: Energy flexibility is critical to delivering a decarbonised energy system at low cost so schemes should demonstrate this is being achieved.
- Consumer/community perception and experience: Following scheme implementation, the Service Provider will gather qualitative data from GLA funding beneficiaries, supplied consumers and communities served by decarbonisation projects on their perceptions (before and after) and experiences of the ZCA support.

4.17.2 In addition, the appointed Service Provider will assist the GLA Programme Manager in providing timely and accurate reporting including, but not limited to, reporting on/to:

- manifesto commitments;
- Mayor's Office/GLA reports;
- Sponsors' Board, business plan performance, dashboards;
- input to finance monitoring and reporting, and;
- reporting to the London Assembly (including Mayor's Questions) and Mayoral team (note that most of these reporting requirements will already be satisfied through the reporting mechanisms described above).

#### **4.18 Meeting requirements**

4.18.1 The appointed Service Provider will work remotely and ensure strong and clear communications through close liaison with the GLA Programme Manager, who will review progress and provide advice and commentary as needed.

4.18.2 We anticipate that during the mobilisation phase, and in the initial period of delivery of the Call-Off Contract there would be a higher level of meetings and workshops required. It is anticipated these would be a on a weekly basis as a minimum.

4.18.3 We expect weekly updates from the appointed Service Provider, with monthly meetings which are a more formal review of delivery. Most meetings will be held remotely, with the likely frequency of face-to-face meetings to be agreed during mobilisation.

#### **4.19 Risks, issues, opportunities and decisions**

4.19.1 There will be a formal procedure to record all risks and issues, the approved actions or mitigations, and the timetable for implementing these. Risks and issues will also be raised with the GLA Programme Manager on an ad hoc basis.

#### **4.20 Marketing and GLA/Mayor of London publicity requirements**

4.20.1 The appointed Service Provider will be required to create a marketing and engagement approach including consideration of the GLA/Mayor of London branding and publicity requirements.

4.20.2 The appointed Service Provider must ensure that all staff involved, including sub-contractors, are aware of and implement the publicity requirements as set out in GLA/Mayor of London branding and publicity requirements. These must also be incorporated into communications and marketing strategies and plans.

4.20.3 In particular the Service Provider must ensure that the GLA/Mayor of London logo is correctly used on all project material including correspondence, posters, publicity tools, events, websites, promotion materials, exhibition banners, event invitations, case study material, job advertisements and other electronic material.

4.20.4 You must ensure that all staff involved, including sub-contractors, are aware of and implementing the publicity requirements as set out in the GLA/Mayor of London branding and publicity requirements. The Service Provider must also incorporate all requirements into communications and marketing strategies and plans.

4.20.5 Details of the approach must be written into a marketing and communications plan by the Service Provider and disseminated to the core team at the start of the project.

4.20.6 During delivery of the programme the Service Provider will be expected to get approval from the GLA for marketing materials. This includes, but is not limited to, templates, case studies, newsletters and award entries.

4.20.7 Any external facing marketing and communications, such as social media (tweets, posts on LinkedIn etc), press releases or award entries, must be cleared with the GLA before being issued.

#### **4.21 Budget and Funding**

4.21.1 The appointed Service Provider will operate the ZCA as a time-based Contract (time & materials) so charges will be against the work carried out by the ZCA team. The Service Provider will send VOWD's (Value of Work Done) to the GLA's Contract Manager on a monthly basis, in arrears, clearly showing the activities carried out for this Project. Once GLA verifies the VOWD, the Service Provider will issue the invoice and payment will be made accordingly. During a Call-Off Contract any material or third-party services must be at market price and discussed beforehand with the Authority's Call-Off Contract Manager. Any material or third-party service charges must have been approved by the Authority's Call-Off Contract Manager beforehand.

4.21.2 The total amount over the initial contract period must be no more than £9,000,000 (exclusive of VAT). Any additional funding made available to the ZCA will be on the

same terms and pricing or better and the GLA reserves the right to direct where and how additional funding will be used.

- 4.21.3 There may be the possibility of additional funding becoming available to support the programme either in Year 1 or Year 2, or through a potential extension to the initial contract. The GLA controls the decision to apply for or introduce additional funding. There is no guarantee of further funding - so the appointed Service Provider should make no assumption that it will become available or that if extra funding became available that it would necessarily be used to provide additional resources to the ZCA.
- 4.21.4 If additional resources were provided to the ZCA it would require an appropriate increase in support levels and performance under the contract, unless agreed otherwise by the GLA. Additional funding could potentially come from internal GLA or Functional Bodies funding, government funding or commercial or institutional investor funding.
- 4.21.5 The Service Provider must ensure they undertake appropriate and regular checks on the financial stability of any sub-contractor.

## **4.22 Key Performance Indicators (KPIs)**

- 4.22.1 The indicative KPIs and Targets for the initial GLA Call-Off Contract are shown in Table 3. These will be agreed with the appointed Service Provider during the ZCA mobilisation phase. KPIs are suggested as key metrics the Service Provider should achieve. Targets are suggested to ensure performance is being driven to achieve the GLA's objectives, albeit meeting some of these targets are heavily dependent on factors external to the ZCA. The GLA will continuously monitor the KPIs and Targets and undertake a comprehensive review of the KPIs annually. During mobilisation potential incentivisation options for meeting/exceeding KPIs can be discussed between the appointed Service Provider and the GLA.
- 4.22.2 Underpinning all of the KPIs we expect the Service Provider to demonstrate a commitment to continuous improvement. In some areas this will see a drive for higher levels of activity – e.g., if delivery suggests there is scope to engage more organisations. In other areas this continuous improvement might be demonstrated through improved services, process improvements or new elements to the offer.

**Table 3 - Indicative Key Performance Indicators and Targets for the ZCA programme**

Target or KPI ID	Target or KPI name	Target value and date	Rationale	Examples of evidence required
KPI 1	Total number of Expressions of Interest ( <i>by project</i> )	40 by 31/03/25 (year 1) 100 by 31/03/26 (year 2)	Expressions of Interest provide a good gauge of the level of engagement and interest created in the ZCA support offer.	Number of complete Expressions of Interest submitted from eligible organisations
KPI 2	Successful marketing, communication and engagement	TBD, this could include: Monthly ZCA tweets and newsletters prepared for circulation to stakeholders	Maintain a high public profile for the ZCA and demonstrate activity to encourage further engagement from users	Communications Strategy, to be developed with the GLA
KPI 3	ZCA project pipeline	20 by 31/03/2025 (year 1) 50 by 31/03/2026 (year 2)	Track how many EOI submissions are fully onboarded to ZCA	Number of fully onboarded projects. This could be further categorised into amount of support provided (light/medium/high)
KPI 4	Estimated carbon savings from ZCA supported projects to 2030	400,000 tCO <sub>2</sub> by 31/03/2026	The focus of the ZCA is to get organisations to a point where they are ready to apply for finance/funding for their project(s). This target includes projects initiated before the ZCA but benefitting from ZCA support.	Detailed business case akin to PSDS application level of detail for proposed projects (RIBA 3/4)
KPI 5	Estimated carbon savings resulting from ZCA supported and committed measures by 2030	50,000 tCO <sub>2</sub> by 31/03/2026	Saving carbon is the ultimate outcome of the project and committed measures have a very high chance of realising actual carbon savings	Estimated through detailed project proposals that organisations have used to enter in a Contract for Works or equivalent, as a commitment of delivery.

Target or KPI ID	Target or KPI name	Target value and date	Rationale	Examples of evidence required
KPI 6	Social Value – continuous improvement to deliver wider benefits.	TBD but this could include actions identified in the Service Providers EDI action plan, supporting the supply chain and resource diversity to help deliver net zero ambitions across London etc	This KPI will be formed based on the social value responses provided by the Service Provider during the tender phase. Reporting against this KPI will reflect activity review and continuous improvement over the lifetime of the contract to ensure ongoing social value delivery.	
Target 1	Actual carbon savings resulting from delivered measures	10,000 tCO <sub>2</sub> by 31/03/2026	Real carbon savings achieved should be assessed as the key metric of programme success. Should also be compared to pre-delivery carbon savings estimates.	Recorded through reporting requirements for delivered projects. If the ZCA is not extended beyond March 2026 then this data will continue to be monitored by the GLA
Target 2	Total value of investment ready projects – of which we expect 50 per cent to be suitable for application to mayoral supported financing mechanisms (e.g. Mayor's Green Finance Fund)	£100m in 24/25 £200m in 25/26	Meeting this target is dependent upon the availability of public sector funding e.g., Government grants through future rounds of PSDS or GHNF, and future decisions around the GFF. Therefore, this is proposed as a target rather than a KPI.	Green Finance Fund applications ready for submission by organisations who have been supported by ZCA to develop all or part of the applying project(s)  Confirmation of value of projects developed to a detailed business case suitable for PSDS/GHNF (or equivalent) applications from organisations who have been supported by the ZCA.

Target or KPI ID	Target or KPI name	Target value and date	Rationale	Examples of evidence required
Target 3	Upskilling and capacity building	100 forum members in 24/25 200 in 25/26	Knowledge sharing and transfer through professional networks and collaborations is a key objective of the ZCA.	Community of Practice/forum membership – signed up to Forum/newsletter/knowledge platform etc. Active engagement metrics tbc but could include number of convenings/workshops held; number of participants/organisations attending convenings/workshops etc  Feedback forms to allow quantitative analysis of upskilling and capacity building impact by the ZCA.
Target 4	Average time to complete ZCA engagement (by project/org; by stage)	TBD	Measure project/organisation journey through ZCA support; manage and respond to any bottlenecks or gaps slowing user journey.	Tracking of project/organisation process (from EOI to full engagement, development of plans to full business case etc.)

## **5 ANNEX A – ZCA Background and Mayoral Strategy**

### **5.1 London’s zero carbon ambitions**

- 5.1.1 The Mayor wants to make London a zero carbon city by 2030, whilst protecting the most disadvantaged Londoners by tackling fuel poverty. Retrofitting London’s buildings and decarbonising its energy supply, particularly the way we heat our buildings, is vital to achieving this.
- 5.1.2 Given the substantial contribution buildings make to London’s overall carbon footprint (around two thirds of emissions), decarbonising the built environment is key to delivering on the Mayor’s target. The poor energy efficiency of London’s homes is also a key driver of high levels of fuel poverty. The Mayor also has a target of 15 per cent of London’s energy demand to come from clean and renewable, locally generated energy by 2030. This target is backed by the objective to develop clean and smart, integrated energy systems utilising local and renewable energy resources.
- 5.1.3 There are currently relatively few regulatory drivers to action, and limited government funding available to support this work. However, the 2008 Climate Change Act required an at least 80 per cent reduction in CO<sub>2</sub> emissions (compared to 1990 levels) for the whole of the UK. This has since been updated to 100% by 2050 and more action is needed to drive this agenda nationally.

### **5.2 Mayoral actions to meet net zero targets**

- 5.2.1 The Mayor has declared a climate emergency and set a target for London to be net zero carbon by 2030. The approximate infrastructure cost to 2030 is £75bn. Both financing and support for project development are critically needed to realise this ambition.
- 5.2.2 The GLA’s £500m Green Finance Fund, launched in June 2023 as part of the London Climate Finance Facility, offers debt financing at favourable rates to accelerate investment into green projects for the GLA Group and strategic partners across London. The fund offers loans with flexible terms at interest rates agreed on a project-by-project basis. The rates can be below Public Works Loan Board (PWLB) prevailing rates. The London Climate Finance Facility also includes the Mayor’s Energy Efficiency Fund (MEEF).
- 5.2.3 To prepare projects for financing, including through the Green Finance Fund, Mayor’s Energy Efficiency Fund, and other sources of funding, the Greater London Authority (GLA) is looking to run a new ‘Zero Carbon Accelerator’ for London. This new programme will be central to the GLA’s aim to collaborate with organisations to help them achieve net zero. The programme will meet its aim mainly through providing technical, commercial, and project management advice and support to help develop the net zero strategies of organisations. There will then be specific assistance to develop key projects, developing a healthy pipeline of building decarbonisation and

local clean energy projects that are suitable for funding. The GLA recognises the need to help organisations at different stages in their net zero journeys.

- 5.2.4 The nature of the support offered will be broader than the Mayor’s current Low Carbon Accelerators (LCAs): <https://www.london.gov.uk/programmes-strategies/environment-and-climate-change/energy/low-carbon-accelerators> . Through a mix of peer-to-peer learning, and ‘one to one’ and ‘one to many’ workshops, the intention of the new Zero Carbon Accelerator is to offer a flexible and varied range of support. A key focus is on support that increases the ability of organisations to take action themselves, on the basis this will help to generate a more sustainable and longer-term pipeline of activity.
- 5.2.5 This will support preparation of active pipelines of decarbonisation projects in public sector bodies including: local authorities; GLA functional bodies (Transport for London, the Metropolitan Police, London Fire Commissioner, Mayor’s Office for Policing and Crime, London & Partners, London Legacy Development Corporation, Old Oak and Park Royal Development Corporation); the NHS; the education sector; members of the London Anchor Institutions Network; social housing; and community, voluntary and cultural institutions.
- 5.2.6 The ZCA will continue and expand upon the work of the LCAs replacing these programmes with a new broader and more ambitious scope to support net zero ambitions. The LCAs have been active for the past seven years and have been the Mayor’s main technical support mechanism to facilitate the development of net zero carbon projects in London. The LCAs include the ‘Retrofit Accelerator – Workplaces’ (RA-W), ‘Retrofit Accelerator Homes’(RA-H) and ‘Local Energy Accelerator’ (LEA) programmes. The work will also draw upon the first phase of the national Social Housing Retrofit Accelerator (SHRA) which was designed and delivered by the Mayor, on behalf of the Department of Business, Energy and Industrial Strategy (BEIS).
- 5.2.7 The LCAs have been run separately to date and the information presented in appendices relates to these separate programmes. The intention of the Zero Carbon Accelerator is therefore to build upon the GLA’s experience of delivering the LCAs and SHRA to create one unified accelerator. The intention is not to have the three separate accelerators under one banner, rather to take forward the elements of the programme which are considered to have been useful to create a single programme. Aspects which the GLA wants to continue are:
- Mix of support for organisations across the different sectors.
  - Technology agnostic support in line with the Mayor’s net zero ambitions and chosen pathway.
  - Supporting the development of projects which have got merit and enabling them to get the detailed input needed to become investible projects.
  - Helping to address barriers to wider retrofit and decarbonisation activity. including by supporting innovative approaches to delivery.

5.2.8 Through the delivery of three separate accelerator programmes, the GLA has also identified a range of drivers to move from multiple accelerators to one unified offer. The benefits of a unified approach will include:

- Greater ability to take a more strategic approach to identifying organisations and projects to support, to deliver more effectively on net zero ambitions.
- Joined-up approach to engaging organisations which should make each engagement more effective and efficient.
- More integrated approach to decarbonisation support with a single point of entry for organisations, to better align with how organisations think about their overall portfolio and priorities.
- Support across the development lifecycle, from helping organisations develop their wider strategic approach, through to identifying and developing projects and enabling delivery.
- Better connection between mayoral programmes, with a particular focus on allowing for the development of a pipeline of suitable applications into the Green Finance Facility as a source of capital finance for project delivery.
- Wider range of support intended to more sustainably increase capacity within organisations. A wider mix of approaches is anticipated than has been provided on most of the accelerators to date which has primarily taken the form of one-to-one support.
- More flexible support, allowing for changes to be made in response to need and with regard to the wider support landscape (external to the GLA). The ZCA is intended to provide additional or complementary services, rather than duplicating support which is or would become available.
- Reduced project management and stakeholder engagement costs which should hopefully offer improved value for money and better quality, more consistent programme management tools and tracking of engagement/activity.

5.2.9 It is therefore important that the new programme offers joined-up decarbonisation support to organisations. The appointed Service Provider should therefore note that the information about the current LCAs provided in the appendices intends to set out ways of working to date as an example of activity, rather than as a requirement for preferred approaches. The appointed Service Provider will be required to demonstrate innovation in their approach whilst supporting the GLA's strategic objectives.

5.2.10 The LCAs have been extended until 31st March 2024, at which time it is intended that the current Programme Delivery Units for the LCAs will come to an end. The GLA endeavours to then have the Zero Carbon Accelerator initiated as close to 1st April as possible. However, given the intention for the support to improve and expand upon the methods used by the LCAs we appreciate that a period of mobilisation and sharing of knowledge between the GLA's programmes and the new ZCA will be necessary. As well as generating new relationships with stakeholders, the appointed

Service Provider will potentially need to maintain or strengthen relationships with organisations who are using or have used the LCAs.

- 5.2.11 The LCAs utilise two GLA-owned procurement frameworks, the RE:FIT Framework (now in its 4th iteration) and the Local Energy Framework. The appointed Service Provider will need to become familiar with these frameworks in particular, and the GLA team will support this, as although recipients of ZCA support will not be required to use them, both have proven track records and are familiar to organisations in London supported by the LCAs. There will be a requirement to provide some ongoing support to organisations using these frameworks after April 2024. Although the RE:FIT Framework will be unavailable to new procurements after April 2024, existing projects may still require a degree of support. The GLA is also currently considering the re-procurement of the RE:FIT Framework given its success to date. The appointed Service Provider will oversee all London based projects run through a new RE:FIT Framework (if procured) from project initiation, design and delivery, through to monitoring and verification, and potentially support the GLA to manage any new RE:FIT Framework. Further detail on these existing Frameworks can be found in the appendices.

# GLA 82559 Zero Carbon Accelerator (ZCA)

## Specification Appendices

### Low Carbon Accelerators, Frameworks and examples of reporting/project management

1. Capability Workstream summary slides (Anonymised)
2. Energy Working Group \_ Template
3. LCA example PDU Period Report
4. LCA overview\_Jan24
5. LCA\_Bloomberg\_Associates Findings
6. LCA\_successes\_slides\_November 23
7. LEA \_Summative Assessment\_Final\_Exec
8. LEA extension projects
9. LEA\_progress\_slides\_redacted
10. Local Energy Accelerator projects supported to July 2023
11. Local Energy Fwk Briefing Pack\_redacted
12. Playbook\_Local\_Energy\_Accelerator ext\_V1.0 redacted
13. RAH Capability Roadmap V1 - anonymised example
14. RA-H IP SP Learning log Draft 011222 – redacted
15. RA-H Summative Assessment\_exec\_summary
16. RA-W programme intro slides
17. RA-W Summative Assessment\_exec\_summary
18. REFIT Access Agreement 2022
19. REFIT Framework Agreement- Main Body
20. REFIT pipeline 2024
21. REFIT Procurement Guide
22. SHRA\_FINAL Data for retrofit projects toolkit

## Attachment 2

### Framework Agreement SCHEDULE 4 CHARGES – Maximum Call Off Contract Day Rates

	Maximum Charge Out (Day) Rate DAILY RATES FOR PER ROLE PER GRADE - FRAMEWORK YEAR 1 (excluding VAT)							
Role >>	Programme Co-ordination / PMO	Marketing & engagement	Triage, strategy & planning	General project development support	Technical experts	Commercial / procurement experts	Training / upskilling	Grant management
<b>Staff Grade</b> (Please see main tender document for role and grade definitions: GLA 82559_ZCA ITT Appendix 5 - Grade Definitions)	Maximum Charge Out (Day) Rate (Excluding VAT) £	Maximum Charge Out (Day) Rate (Excluding VAT) £	Maximum Charge Out (Day) Rate (Excluding VAT) £	Maximum Charge Out (Day) Rate (Excluding VAT) £	Maximum Charge Out (Day) Rate (Excluding VAT) £	Maximum Charge Out (Day) Rate (Excluding VAT) £	Maximum Charge Out (Day) Rate (Excluding VAT) £	Maximum Charge Out (Day) Rate (Excluding VAT) £
<b>Partner / Director</b>	£	£	£	£	£	£	£	£
<b>Principle Consultant / Associate Director</b>	£	£	£	£	£	£	£	£
<b>Senior Consultants</b>	£	£	£	£	£	£	£	£
<b>Consultant</b>	£	£	£	£	£	£	£	£
<b>Junior Consultant</b>	£	£	£	£	£	£	£	£
<b>Volume / value discount for Call-Off Contracts</b>								
The following discount will be applied to spend in any 12-month period by the relevant Authority for any Call-Off Contracts they have in place for that period. For clarity, if an Authority has more than one active Call-Off Contract then the aggregate spend in the relevant 12-month period is used to calculate the discount. Please note these discounts are fixed, though higher discounts can be offered to potential users for a Call-Off Contract.								
<b>Total value in year</b>	<b>Discount applied</b>							
<b>Up to £500k</b>	0.0%							
<b>£500k up to £1m</b>	2.00%							
<b>£1m up to £2.5m</b>	4.00%							
<b>£2.5m and over</b>	8.00%							

## Attachment 2

### SERVICE PROVIDER'S LIST OF SUB-CONTRACTORS/SUB-CONSULTANCIES

EVS Insight Ltd (07503579)  
Environmental Resources Management Ltd (01014622) Zerogram Limited  
(14369257)  
Retrofit Academy Solutions Ltd (09956096)  
INTEGRATED ENVIRONMENTAL SOLUTIONS LIMITED (SC151456)  
Mabbett & Associates Limited (SC163378)  
COWI UK Limited (2962837)  
Energy Saving Trust Enterprises Limited (07805748)  
Ambue LTD (12672584)  
Pollard Thomas Edwards (OC395916)  
ACA Studios (04333989)  
Pascall+Watson Limited (1711056)  
ClimateView AB (559150-4120)  
Energiesprong UK Limited (09649603)

### SERVICE PROVIDER'S CONSULTANT'S CVs

**Please note:**

- During the Framework Agreement the Maximum Charge Out (Day) Rates for any substitution or additional team members must be based on your Framework Agreement Maximum Charge Out (Day) Rates.
- During the Framework Agreement any substitution or additional team members must be agreed beforehand with the Contracting Authority's Procurement Manager / Call-Off Co-Ordinator.