

# Project Manager Specification

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## Project Background

In April 2014 the Cabinet meeting of Swindon Borough Council agreed that it would, as part of its “Swindon’s Energy Future” programme, match fund a potential grant award from DECC to deliver heat mapping, masterplanning and feasibility work for district heating on identified sites in the Town and its urban extensions. The grant was awarded and match funding has been released; a project manager is now required to ensure successful delivery of the study work and develop a plan to progress towards establishing a district heating network for Swindon.

## Project Aim

To project manage heat mapping and masterplanning for Swindon including Swindon Town Centre, New Eastern Villages and Wichelstowe in-line with requirements set by the Heat Network Delivery Unit at DECC. To develop sufficient detail to deliver a feasibility study for optimum site(s) for a district heating network

To assess local opportunities for deploying heat network, including sources of heat generation, and develop a strategy to create commercially and technical viable solutions.

## Scope

The project manager will:

- Develop and oversee delivery of the project plan and assure the process of procurement, monitoring and evaluation of the specialist consultancy work.
- To attend kick off meeting and subsequent regular meetings at the requirement of the client
- To produce a full project plan including production of PID, benefits realisation, tolerances and change control processes and quality assurance of process and products
- To contract manage consultants delivering the studies and ensure the project runs within time, cost and quality constraints. To develop project progress reporting with milestones, budget and risk reviews for regular client updates
- To oversee stakeholder management activity
- manage consultants procured as part of the project delivery working on specific technical aspects of the project ie:
  - Technical consultant to deliver the heat networking, masterplanning and feasibility work.
  - Specialist practitioner to assure all processes, manage stakeholder engagement and ensure knowledge transfer to Swindon Borough Council
  - Manage relationships of internal and external stakeholders, including the technical consultant and specialist assurance/stakeholder engagement practitioner
- To escalate to client through project board or by ad hoc intervention where tolerances are breached
- To deliver “Lessons Learned” and “Next Steps” project reports in consultation with specialist practitioner and technical consultant.
- The above outputs to be delivered by the project manager taking into account the overall project outputs set out below.

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## **District Heating project output requirements:**

The project management role will require the commissioning and management of work by a technical consultant and a specialist assurance/stakeholder management practitioner to include:

1. Heat mapping and masterplanning of the Swindon area which will lead to more detailed work in an identified area develop a feasibility study for a district heating network in Swindon. Focus of work to include:
2. Heat mapping and masterplanning of the urban extension at Wichelstowe including liaison with Wichelstowe stakeholders, including the Swindon Borough Council Wichelstowe team and JV partner. The output from this work will be a detailed masterplan of heat network opportunities Wichelstowe alongside a road map of delivery steps.
3. Heat mapping and masterplanning to ascertain the opportunities for heat generation and heat use and define a deliverable plan around how these can be linked via a heat network and phased to support the development of the new Eastern Villages. The output from this work will be a detailed masterplan of heat network opportunities at the New Eastern Villages alongside a road map of delivery steps.
4. Feasibility and viability of a heat network serving various key anchor loads in the area EITHER of the most appropriate new site identified by the studies OR around the Oasis leisure centre including liaison with existing occupiers of Northstar, and Moirai Investments (or consultants) in connection with the Oasis redevelopment.

The following activities will be required for each study, at the appropriate level of detail for each area assessed and to be developed further in the specification for these studies. The project manager will be responsible for reviewing and collating these outputs, working alongside a technical consultant and specialist assurance practitioner who will be developing the outputs and assuring the process:

- Review scope of study area
- Review existing studies
- Review energy demand data (electricity, heating, cooling, process cooling (e.g. snowmaking) for the study area and nearby opportunities where relevant.
- Develop load schedule of buildings which could connect, including likely phasing
- Develop load profiles
- Produce a district energy network conceptual design, including any electricity infrastructure to enable economic use of the power (e.g. private wire to snow dome etc)
- Model the central plant which could be required to optimise plant size including phasing and thermal storage
- Estimate capital costs
- Produce whole life cost model giving an indication of return on investment in IRR terms
- Provide cost of energy estimates on a per kWh and standing charge basis for heat, cooling and electricity from the scheme
- Calculate environmental benefits including carbon dioxide savings and cost per tonne of carbon dioxide saving
- Generate technically and commercially viable solutions and engage key stakeholders

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- for delivery.
- Review possible governance and procurement approaches and their suitability

The project manager will be required to assess local options for exploiting heat network opportunities from the technical consultant's consideration of all low carbon supply options. If none are available then the consultant will be required to set out a pathway to decarbonising the network. The options should be considered against the background of the Growth and Regeneration objectives of Swindon Borough Council set out in its Economic Strategy and the Swindon & Wiltshire Strategic Economic Plan.

The project manager will be required to develop a project plan to deliver the above and liaise with and regularly report progress to Swindon Borough Council, the client for the feasibility projects.

The project manager will be required to collate the outputs of the study into an evidence base which can inform a Boroughwide energy masterplan for Swindon.

## **Time Frame**

Tender issue for Project Manager and specialist practitioner June 2015

Appoint July 2015

Tender issue for heat mapping/masterplanning July 2015

Appoint August 2015

Complete November 2015

Tender issue for feasibility report November 2015

Appoint December 2015

Complete July 2016

## **Project Management Skills and Experience**

Essential:

- Prince2 / Project Management Experience
- High level influencing and presentation skills.
- Experience in working with multi-disciplinary senior professionals from a wide range organisations and managing individual stakeholder expectations
- The ability to negotiate with and influence senior stakeholders from a wide range of internal and external organisations and bodies
- Ability to effectively manage resources to deliver key outcomes

Desirable:

- Experience of commercial and technical delivery of district heating networks
- Extensive experience in managing engineering or other relevant projects
- Experience of managing feasibility studies
- Commercial awareness e.g. financials around the delivery of heating district schemes
- Knowledge and experience in thermal technologies relating to waste and biomass

## **Tender evaluation details**

To be contained in the accompanying RFQ