NOTTING DALE HEAT NETWORK

Project Description and Objectives

Procurement Reference 270

September 2022

Contents

1. Glossary

Term	Definition
Academy	Kensington Aldridge Academy
Advisers	all professional advisers of the Client involved in the Procurement
ASHP	Air Source Heat Pump
ASHP 1	the l.5MW Lancaster West Air Source Heat Pump that will supply heating and hot water, which will be located on the roof of Kensington Leisure Centre.
ASHP 2	the 0.6MW Lancaster West Air Source Heat Pump that will supply heating and hot water, which will be located on the roof of Treadgold House
Authority	see Client
Award Criteria	criteria used by the Authority to determine which of the tenders represents the most economically advantageous tender, in accordance with Regulation 82 of the UCR 2016
BEIS	Department for Business, Energy and Industrial Strategy
Bid/Tender	each of the written proposals submitted by a Bidder as part of this procurement process at any stage of the Procurement (including any Initial Tender and any Final Tender)
Bidder	any individual, Organisation and/or Consortium who has passed the SQ and has had their Initial Tender evaluated by the Authority
BMS	Building Management System to control the Heat Network plant and equipment
Bulk heat meter	heat meter at each Substation serving a residential block of social housing
Client	procuring entity for the DBOM contract which is Kensington & Chelsea Council, on behalf of Notting Dale Heat, a wholly Council-owned company that this to enter into the DBOM contract with the successful Bidder. May also be referred to within procurement documents as the Authority or Purchaser.
Commercialisation	predevelopment stage of the Project immediately prior to Financial / Contract Close when all contracts and agreement will be procured, and Project will be subject to final approvals. It typically follows DPD stage.
Council	Kensington & Chelsea Council
CoP1	heat networks code of practice (2020) published by CIBSE

CPI	Consumer Price Index
Customers	identified heat users that will be served by the Heat Network.
D&B Contract	contract (including all schedules) between the Authority and the successful bidder for the provision of works in respect to the Secondary Networks and Tertiary Networks that is subject to a separate procurement
D&B Contractor	contractor to be appointed by the Authority to deliver the D&B Contract works
DBOM Contract	contract (including all schedules) between the Authority and the successful Bidder for the provision of works and services in respect to the Primary Network, Substations and Energy Centres, a draft of which is available to Candidates through the Portal
DBOM Contractor	contractor to be appointed by the Authority to deliver the DBOM Contract works and services
Delivery Point	defined point of technical and contractual separation between the Heat Network and a non-residential Customer which, in practice, is the heat exchanger within the Substation
Distribution Network	collective name for the Primary Network, Substations, Secondary Networks and Tertiary Networks
Energy Centres	combined term for ASHP 1, Renewable Boiler Room and Renewable Heat Store
Estate	the Lancaster West Estate in North Kensington
Feedback Meeting	meeting between a Bidder and the Authority to discuss the Contract
FID	Final Investment Decision to be taken on the Project by the Authority prior to when all commercial contracts and funding agreements are to be signed
Final Tender	final tender Bids that Bidders will be required to submit in response to the Authority's ISFT document
Financial/ Contract close	point in time at which all commercial contracts and funding agreements are signed
Heat meter	heat meter at the HIU serving a residential Customer, or at the Substation serving a non-residential Customer
Initial Tender	a Tender submitted in response to this ISIT
Selection and Initial Tender Stage	stage of the Procurement commencing with the issue of the SQ and ISIT and ending when the Authority decides whether or not to award the Contract following evaluation of Initial Tenders
ISIT	this Invitation to Submit Initial Tenders document (including all Appendices)
ITN	the Invitation to Negotiate document issued to Bidders at the commencement of the Negotiation Stage

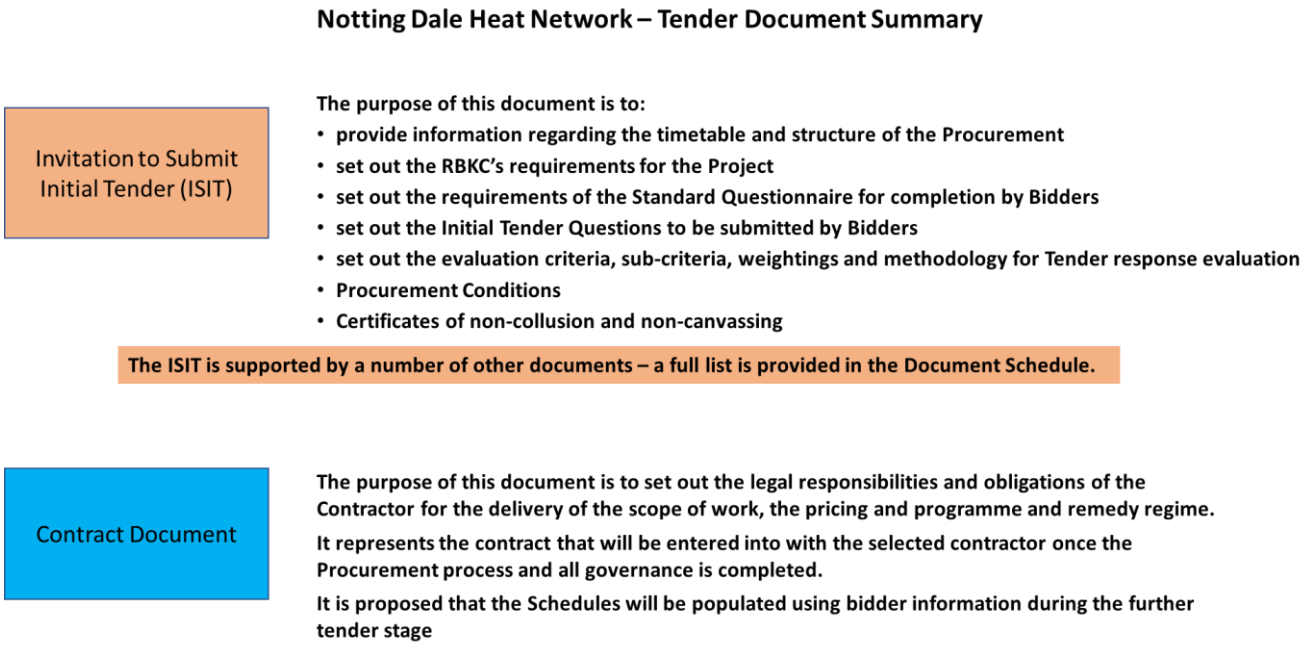
ISFT	the Initiation to Submit Final Tenders document that will be issued to Bidders following the conclusion of the ITN negotiation stage
ITT	the Invitation to Tender
Lancaster West Renewable Heat Network	the 100% zero-carbon heat network at Lancaster West Estate. This is Phase 1 of the Notting Dale Heat Network.
Leisure Centre Plant Room	Kensington Leisure Centre that will house one of the Substations
LWE	the Lancaster West Estate
LWNT	the Lancaster West Neighbourhood Team
Negotiation Meeting	the meeting(s) between a Bidder and the Authority to discuss the Bidder's technical solution and price proposal
Negotiation Stage	the Stage of the Procurement commencing with the issue of the ITN and ending with the issue of the ISFT
Notting Dale Heat	the local energy company set up and 100% owned by Kensington and Chelsea Council to design, build, operate and deliver the Notting Dale Heat Network
Notting Dale Heat Network	the 100% renewable heat network that is being designed for construction at Lancaster West Estate (Phase 1) and physical expansion into the wider Notting Dale ward (Phase 2)
O&M Services	operation and maintenance services as described in the Project Description and Objectives and defined within the O&M Scope of Works
Preferred Bidder	the Bidder which has been assessed by the Authority as having the most economically advantageous Final Tender (and in the case where the Authority has decided to award on the basis of Initial Tenders, the most economically advantageous Initial Tender)
Preferred Bidder Stage	process as described in paragraph [3.31 to 3.33] (inclusive) of the ISIT
Primary Network	circulation pipework (with flow and return) connecting the Energy Centres and the Substations
Procurement Documents	means any document issued by the Authority as part of this procurement process
Portal	electronic portal that will be used by the Authority for receiving SQ and Tender submissions and managing all correspondence in relation to all stages of this procurement

Project	proposal to develop a Renewable Heat Network at the Estate as referred to within the Contract Notice, described in the Project Description and as detailed in the Procurement Documents
Project Team	see Section 5 of the Project Description and Objectives
Procurement Documents	documents, surveys and drawings listed in section [xxx] of the Project Description and Objectives
Purchaser	See Client
Refurbishment Programme	refurbishment of the Estate currently underway and being led by the Council
Resident Panel	panel of residents which the Authority will invite to provide feedback to Bidders
RBKC	Royal Borough of Kensington & Chelsea Council
Renewable Boiler Room	the Lancaster West Renewable Boiler Room at the end of Camelford Court, is an existing energy centre, where the existing gas boiler will be upgraded to a new electric boiler and ancillary equipment
Renewable Heat Network	overall assets to be created under the DBOM contract, together with their use by Notting Dale Heat (supported by the services provided under the DBOM contract) to supply heat to Customers. Formally referred to as the Lancaster West-Renewable Heat Network, Lancaster West
Renewable Heat Store	the Lancaster West Renewable Heat Store is a new thermal store and ancillary equipment located between Kensington Aldridge Academy and Kensington Leisure Centre
Risk Sharing Comments	the comments that Bidders are invited to share regarding the aspects of the Contract that the Bidder considers do not represent an appropriate risk sharing position
Secondary Network	pipework connection (with flow and return) connecting the Primary Network and HIUs serving those dwellings (house or flat), including the HIU itself, within a residential block
Solar Network	roof-mounted Lancaster West solar network at Lancaster West Estate, which is being used to provide local green electricity to help power the Air Source Heat Pumps
Specification	means the specification to the Contract setting out the Authority's needs and requirements for the Project
Stage 2 of the procurement	stage of the Procurement commencing with the issue of the ISFT and ends with the identification of the Preferred Bidder following the evaluation of Final Tenders
Stage 3 Design Report	Design report prepared by technical adviser, either TACE or Ramboll

Substation	point of interface between the Primary Network and, in respect to the residential properties, each Secondary Network and, in respect to each of the Academy and Leisure Centre, their internal heating system
SQ	the standard questionnaire which Candidates wishing to participate in this procurement must complete and submit as part of the Selection and Initial Tender Stage
TACE	M&E services consultant for the Refurbishment Programme and Owner's Engineer for the Project
Tertiary Network	heat network (with flow and return) within each residential dwelling (house or flat) downstream of the HIU (i.e. excluding the HIU) comprising the radiators, valves, pipework and temperature control system

2. Tender Pack Route Map

The following diagram illustrates the structure and documents within the tender pack



3. The Bigger Picture

Following the Grenfell Tower tragedy, the Lancaster West Estate (the Estate), in North Kensington, is undergoing a comprehensive refurbishment of its social housing and landscaping, with a deep energy retrofit to improve its energy performance.

Both the Council and central government have committed to "Deliver a model social housing estate for the 21st century where residents can live in affordable comfort."

3.1 Vision

The Lancaster West Neighbourhood Team will work with residents to deliver this refurbishment sensitively and collaboratively. Our vision is to create a model for social housing in the 21st century

3.2 Principles

The 10 core principles that were agreed with residents are:

1. The refurbishment will be resident led.
2. All refurbishment work will be done sensitively and in co-operation with residents.
3. There will be no demolishing of people's homes on the Lancaster West Estate.
4. We will create a model estate where the community can be proud to live and that the council can be proud to own.

5. We will make sure residents can make real choices on the refurbishment.
6. We will listen to all age groups and communities on what improvements they want to see.
7. The refurbishment will aim to provide local jobs and skills training for local people
8. The refurbishment will improve local services, so they are of a high quality.
9. The refurbishment will create a sustainable estate that can be maintained to a high standard.
10. There will be transparent decision-making and Council feedback provided at each stage

In 2020 the Council declared a Climate Emergency with a target of the Council's operations and housing stock being carbon neutral by 2030, and the entire borough to be carbon neutral by 2040. To support the Council deliver its decarbonisation ambition:

- The Lancaster West Estate Sustainability Strategy sets out a vision for "Lancaster West to become a model net-zero carbon estate by 2030."
- A successful Future Neighbourhoods funding bid aims for the larger Notting Dale ward, which includes Lancaster West Estate, to become the UK's largest eco-neighbourhood.

The main objectives set by the Council for the refurbishment of Lancaster West Estate are:

1. Refurbishing the Lancaster West Estate and all other properties managed by the Lancaster West Neighbourhood Team (LWNT) to a high standard of energy performance.
2. Reducing operational carbon emissions on the estate as far as possible and offsetting any remaining emissions to achieve net-zero.
3. Co-designing a sustainable and affordable future with residents.
4. Pioneering a net-zero carbon approach for the rest of Kensington and Chelsea borough.

These objectives form part of the masterplan for the Refurbishment Programme for which a considerable emphasis is being placed on achieving a high level of thermal insulation to meet EnerPhit standards.

Local Context

People

- 826 properties managed on Lancaster West
- 80% BAME communities
- 25% homes *were* overcrowded (now 9%)
- 10% accessibility issue with their home
- 5% households have at least one person who can't speak or read English

Properties

- 25% leaseholders (half of which are non-resident)
- Stock from 1930 – 2018
- Notting Dale Ward = 70% social housing
- Only two lift accessible blocks (of 15)

The Outline Business Case for Phase 2 expansion into Notting Dale ward started in May 2022 and is on track for completion by December 2022. Phase 2 aims to expand the Phase 1 heat network through expansion into Notting Dale Ward and other heat loads just outside the Ward boundary.

The decision to proceed will be taken during Q1 2023, subject to successful grant applications.

Phase 2 is likely to more than double the Phase 1 heat load, with ASHP 1 potentially extending its operating hours to contribute towards supplying the additional Phase 2 heat demand. The following provides an indication of what the Phase 2 plant and equipment may entail:

- Estimated heat demand: 8 GWh per year, 5 MW peak demand.
- Base load heat production: circa 0.5MW ASHP.
- Standby and peaking heat production: up to 6 MW electric boiler/s.
- 50m3 thermal store.
- Estimated heat network trenched length: 4 km.
- Approximate heat network main spine size: DN150
- Estimated CapEx: £10m.

A Cross Borough Energy Masterplan is also being undertaken in parallel to Phases 1 and 2, to help prioritise future heat network opportunities across Kensington and Chelsea, and the neighbouring borough of Hammersmith and Fulham. It will provide a route map to help decarbonise heating and hot water in both boroughs, informing decisions about Heat Zone(s). This creates the opportunity to ensure demand certainty, to incentivise future heat network expansion.

The Council's desire is to maximise fire safety, where technically possible, and to maximise residents' sense of safety.

Notting Dale Heat Network

4. Lancaster West Renewable Heat Network (Phase 1)

The Future Homes Standard will see gas boilers and other fossil-fuel heating systems banned from new homes. The government's direction of travel is clear. With gas being phased out, it is no longer an option for the Estate's future heating and hot water solution.

80% of Lancaster West Estate homes are currently connected to the two existing heat networks that were built in the 1970s, which are close to end-of-life and will be completely replaced. Over 50% of residents report a heating and hot water problem every 6 months. There is a compelling case for change.

'Notting Dale Heat' has been set up by Kensington and Chelsea Council, as a 100% Council-owned local energy company to design, build, operate and maintain the Notting Dale Heat Network, Phase 1 of which is at Lancaster West Estate.

Notting Dale Heat's vision is for the zero-carbon Notting Dale Heat Network to put customers, first, rely solely on 100% renewable energy sources and to help tackle fuel poverty.

The Objectives for the local energy company are to:

1) Deliver a highly reliable heat network

2) Work in partnership with our residential and commercial customers to deliver an excellent customer experience

3) Do all we can to protect customers from rising energy prices and fuel poverty

4) Support the Council to move towards carbon neutrality by 2030

5) Create a nationally significant model, which Notting Dale Heat rolls out across the Borough and beyond

The Lancaster West Renewable Heat Network (Phase 1) has been designed to be zero-carbon from 'Heat On' in 2024. The main heat source will be an Air Source Heat Pump (ASHP) located on the roof the Council-owned Kensington Leisure Centre (KLC), supported by an electric boiler and a thermal store split across 2 additional sites.

The existing Camelford Walk energy centre is to be refurbished to house the electric boiler. The existing chimney stack will be removed, as there will be no combustion.

A new structure will be constructed outside Kensington Leisure Centre to house the thermal store, creating a positive and powerful statement of a zero-carbon future.

The electricity required to power the Heat Network will be sourced from 100% renewable sources, supported by on-site roof-mounted solar PV installed on residential blocks across the Estate.

Kensington & Chelsea Council are landlord for 826 Council-owned homes (both tenanted and leasehold) on the Estate. Currently 80% of these homes are served by two end-of-life heat networks served by large gas boilers.

Homes on the Lancaster West Estate are currently subject to a comprehensive refurbishment scheme (the Refurbishment Programme), which is being led by the Council and aims to deliver a model for social housing in the 21st Century, with a commitment to work sensitively and collaboratively with the residents. The Refurbishment Programme is being managed by Lancaster West Neighbourhood Team (the Neighbourhood Team), a partnership between the Council and residents. The residents have contributed their thoughts and requirements through an engaging process of Resident Co-Design.

In addition to the Council-owned housing, the Lancaster West Renewable Network will serve:

1) Kensington Aldridge Academy (the Academy), which is operated independently of the Council;

2) Kensington Leisure Centre (the Leisure Centre) which is owned by the Council but operated by a leasehold operator, currently Greenwich Leisure Limited (GLL);

3) Baseline Studios (business units for SMEs) owned and managed by the Council.

4) It may also serve some, if not all, of the small number of freehold homes on the Estate, subject to a decision by each freeholder as whether to connect.

Heads of Terms for Heat Supply Agreements have been approved by the Academy's Board of Governors, with similar Heads of Terms now being developed for Kensington Leisure Centre and Baseline Studios.

This Commercialisation Stage of the Project is being part-funded by the GLA's Local Energy Accelerator. Also, a capital grant of £1.116m of capital grant funding towards the construction stage has been awarded by the government's Heat Network Infrastructure Project (HNIP), a £320m fund created by the Department of Business, Energy & Industrial Strategy (BEIS) to support the development of new heat networks. The remaining capital funding is being provided through £17.5m of Housing Revenue Account (HRA) funding and 'in principle'

corporate funding, subject to Final Investment Decision (FID) by the Council - see project timetable in Section 8.

Whilst the procurement is currently being led by the Council, contracts required to deliver the Project post-FID will be signed in the name of the SPV.

Notting Dale Heat will apply to register the Heat Network with the Heat Trust.

5. Project Team

The Council's project team (the "Project Team") for this Commercialisation Stage of the Lancaster West Renewable Heat Network comprises the following members:

- Project Sponsor: James Caspell, Neighbourhood Director, Lancaster West Neighbourhood Team
- Head of Strategic Programmes and Innovation, Lancaster West Neighbourhood Team: Shaun Haden
- Heat Network Programme Manager: Jeff Laidler
- Strategic project advisor: Michael King
- Procurement lead: Richard Long
- Resident engagement lead: Janet Hall
- Senior Heat Network Project Manager: Chris Kemp
- Technical (Stage 3 design for secondary & tertiary networks + Owner's Engineer for entire heat network to start of operations): TACE
- Technical (Stage 3 design for primary network, ASHP 1, the Renewable Boiler Room and the Renewable Heat Store): Ramboll
- Commercial lead: Trevor Whittaker
- Financial lead: Mike Read, with financial modelling provided by David Ball
- Financial advisor: Tina Buchanan
- Legal advisors: Bevan Brittan
- Town planning advisor: Land Use Consultants

Ramboll and TACE have worked together collaboratively to produce the Stage 3 Reports. See elsewhere in the ITT pack. The allocation of their respective duties is summarised below:

- Ramboll have developed the technical design of the primary network, ASHP 1, the Renewable Heat Store and the Renewable Boiler Room to RIBA Stage 3.
- TACE are the M&E consultants for the Refurbishment Programme and have developed the design of secondary & tertiary networks to RIBA Stage 3. Going forward their services also include being Owner's Engineer for the construction and test & commissioning stage of the Lancaster West Renewable Heat Network.

6. Project stakeholders

Project stakeholders identified to date comprise:

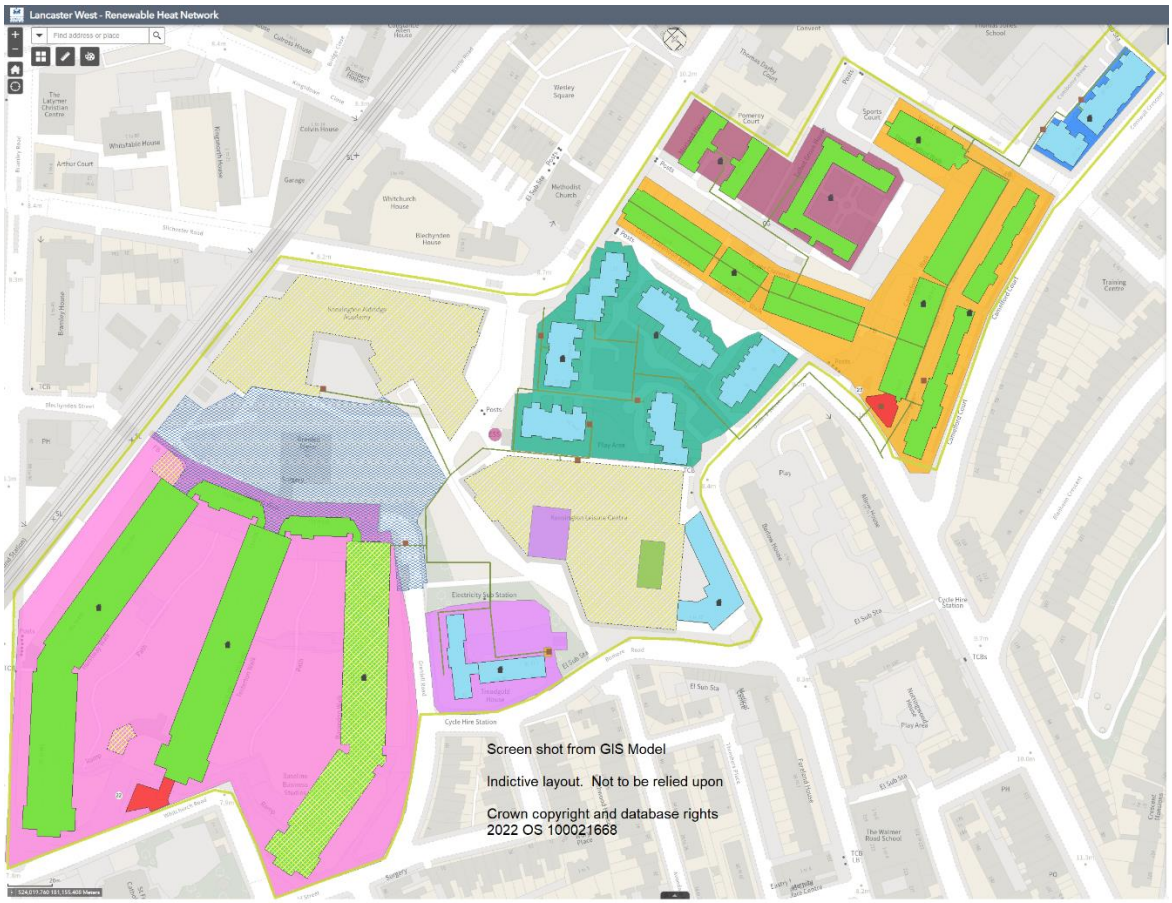
1. Council / Lancaster West Neighbourhood Team (LWNT)
2. Residents
3. Refurbishment Programme's project team
4. Kensington Aldridge Academy
5. The Council's Property and Social Investment team, landlord of Kensington Leisure Centre
6. Planning authority
7. Highways authority
8. UKPN, the local DNO for power
9. The IDNO for Kensington Leisure Centre

A key requirement of the Project is to undertake close liaison and engagement with the residents via the Project Team and the Resident Engagement Manager

7. Project Scope

7.1 Geographic boundary

The red line geographic boundary of the Estate is shown below in the GIS map, the Autocad file for which is included in the Tender Pack as 'ISIT - 2F, GIS Autocad file.'



Heat Networks

Lancaster West - Renewable Heat Network

Labels

Sub-Station Locations

LWE Residential Buildings

Heat Network Route

Energy Centres - Existing

- Existing Energy Centres

Energy Centres - New

- A - Lancaster West, Air Source Heat Pump 1
- B - Lancaster West, Air Source Heat Pump 2
- C - Lancaster West, Renewable Heat Store
- D - Lancaster West, Renewable Boiler Room
- E - Kensington Leisure Centre, Basement Plant Room

Building Types

- Residential buildings connected to existing district heating systems
- Residential buildings with individual heating systems
- Non Residential buildings connecting to the new heat network

Opportunity Areas for HN

Areas

- Lancaster West Neighbourhood Team Area
- Department of Levelling Up and Communities Area

Lot / MDC Data

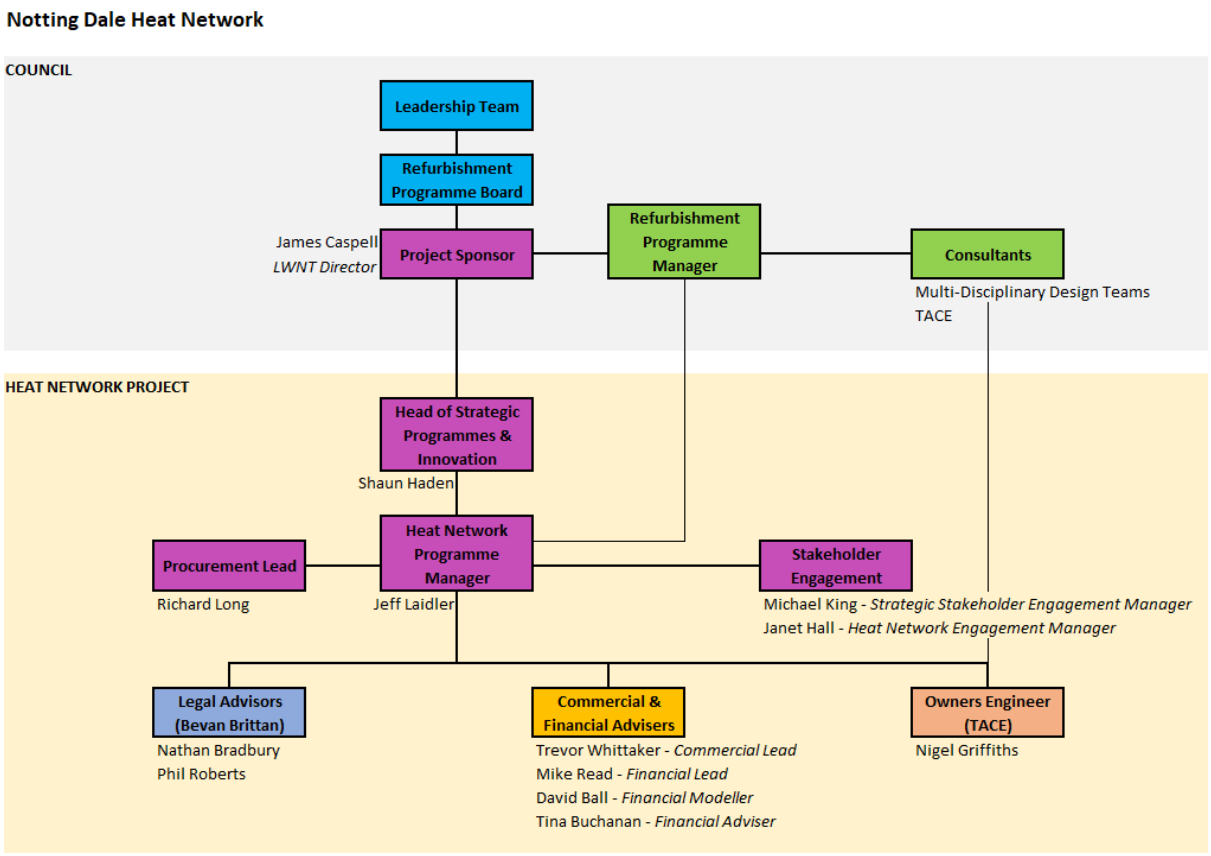
- Lot 1 - Walkways
- Lot 2 - Clarendon, Camelford, Talbot
- Lot 3 - Morland & Talbot Grove House
- Lot 4 - Treadgold House
- Lot 5 - Camborne Mews
- Lot 6 - Verity Close

Grenfell Tower and Grenfell Walk are outside of the Project's scope. The site of Grenfell Tower and immediate surrounding area is controlled by the Department of Levelling Up, Housing and Communities (DLUHC).

The Grenfell Tower Memorial Commission, made up of representatives of the bereaved, survivors and local residents, will decide on the most fitting and appropriate way to remember those who lost their lives in the Grenfell tragedy. It is noted that if any subsequent activity overlaps within the timescale of the Refurbishment Programme and construction of the heat network, this will form part of the site-wide plans to minimise disruption to residents.

8. Governance

A formal structure is in place to ensure rigorous governance of the Project. This is shown diagrammatically below:



The Heat Network shares the same Project Sponsor as the Refurbishment Programme, being the Director of the Lancaster West Neighbourhood Team (LWNT).

8.1 Notting Dale Heat

Kensington and Chelsea Council incorporated Notting Dale Heat in January 2022 to design, build, operate and maintain the Notting Dale Heat Network, starting at Lancaster West (Phase 1) and rapidly moving to expand into wider Notting Dale ward (phase 2) and beyond. This Special Purpose Vehicle (SPV) was incorporated in January 2022, with its first Board meeting in February 2022. It trades as 'Notting Dale Heat' and is 100% owned by the Council.

Two Industry Directors are currently being recruited, adding to the two existing Council directors and two Resident Directors. A Managing Director and Independent Chair will be recruited after Final Investment Decision, which is scheduled for March 2023.

The local energy company's Board meets quarterly and/or when there are relevant matters to be discussed / decided.

Oversight within the Council of the local energy company (together with the Council's housing company) is provided by the Shareholder Committee (as shown in the diagram above), with representation from the three Leadership Team members with relevant portfolios, namely Finance and Customer Delivery (Chair); Housing, Social Investment & Grenfell Recovery; and Environment.

The activities of the local energy company are subject to a Delegations' Matrix and Shareholder's Agreement. Within the Matrix, strategic decisions are retained for shareholder's approval, with the Council being asked to approve the local energy company's 3-Year Rolling Business Plan on an annual basis, which includes a Risk Register and Budget Forecast. Operational matters are delegated to the company's Board and its Managing Director.

To be able to enshrine Lancaster West Neighbourhood Team's approach to putting residents first within the company's DNA, all Board Reports apply the following Decision-Making Principles:

1. **Safety**: maximise resident and worker safety in the design, delivery and maintenance of the network

2. **Quality**: prioritise quality over price to ensure high-quality homes and a positive heat network experience

3. **Value for money**: provide heat that is more affordable than the alternatives

4. **Sustainability**: 100% renewable heating from first 'Heat On'

These principles act as a hierarchy. The local energy company does not move to later principles until the earlier ones are satisfied, as already happens with the Refurbishment Programme. The same decision-making principles underpin the two Tender Packs.

8.2 Legal Structure

Delivery of the Heat Network is being procured in 2 separate procurements:

A. Design, build, operate and maintain (DBOM) contract to be let by Notting Dale Heat for construction, operation and maintenance of the Primary Network, ASHP 1, the Renewable Heat Store and the Renewable Boiler Room to RIBA Stage 3.

B. Design and build (D&B) contract to be awarded by the Council for the Secondary Networks and Tertiary Networks

The Secondary Networks and Tertiary Networks are being funded by the Council as part of its Refurbishment Programme and these assets will remain in the ownership of the Council, which will be responsible for their asset renewal.

Day-to-day maintenance and operation of the Secondary Networks and Tertiary Networks will be the responsibility of Notting Dale Heat. This is so that the Lancaster West Renewable Heat

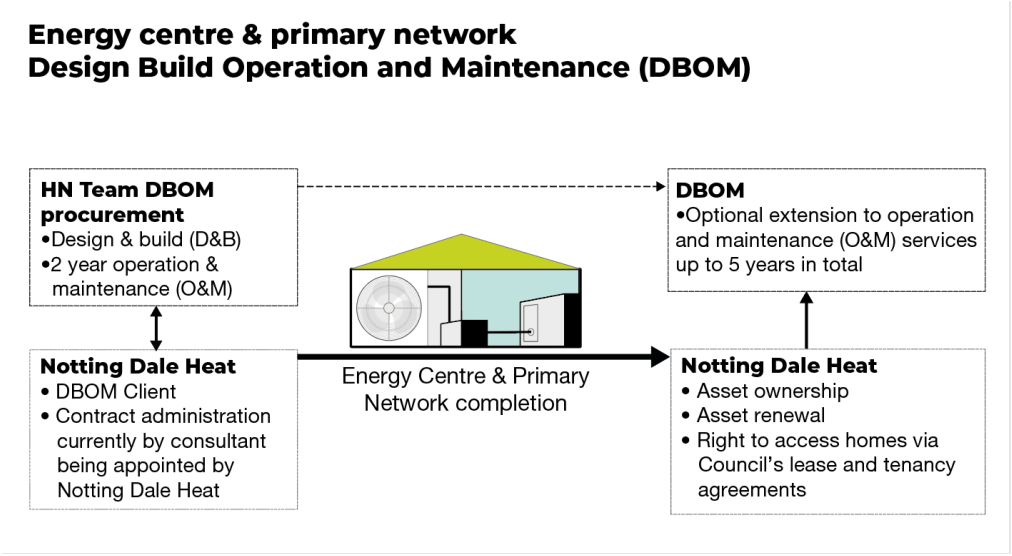
Network is controlled and operated as a holistic heat system, to ensure the provision of reliable heat to customers.

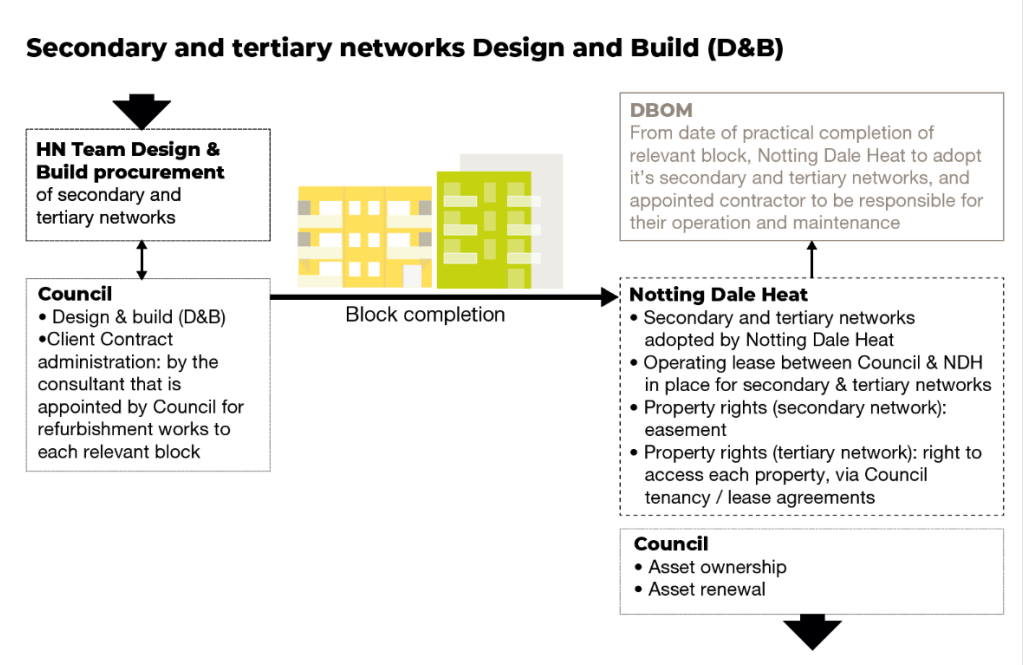
To ensure that the design of the Secondary Networks and Tertiary Networks is compatible with that of the Primary Network and Energy Centres, the concept design and procurement of both have been led by the Heat Network project team.

The client for the DBOM contract is the Council's local energy company, which is 100% owned by Kensington and Chelsea Council.

The counterparty for the D&B contract for the secondary and tertiary heat network is Kensington and Chelsea Council, as it will be undertaken as an integral part of the Refurbishment Programme and wider energy efficiency improvements across the Estate.

This allocation of responsibility between the Council and Notting Dale Heat is shown diagrammatically below:





9. Contract

The scopes of these two main procurements are summarised below:

9.1 DBOM contract for construction, operation and maintenance of the Primary Network and Energy Centres

Design and Build

The Design and Build/Construction works for this contract package will comprise:

1. The laying of a new Primary Network of around 1,200 metres within the Estate to connect the Energy Centres and Substations (see below). The Primary Network is to be laid mainly in paved areas in Council-ownership, with exception of a (minor) road crossing for which highway authority permission is being sought by the Council prior to contract award.

2. Installation of 12 Substations (to which each Secondary Network will connect, see separate D&B contract procurement). These Substations will all be sited externally, with exception of those to the Academy and Leisure Centre which are to be installed within basement plant rooms of each respective building. The Substations will include a bulk heat meter, valves (with remote operation) and heat exchangers.

3. Installation of ASHP technology and ancillary equipment. This will require fitting of required support steels to the existing roof and making good of the roof membrane.

4. Reconfiguration of the existing plant room within the basement of the Kensington Leisure Centre (KLC) to accommodate a Substation connection to the Primary Network (as referred to above) and re-plumbing of the existing gas boilers in order that these may then be used by the Heat Network as a source of back-up heat (rather than continue to serve the Leisure Centre). The Leisure Centre will continue to use its gas CHP until end 2029, so its requirement for heat from the Heat Network during this initial period will be as a source of top-up heat. Thereafter it will require all its heat to be provided from the Heat Network. ESP Electrical Ltd. are the IDNO for this electrical connection.

5. Reconfiguration of the Boiler Room at Camelford Walk to form a Renewable Plant Room, including removal of existing chimney stack; removal of the existing gas boilers; raising of the existing roof by approximately a metre; installation of an electric boiler and ancillary equipment; and installation of new façade and internal fit-out for educational space. UKPN are the DNO for this electrical connection, with ESP Electrical Ltd acting as the IDNO for ASHP 1, the Renewable Heat Store and the Kensington Leisure Centre Plant Room.

6. Installation of Renewable Heat Store and ancillary equipment on a currently flat site outside the Leisure Centre, which will receive architectural design treatment, for which detailed requirements will be made available during the procurement stage.

7. Installation of a comprehensive controls system to connect with the Secondary & Tertiary Networks (see separate D&B contract procurement below).

The Design and Build Requirements are set out in greater detail in the Stage 3 Design report.

Once the Heat Network is operational, the DBOM contractor will make permanent connection to the Leisure Centre, the Academy, Baseline Studios and Treadgold House together with interim connections to the secondary networks of those other residential blocks

whose refurbishment works have not yet been completed. This is with the exception of Camborne Mews and Verity Close (they have individual gas combi boilers and need to be persuaded to connect), and Bomore Road (which will connect later). In this way, Notting Dale Heat will be able to secure an important revenue stream from when the Heat Network goes live.

The process to secure detailed planning permission for the above scope is underway, with intention that this will be secured prior to contract award. A pre-application was submitted to the Council in August 2022.

Bidders are to take into consideration ensuring the ability for the Heat Network to be expanded and/or additional heat loads within the Estate to be added in the future.

Operations and Maintenance

In addition, the DBOM contract package will also include operation and maintenance of the overall Heat Network. These O&M services comprise:

1. Operation of a BMS control system, dashboard and helpdesk facility, under a comprehensive payment mechanism to ensure performance against KPIs. In so doing, minimise the need for call outs through use of the smart control system to monitor plant performance, identify issues and make adaptions.

2. Provision of operations & maintenance services in respect to ASHPs 1 and 2, an electric boiler, gas boilers (retained within the Leisure Centre for back-up use), the Renewable Heat Store and ancillary equipment housed within the Energy Centres; the Primary Network (of approximately 1200m); and the 12 Substations; the Secondary Networks for each block; and the Tertiary Networks within each flat.

There is no requirement for provision of a Metering & Billing service as this is to either be self-delivered by Notting Dale Heat and/or separately procured. Nevertheless, the client requires a meter which collects data that can accessed without financial cost and can be utilised by a minimum of three UK metering and billing providers, with the facility to connect to a separate prepayment unit if required.

The above O&M services are last for 2 years, with the option for Notting Dale Heat to extend these services for up to 5 years in total.

The O&M Requirements are set out in greater detail in the O&M Scope of Works document.

Please see Appendix 1 for a description of the Networks for adoption under the O&M Schedule.

Schedule 6 (Liquidated Damages) of the DBOM Contract will follow.

The CDM Principal Designer and Contract Administrator are in the process of being appointed.

9.2 D&B contract for construction of the Secondary Networks & Tertiary Networks

The D&B works for this contract package will comprise:

1. Installation of the Secondary Networks serving residential blocks, including the HIUs that serve each flat, together with strip out and disposal as appropriate of existing communal

heating supply systems. In many cases the HIUs will have to be located within the flat due to shortage of space within the common areas. The HIUs are to include a heat exchanger, together with a heat meter that has the facility to connect to an electronic Metering and Billing system. Where pipework needs to be laid in externally, this will be mainly in paved areas, all within Council-ownership.

2. Installation of the Tertiary Networks serving each flat comprising: heat interface unit (HIU), thermostatic controls, radiators, valves and small diameter distribution pipework; and strip out and disposal of the existing heating systems. Some elements of the tertiary works (e.g. replacement radiators) has already taken place in some flats, due to a Refurbishment Programme focussed on void properties across the Estate; the numbers of which will be notified during the second tender stage. The archetypes provided in the Technical Design summarise the different flat configurations and numbers of each.

3. On completion of the above works to each block, make permanent connection to the Heat Network, as soon as the latter has become operational, and undertake test & commissioning of that block.

As identified within the Stage 3 design, whilst some of the Secondary Networks will need to be laid underground, the majority of this pipework, similar to each of the Tertiary Networks, will be internal within the residential blocks or fixed to the external walls. As a result, this contract package will require a great deal of close co-ordination with both residents and the Council's refurbishment contractor for each block, who will be delivering the building and electrical works and so act as the Principal Contractor. This Principal Contractor will establish a timetable for the overall works to the block and give suitable notice to the D&B Contractor of when the heating system and DHW works to each flat is to be undertaken.

In delivering the above works it is important that the D&B contractor minimises the duration in which each flat is disconnected from its existing heat supply, before being connected to its new heat supply. At all times the DBOM contractor should not disconnect existing heat supply, until the new heat network has gone live and is able to provide heat into existing properties. Residents will remain in-situ throughout construction, except in exceptional circumstances, where a temporary decant to an empty flat on the Estate will be made: Refurbishment respite (wearew11.org)

Clause 7 (the property text) of the O&M Schedule will follow.

10. Heat Demand

Details of the expected heat demand from each residential block is shown below:

2. Energy Demand Assessment

The demands and subsequent phasing used to evaluate a CHP Hybrid scenario are the same as in Section 2 of the main *WP2 Design Report*. They are displayed in the table below.

Table 1: Summary of Annual Heating Demands Considered

Building/Cluster Name	Building/Cluster Type	Annual Heating Demand (kWh/yr)	Peak Heating Demand (kW)
Camborne Mews 1-12	Retrofit Residential	42,953	83
Camborne Mews 13-36	Retrofit Residential	78,455	128
Barandon, Testerton and Hurstway Walk	Retrofit Residential	1,711,352	1,194
Camelford Court 1-26	Retrofit Residential	134,069	144
Camelford and Upper Camelford Walk	Retrofit Residential	309,322	298
Upper and Lower Clarendon Walk	Retrofit Residential	447,885	401
Morland House 1-17	Retrofit Residential	97,513	102
Morland House 18-34	Retrofit Residential	98,902	102
Talbot Grove House 1-45	Retrofit Residential	315,045	219
Talbot and Upper Talbot Walk	Retrofit Residential	96,418	124
Treadgold	Retrofit Residential	149,488	222
Verity Close (Houses)	Retrofit Residential	190,075	181
Verity Close 8-25	Retrofit Residential	60,510	106
Verity Close 26-43	Retrofit Residential	51,405	106
Kensington Aldridge Academy	School	881,000	444
Kensington Leisure Centre	Leisure	1,830,000	695
Bomore Road	New Build Residential	130,522	181
Baseline Studios	Offices	283,192	191
North Kensington Resource Centre	Public/Community	14,616	8
LWE Community Centre	Public/Community	21,750	13

The homes at Verity Close, Treadgold House and Camborne Mews currently use individual gas combi boilers. The remaining 80% of residential blocks are connected to one of the two existing end-of-life heat networks.

Treadgold House is currently subject to a comprehensive refurbishment scheme being procured by the Council, with support from EnergieSprong, which is due to be completed in 2023. The block is to have its own net-zero carbon heat source (ASHP 2), which will be designed to Stage 4 and built by United Living. Treadgold House will connect as soon as the Lancaster West Renewable Heat Network goes live (expected Autumn-2024), as it will offer more reliable heat supply. At this point, ASHP 2 at Treadgold House will be retained and be available to support the Heat Network. The Treadgold House secondary and tertiary network will start to be operated and maintained by the DBOM contractor.

Engagement will take place with the 16 residential freeholders on the Lancaster West Estate at Verity Close, to ascertain whether they wish to connect to the Heat Network.

11. Heat Network Programme

Key dates for the remaining stages of Commercialisation and the construction of the Heat Network are shown below.

The DBOM contractor will build the primary network, ASHP 1, the Renewable Plant Room and the Renewable Heat Store in one go. We are aiming to go live and connect the vast majority of heat loads in September 2024, including:

- All residential blocks, including Treadgold House. The only exceptions are Camborne Mews, Verity Close and Bomore Road.
- Kensington Aldridge Academy
- Kensington Leisure Centre
- Baseline Studios

This will be for refurbished and un-refurbished blocks.

The secondary and tertiary networks will be installed as part of the Refurbishment Programme for each block, so whenever each block is refurbished.

We aim to connect Camborne Mews and Verity Close in April 2027, as these residents currently have individual gas combi boilers. We therefore need to persuade them to connect to the heat network, using the positive customer experience elsewhere on the Estate.

Bomore Road is forecast to connect in 2029, as it has a fairly new communal gas system.

Notting Dale Heat will only supply top-up heat to Kensington Leisure Centre until 2029, again as the existing gas CHP system is fairly new. The Leisure Centre will then transition, to be provided with all its heating and hot water demand from 2030.

Building cluster/name	***Building cluster/type***	***Previous Heat Start Date***	***New Heat Start Date***
Treadgold House	*Residential*	*July 2029*	*September 2024*
Barandon, Testerton and Hurstway Walk	*Residential*	*January 2025*	*September 2024*
Camelford Court	*Residential*	*July 2024*	*September 2024*
Camelford and Upper Camelford Walk	*Residential*	*July 2024*	*September 2024*
Upper and Lower Clarendon Walk	*Residential*	*July 2024*	*September 2024*
Morland House	*Residential*	*July 2024*	*September 2024*
Talbot Grove	*Residential*	*July 2024*	*September 2024*

Talbot and Upper Talbot Walk	*Residential*	*July 2024*	*September 2024*
Kensington Aldridge Academy	*School*	*July 2024*	*September 2024*
Kensington Leisure Centre	*Leisure Centre*	*December 2029*	*September 2024*
Baseline Studios	*Business units*	*July 2024*	*September 2024*
Verity Close	*Residential*	*December 2026*	*April 2027*
Camborne Mews	*Residential*	*December 2026*	*April 2027*
Bomore Road	*New build residential*	*December 2029*	*December 2029*

12. Refurbishment Programme

Please see below for the latest Refurbishment Programme for the Lancaster West Estate for all building fabric improvements. The programme is subject to change, as it is finalised through resident co-design, contractors are procured and the detailed Construction Logistics Action Plan is developed.

The construction of the secondary and tertiary networks in blocks and homes forms an integral part of the Refurbishment Programme, to minimise disruption for residents.

The D&B contract will be for the 4 years from April 2023 to April 2027. Flexibility in the D&B delivery programme within this 4-year period is key, with at least 4 months' notice of work starting on each block. The contract could be extended if mutually agreed for up to a further 2 years, to reflect any changes in the Refurbishment Programme and/or Phase 2.

Activity	**Anticipated start date**	**Anticipated finish date**
Refurbishment Programme: Construction Phase (=RIBA Stage 5)		
Refurbishment Construction Phase (The Walkways, 367 flats)	**June 2023**	**March 2024**
Refurbishment Construction Phase (Camelford Court & Camelford Walk)	**June 2023**	**March 2024**
Refurbishment Construction Phase (Clarendon Walk & Talbot Walk)	**November 2023**	**August 2024**
Refurbishment Construction Phase (Morland House & Talbot Grove House, 62 flats)	**June 2023**	**March 2024**

Refurbishment Construction Phase (Treadgold House, 38 flats)	**February 2023**	**November 2023**
Refurbishment Construction Phase (Cambourne Mews, 36 flats)	**July 2026**	**April 2027**
Refurbishment Construction Phase (Verity Close, 68 homes)	**July 2026**	**April 2027**

DBOM works - programme constraints

1. The Council is constructing SUDS drainage schemes at the Estate as part of new landscaping works that it is procuring. Two of these SUDS (which form part of the Council's Lots 1 and 2 Public Realm Works) are relevant to routing of the Primary Network, as they will be installed at the West and East ends of Clarendon Walk. A specific requirement of the DBOM Contract is that the Primary Network avoids the areas of these SUDS (tbc). Also to allow timely completion of the landscape works in these areas the Primary Network is to be laid here, hydraulically tested and back-filled in advance of any other lengths of the Primary Network so as to be complete as soon as reasonably possible.
2. There is a GLA Local Energy Company grant funding requirement for the Air Source Heat Pump 1 to be purchased by 31 July 2023.

13. Social Value and Sustainability

13.1 Social Value

Social Value is defined as the additional social, economic and environmental benefits obtained from public commercial contracts as codified in the Public Services (Social Value) Act 2012.

For Lancaster West Estate this means providing tangible and measurable benefits to residents through the provision of cash or in-kind contributions to activities, projects and programmes that align with our Community Development Strategy and Sustainability Strategy.

Community Development Strategy thematic priorities:

- Maximising financial and career opportunities
- Health and wellbeing
- Sustainability, Garden Estate and Greener Neighbourhood
- Connected community and improved levels of equality

Sustainability Strategy thematic priorities:

- Making homes warm, comfortable and energy efficient
- Switching the energy we use to clean and green suppliers
- Creating a garden estate with a thriving environment
- Reducing waste and increasing recycling
- Supporting residents to make sustainable lifestyle choices and reducing the carbon footprint of our service

Social Value is a scored element in the Quality Questions. The following documents are included within the tender pack to provide background information to Bidders:

- ISIT 2B, Social Value Implementation Plan
- ISIT 2C, Social Value Information for Tenderers
- ISIT 2D, Social Value Method Statement

13.2 Sustainability

Sustainability means 'meeting the needs of the present without compromising the ability of future generations to meet their own needs'. Our vision for the Estate is "to become the UK's biggest eco-neighbourhood"; in part through becoming a carbon-neutral estate by 2030. As indicated in the Social Value section above, the Lancaster West Estate has 5 Sustainability Thematic Priorities to drive achievement of this objective.

The 100% renewable and zero-carbon heat network being delivered under this project is a key element to achieving these objectives. We are seeking a contractor who share our Sustainability Vision by being zero-carbon in both Construction and Operations, with direct action to:

1) Decarbonisation: measure, manage and reduce embodied carbon during construction and operations.

2) Resources and waste: put circular economy principles at the heart of the new heat network, through three specific stages:

a. Dismantling the two existing heat networks, noting that we are not removing anything below ground.

b. Designing and building the new energy centres and primary heat network, so that they can be more easily dismantled and adapted over their lifetime, putting in place a clear hierarchy to prioritise the retention of existing structures above demolition, where this is the more sustainable and appropriate approach.

c. Operation and maintenance of the new heat network

3) Active travel: seek active, efficient and sustainable transport modes to be used to minimise the environmental impact of constructing and operating the new heat network.

At Stage 1 of this bid process, we are asking bidders to:

1) Refer to Section 208 to 265 of the National TOMs Framework on 'Environment'

2) State appropriate KPIs that best fit with our vision and your corporate sustainability objectives, to maximise ease of measurement and added value.

At Stage 2, this suggested approach will be subject to review, development and negotiation to ensure full strategic alignment and to maximise sustainability benefits. KPIs will be developed during the second tender stage to put in place metrics to ensure delivery of Bidder sustainability proposals. [DELETE text ISIT – 2E, Sustainability Reporting}.

14. Refurbishment Project

14.1 Description

The Council is designing and delivering a Refurbishment Programme to comprehensively refurbish the Lancaster West Estate. The Refurbishment Programme is a key priority detailed in the Council Plan. The vision is to make the estate a model for social housing in the 21st Century, one that is net zero by 2030 and all homes are comfortable, thermally efficient and affordable to live in for residents.

A feasibility study was undertaken by the Carbon Trust, EnergieSprong and Turner & Townsend via the GLA Retrofit Accelerator - Homes Programme. This concluded in May 2020 and outlined a fabric first approach for the Estate Refurbishment Scheme.

TACE are the technical consultants leading on M&E design for the entire Refurbishment Programme.

The adopted "fabric first" approach has set an EnerPhit energy performance target for many homes. This means that the heating and cooling demand of each home must not exceed 50kWh/m2/year and needs to go as low as 25kWh/m2/yr. The heat network has been designed in alignment with these figures. The extensive external refurbishment programme will replace windows, doors, and upgrade internal and/or external insulation and heating systems. Alongside this an internal refurbishment programme is currently underway, replacing old kitchens and bathrooms in flats as they become vacant

14.2 Design team

Three multi-disciplinary teams have been appointed by the Council for the refurbishment of individual residential blocks, which are divided into 6 Lots on the Estate as below:

- ECD Architects – Morland House, Talbot Grove, Treadgold and Verity (Lots 3,4 and6)
- Penoyre & Prasad – Camborne and East Side (Lots 2 and 5)
- Tbc – The "Walkways" (Lot 1)

Details of the blocks are:

- The Walkways: Barandon, Testerton, and Hurstway Walks (367 units) Lot 1
- East Side: Camelford Walk, Camelford Court, Clarendon Walk, and Talbot Walk (207 units) Lot 2
- Morland House and Talbot Grove House (79 units) Lot 3
- Treadgold House (38 units) Lot 4
- Camborne Mews (36 units) Lot 5
- Verity Close (68 units) Lot 6

14.3 Resident co-design

Resident engagement and co-design are at the heart of the estate-wide Refurbishment Programme and heat network development.

The refurbishment and resident co-design programme started with an Ideas Day in 2018. Since then, engagement with residents has set out the Top Ten Priorities for each block (available here: https://www.wearew11.org/en/page/52141), and parameters for procurement processes. Using the 80/20 quality and price ratio set by residents, an architect-led multidisciplinary design team was appointed to each lot by resident selection. After 2 phases of engagement, the co-design of each block is now entering its final pre-planning design. Final design choices are to be made by residents during summer 2022, completing RIBA Stage 3 ahead of planning applications to be made later this year. Hundreds of residents, drawn from every block on the Estate, have engaged in the process to choose the refurbishment priorities for their blocks and homes. In some blocks more than 80% of residents have participated to date.

Resident co-design of the heat network began in February 2020. Online webinars, postal and digital surveys were used to identify the resident's priorities for heating, better controls, affordability, and sustainability. The heat network co-design programme has dove-tailed with the refurbishment programme, enabling residents to make choices and provide feedback on detailed proposals including energy sources, heating control systems, heating payment systems, as well as the energy centre location and design ideas. Residents have also influenced the energy company's management structure; two residents have been appointed as non-executive directors.

Resident co-design of the heat network will result in a local energy company and heating service co-produced by residents. This is an exemplar project for Kensington and Chelsea, as it demonstrates transition from co-design into long-term management of a new service area. The outcome, jointly sought by residents and the Council, provides an excellent customer experience. This excellence is sought in the technical proficiency of the system, its management from construction to operation, and in all contractors' respect and professionalism in engaging with residents. By working with residents, regulators, and future appointed suppliers we seek to put customers first by implementing a robust 7-point strategy:

1. Customer Charter: provides a guarantee of heat quality and customer

2. Vulnerable support: extra help with heating and hot water is available for anyone who is in a vulnerable situation;

3. Resident Price Promise: until 2030, residents will pay the cheaper energy price, either gas or renewable heating costs;

4. The Heat Trust: to act as an independent Customer Champion on behalf of customers;

5. Ofgem regulation: from 2024, Ofgem will regulate heat networks. This will give quality and price protection, similar to gas and electricity today;

6. Board structure: the heat network board will make management decisions for the heat network. The board will include heat network customers who live on Lancaster West Estate. A shareholder committee will also provide additional checks to ensure an excellent customer experience;

7. Notting Dale Heat will deliver excellent customer service, with at least 80% customer service satisfaction.

15. Construction logistics

Because of the significant amount of construction related work that is taking place at the Estate, the Client has developed a Construction Logistics Strategy (ISIT – 4A). In response to this strategy, Bidders are required in the Supplier Qualification and Tender Questions to submit their own Construction Logistics Plan for evaluation.

16. Surveys

See ISIT – 3, Pre-Construction Information, Health and Safety.

17.Document Schedule

List included below of all appendices

Folder		Document	File Name
FOLDER - ISIT			
1. Invitation to Submit Initial Tenders (ISIT)	1a	Invitation to Submit Initial Tender (ISIT)	ISIT - 1A Invitation to Submit Initial Tender (ISIT) - LIVE.docx
	1b	Supplier Qualification and Tender Questions	ISIT - 1B Quality Criteria Questions for Initial Tenders - LIVE.docx
	1c	Pricing schedule	ISIT - 1C Pricing Document LIVE.docx
	1d	KPI Schedules - Construction and O&M Services	ISIT - 1D KPI Schedule.docx
	1e	Document schedule	ISIT - 1E DBOM Document Schedule.xlsx
2. Project Description and Objectives	2a	Project Description and Objectives	ISIT - 2A Project Description and Objectives - LIVE.docx
	2b	Social Value Implementation Plan	ISIT - 2B Social Value Implementation Plan.xlsx
	2c	Social Value Information for Tenderers	ISIT - 2C Social Value Information for Tenderers.docx
	2d	Social Value Method Statement	ISIT - 2D Social Value Method Statement.docx
	2e	Sustainability Reporting Template.xlsx	ISIT - 2E Sustainability Reporting Template.xlsx
	2f	GIS Autocad file	GIS Map.bmp
3. Health & Safety	3a	Pre-construction information (PCI)	H&S PCI - DHNW Primary Works.docx
	3b	Tendering Contractors CDM 2015 Competency Questionnaire	ISIT - 3B H&S Tender Questions LIVE.docx
	3c	Asbestos survey and ground contamination survey	???
4. Construction Logistics Strategy	4a	Construction Logistics Strategy	ISIT - 4A Construction logistics strategy - LIVE.docx
	4b	RBKC Code of Construction Practice April 2019	ISIT - 4B Construction Logistics Strategy Appendix 1.pdf
5. O&M Scope of Works	5a	O&M Scope of Works	ISIT 5 O&M Scope of Works - LIVE.docx
6. Stage 3 Design - Part 1	6a	ISIT - Stage 3 Design/Introduction	01 - Introduction to Stage 3 Tender District Heat Network Report Rev.T3.pdf
	6a	ISIT - Stage 3 Design/Introduction	02 - Organogram.pdf
	6a	ISIT - Stage 3 Design/Introduction	03 - Notting Dale Heat Network – Technical Options Decision Tree (Rev.04).pdf
6. Stage 3 Design - Part 1	6b	ISIT - Stage 3 Design/Part 1 - TACE Stage 3 Report	PA1500 Stage 3 Report - Rev T3.pdf
6. Stage 3 Design - Part 2	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Design Risk Assessment	Notting Dale Design Risk Assessment_rev A.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix A, Supporting Information	Notting Dale DHN Building Data Collection.xlsx
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix C, Network Deliverables	Notting Dale DHN_Existing Utilities Pinch points 1of2.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix C, Network Deliverables	?????
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix C, Network Deliverables	Notting Dale Heat Network Map.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix D, Design Guide Lite	Notting Dale HN - Design Guide (Lite).pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix B, Energy Centre Deliverables	Notting Dale Outline Commissioning Strategy.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix B, Energy Centre Deliverables	Notting Dale Outline Metering Strategy.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix A, Supporting Information	Notting Dale Site Visit Notes 01 - Nov 2020.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix A, Supporting Information	Notting Dale Site Visit Notes 02 - Dec 2020.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report	Notting Dale Updated Design Report.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix B, Energy Centre Deliverables	Option1- Camelford Court.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix B, Energy Centre Deliverables	Option1- Leisure Centre.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix B, Energy Centre Deliverables	Option1-Overall View.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix B, Energy Centre Deliverables	RBKC-LAYOUT-001 Notting Dale EC Location Option 1.pdf

	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix B, Energy Centre Deliverables	RBKC-LAYOUT-003 Leisure Centre Roof & Plantroom Layout.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix B, Energy Centre Deliverables	RBKC-LAYOUT-004 Camelford Court Plantroom Option 1 Layout.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix B, Energy Centre Deliverables	RBKC-LAYOUT-005 Camelford Court Plantroom Option 2 Layout.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix B, Energy Centre Deliverables	RBKC-Modelling-001 Updated Enegy Model.epp
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix C, Network Deliverables	RBKC-NETWORK-001 Site Wide Network Layout P2.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix B, Energy Centre Deliverables	RBKC-SCHEM-001 EC Option 1 Leisure Centre Schematic.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix B, Energy Centre Deliverables	RBKC-SCHEM-002 EC Option 1 Camelford Court Schematic.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix C, Network Deliverables	TYPICAL TRENCH DETAIL-SINGLE PIPES-A1.pdf
	6c	ISIT - Stage 3 Design/Part 2 - Ramboll Report/Appendix C, Network Deliverables	Differential Pressue.pdf
6. Stage 3 Design - Part 3	6d	ISIT - Stage 3 Design/Part 3 - Supplementary Information/1 - GPRS	30220BWUG-0103 - Sitewide Utilities & Drainage Survey.pdf
6. Stage 3 Design - Part 4	6e	ISIT - Stage 3 Design/Part 4 - Drawings/00 Sitewide	PA1500-TCE-XX-XX-DR-M-90001 Rev P2.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/00 Sitewide	plot.log
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/00 Sitewide	LWE-TCE-XX-XX-DR-M-36001 Rev P1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/00 Sitewide	LWWW-TAC-XX-XX-DR-M-50012 Rev T3.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWBW-TAC-XX-00-DR-M-57001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWBW-TAC-XX-XX-DR-M-36001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWBW-TAC-XX-XX-DR-M-56001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWBW-TAC-XX-XX-DR-M-56002 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways/Riser Options	LWBW-TAC-XX-XX-DR-M-80001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways/Riser Options	LWBW-TAC-XX-XX-DR-M-80002 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWWW-TAC-XX-00-DR-M-50011 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWWW-TAC-XX-00-DR-M-50012 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWWW-TAC-XX-00-DR-M-50013 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWWW-TAC-XX-00-DR-M-50014 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWWW-TAC-XX-00-DR-M-50015 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWWW-TAC-XX-00-DR-M-50016 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWWW-TAC-XX-00-DR-M-50017 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWWW-TAC-XX-00-DR-M-50018 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWWW-TAC-XX-00-DR-M-50019 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWHW-TAC-XX-00-DR-M-57002 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWHW-TAC-XX-00-DR-M-57003 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWHW-TAC-XX-00-DR-M-57004 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways/Riser Options	LWHW-TAC-XX-DR-ME-90001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways/Riser Options	LWHW-TAC-XX-DR-ME-90002 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways/Riser Options	LWHW-TAC-XX-DR-ME-90003 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways/Riser Options	LWHW-TAC-XX-DR-ME-90004 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWHW-TAC-XX-XX-DR-M-36001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWHW-TAC-XX-XX-DR-M-56001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWHW-TAC-XX-XX-DR-M-56002 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWTW-TAC-XX-XX-DR-M-36001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWTW-TAC-XX-XX-DR-M-56001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/01 Walkways	LWTW-TAC-XX-XX-DR-M-56002 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Camelford Court	LWCC-TAC-XX-00-DR-M-560001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Camelford Court	LWCC-TAC-XX-00-DR-M-560002 Rev T1.pdf

	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Camelford Court	LWCC-TAC-XX-01-DR-M-560001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Camelford Court	LWCC-TAC-XX-01-DR-M-560002 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Camelford Court	LWCC-TAC-XX-XX-DR-M-36001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Camelford Court	LWCC-TAC-XX-XX-DR-M-560011 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Camelford Court	LWCC-TAC-XX-XX-DR-M-90002 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Camelford Court	LWCC-TAC-XX-XX-DR-M-90005 Rev T1.pdf
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	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Camelford Court	LWCC-TAC-XX-XX-DR-M-90016 Rev T1.pdf
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	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Clarendon Walk	LWCD-TAC-XX-00-DR-M-560003 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Clarendon Walk	LWCD-TAC-XX-01-DR-M-560001 Rev T1.pdf
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	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Clarendon Walk	LWCD-TAC-XX-02-DR-M-560001 Rev T1.pdf
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	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Clarendon Walk	LWCD-TAC-XX-XX-DR-M-560011 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Clarendon Walk	LWCD-TAC-XX-XX-DR-M-90002 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Clarendon Walk	LWCD-TAC-XX-XX-DR-M-90004 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Clarendon Walk	LWCD-TAC-XX-XX-DR-M-90012 Rev T1.pdf
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	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Camelford Walk	LWCW-TAC-XX-01-DR-M-56002 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Camelford Walk	LWCW-TAC-XX-02-DR-M-56001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Camelford Walk	LWCW-TAC-XX-02-DR-M-56002 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Camelford Walk	LWCW-TAC-XX-03-DR-M-56001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Camelford Walk	LWCW-TAC-XX-03-DR-M-56002 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Camelford Walk	LWCW-TAC-XX-04-DR-M-56001 Rev T1.pdf
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	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Talbot Walk	LWTW-TAC-XX-XX-DR-M-90002 Rev T1.pdf
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	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Talbot Walk	LWTW-TAC-XX-XX-DR-M-90012 Rev T1.pdf
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	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Talbot Walk	LWTW-TAC-XX-02-DR-M-560001 Rev T1.pdf

	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Talbot Walk	LWTW-TAC-XX-03-DR-M-560001 Rev T1.pdf
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	6e	ISIT - Stage 3 Design/Part 4 - Drawings/02 Talbot Walk	LWTW-TAC-XX-XX-DR-M-36001 Rev T1.pdf
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	6e	ISIT - Stage 3 Design/Part 4 - Drawings/03 Morland House	LWMH-TAC-XX-02-DR-M-56001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/03 Morland House	LWMH-TAC-XX-XX-DR-M-36001 Rev T1.pdf
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	6e	ISIT - Stage 3 Design/Part 4 - Drawings/03 Morland House	LWMH-TAC-XX-XX-DR-M-56001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/03 Morland House	LWMH-TAC-XX-XX-DR-M-57011 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/03 Morland House	LWMH-TAC-XX-XX-DR-M-80001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/03 Morland House	LWMH-TAC-XX-XX-DR-M-80002 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/03 Talbot Grove House	LWTH-TAC-XX-00-DR-M-560001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/03 Talbot Grove House	LWTH-TAC-XX-01-DR-M-560001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/03 Talbot Grove House	LWTH-TAC-XX-02-DR-M-560001 Rev T1.pdf
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	6e	ISIT - Stage 3 Design/Part 4 - Drawings/05 Cambourne Mews	LWCB-TACE-XX-02-DR-M-800012 Rev P01.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/05 Cambourne Mews	LWCM-TAC-XX-XX-DR-M-36001 Rev T1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/05 Cambourne Mews	LWCM-TAC-XX-XX-DR-M-56001 Rev P2.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/05 Cambourne Mews	LWCB-TACE-XX-XX-DR-M-560011 Rev P01.pdf
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	6e	ISIT - Stage 3 Design/Part 4 - Drawings/06 Verity Close	PA1611-TAC-XX-XX-DR-M-50002 Rev P1.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/06 Verity Close	plot.log
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/06 Verity Close	LWVC-TACE-XX-01-DR-M-90001 Rev P01.pdf
	6e	ISIT - Stage 3 Design/Part 4 - Drawings/06 Verity Close	LWVC-TAC-XX-XX-DR-M-36001 Rev T2.pdf
	6f	ISIT - Stage 3 Design/Part 4 - Drawings/06 Verity Close	LWVC-TAC-XX-XX-DR-M-56001 Rev T2.pdf
FOLDER - Contract Documents			
6. Contract documents	6a	DBOM Contract	Contract (DBOM) - Live.DOCX
	6b	MF1 - Form of Contract	MF1 - Form of Contract.PDF
	6c	Schedule 9 - O&M Schedule (DBOM)	Schedule 9 - O&M Schedule (DBOM).docx

Appendix 1, Description of Networks for adoption under O&M Schedule

ROYAL BOROUGH OF KENSINGTON AND CHELSEA

Notting Dale Heat Network

Table of Networks for Adoption under O&M Schedule in DBOM

1. BACKGROUND

1.1 Under Schedule 9 (the "O&M Schedule") of the "DBOM Contract", the "DBOM Contractor" will "Adopt" and then operate and maintain ("O&M") certain infrastructure in relation to the Notting Dale Heat Network (the "Heat Network").

1.2 Some of this Heat Network infrastructure will be designed and built by the DBOM Contractor itself under the DBOM Contract; other Heat Network infrastructure will be designed and built by other works contractors ("Other Contractors").

1.3 For the purposes of the O&M Schedule, each package of Heat Network infrastructure that will be Adopted by the DBOM Contractor is referred to as a "Network". The definition of a "Network" in the O&M Schedule is sufficiently flexible to cover an individual section or part of the Heat Network thus enabling a phased Adoption of different parts of infrastructure at different times. For example, this could allow for the entire Primary Network and Energy Centre Infrastructure to be classified together as a single Network for O&M purposes and Adopted in one go, or, also for example, the Secondary Network of Tertiary Network could be Adopted on a block-by-block basis with each individual block classified as an individual Network.

1.4 A different Adoption process and different O&M responsibilities will apply to the different categories of Network depending on whether the Network was D&B'd by an Other Contractor or by the DBOM Contractor[1]. The table below summarises the main principles regarding these Adoption processes and O&M responsibilities .Bidders should refer to the draft DBOM Contract for full details.

1.5 It is assumed for the purposes of the procurement of the DBOM Contract that no Networks will have been designed and built before the DBOM Contract has been signed[2].This is significant, as the DBOM Contractor will be granted the opportunity under the DBOM Contract to satisfy itself that the all Networks are designed and built in line with the relevant Technical Specification before being Adopted by the DBOM Contractor.

1.6 The defined terms in the DBOM Contract apply equally in this document.

[1] See in particular paragraphs 4.4 to 4.10 and appendix 8 of the O&M Schedule.
[2] There is, however, a possibility that the Treadgold Network may in fact be completed before the DBOM Contract is signed.

Table

	Category of Network	DBOM Contractor obliged to Adopt?	Scope of Heat Network infrastructure in such a Network	Adoption process	Role of DBOM Contractor regarding Planned Maintenance, Unplanned Maintenance and rectifying Defects[3]
			Phase 1 Network		
	Contractor Phase 1 Network	Yes	A **"Contractor Phase 1 Network"** shall comprise any section(s) of Primary Network and/or Energy Centre Infrastructure that are designed and built by the DBOM Contractor in respect of Phase 1 of the Heat Network pursuant to the DBOM Contract. The Technical Specification for a Contractor Phase 1 Network shall be appended at Schedule 3 of the DBOM Contract.[4]	Upon issue of Taking-Over Certificate pursuant to clause 29 of the DBOM Contract the Contractor Phase 1 Network shall be Adopted by the DBOM Contractor.	DBOM Contractor to undertake (at its own cost): • Planned Maintenance; and • Unplanned Maintenance. DBOM Contractor is responsible for rectifying any Defects at its own cost.
	Other Phase 1 Network (i.e any **Secondary/ Tertiary Network** or any **Treadgold Network**)	Yes	An **"Other Phase 1 Network"** could comprise either any: • **"Secondary Network** and/or **Tertiary Network"** in respect of Phase 1 of the Heat Network; and/or • **"Treadgold Network"** (i.e. any section(s) of the secondary or tertiary network at Treadgold House).	The Adoption process provides the DBOM Contractor with the opportunity to satisfy itself that the relevant Other Contractor is undertaking the design and build of the Other Phase 1 Network in accordance with the relevant Technical Specification and that there are no Defects. In particular, the DBOM Contractor will have the opportunity to undertake in respect	DBOM Contractor to undertake (at its own cost): • Planned Maintenance; and • Unplanned Maintenance. After Adoption, the DBOM Contractor shall be responsible for identifying and resolving with the Other Phase 1 Contractor any Defects. In addition, the DBOM

[3] Please refer to the draft DBOM Contract for the definitions of "Planned Maintenance", "Unplanned Maintenance" and "Defect".

[4] The Technical Specification for a Contractor Phase 1 Network will not be in its final form at the commencement of the procurement process. Accordingly, a Stage 3 design version of this Technical Specification shall be made available to bidders prior to the submission of Initial Tenders; and, an updated more detailed design version shall be made available later in the procurement process.

			Any Other Phase 1 Network would be designed and built by an Other Contractor (i.e. NOT the DBOM Contractor) outside the scope of the DBOM Contract. The Technical Specification for the Secondary Network and Tertiary Network shall be appended at Part 1 of Appendix 2 to the O&M Schedule.] [The Technical Specification for a Treadgold Network shall be appended at Part 1 of Appendix 2 to the O&M Schedule[5].	of the Other Phase 1 Network to ensure this is the case: • a review of the design of the Network; • inspection of the works during construction; and • witnessing the tests on completion of the works. This process is set out in Appendix 8 of the O&M Schedule.	Contractor shall be entitled to claim the reasonable costs of any Repair Work to rectify and Defects after Adoption in certain circumstances.[6]
	Phase 2 Network (i.e. future expansions)				
	Phase 2 Network	No	A Phase 2 Network comprises any infrastructure in respect of the Heat Network that falls outside the scope of Phase 1, for example any expansion to the Heat Network. A Phase 2 Network could theoretically be designed and built by the DBOM Contractor (e.g. as a variation to the D&B part of the DBOM Contract) or by a third party contractor.	Any Adoption of a Phase 2 Network (including the terms in respect of such Adoption and subsequent O&M services) by the DBOM Contractor would need to be mutually agreed by the DBOM Contractor and the Purchaser as a variation to the DBOM Contract[7].(In other words, the DBOM Contractor could not be *required* by the Purchaser to Adopt a Phase 2 Network).	

[5] The Technical Specifications for a Secondary Network, Tertiary Network and a Treadgold Network will not be in final form at the commencement of the procurement process. Accordingly, in the case of each such Technical Specification it is intended that: a Stage 3 design version of the Technical Specification shall be made available to bidders prior to the submission of Initial Tenders; and, an updated more detailed design version shall be made available later in the procurement process.

[6] See paragraphs 4.4 to 4.10 of the O&M Schedule

[7] As the terms for Adoption and O&M services in relation to any Phase 2 Network would not be baked into the Contract, there would likely be procurement law considerations for the Purchaser in respect of any variation. Such considerations would depend on the circumstances at the time, and are outside the scope of this document.