

Specialist Practitioner Specification

Project Aim

To deliver 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.

The project team will report to a Swindon Borough Council officer and will consist of a project manager, a specialist practitioner and a technical consultant. This specification is for the specialist practitioner role.

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 specialist practitioner is now required to assure the process of the study work and develop a plan to progress towards establishing a district heating network for Swindon, involving a robust stakeholder engagement strategy

District Heating project output requirements:

To oversee the District Heating project, an overarching project management role will be procured separately. The project manager will develop the project plan, oversee its delivery and close-out, report on progress throughout the life of the project and monitor and evaluate the specialist consultancy work. Also a technical consultant will be procured to deliver outputs including:

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

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(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. This commission is for a practitioner experienced in the field of District Energy to assure the process of developing these outputs:

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

The outputs of the study will also form an evidence base which can inform a Borough-wide energy masterplan for Swindon. The specialist practitioner will ensure significant and sustainable knowledge transfer to the Local Authority in order that this work will support delivery of Swindon Borough Council's economic development activity.

Scope

The specialist practitioner will work with the project manager 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 specialist practitioner will:

- Design and undertake internal senior stakeholder engagement and project communications (including defining and communicating project benefits)
- Design and undertake external stakeholder engagement, particularly with local developers and landowners, to understand their barriers and motivators, promote the project and respond to challenges

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- Support on planning policy advice, including drafting / amending new / existing policies, appearing as expert witnesses in planning hearings, and offering advice and support on the implementation of policies, including responding to challenges from developers and their consultants
- Deliver procurement advice and support on: production of specifications, appointing suppliers, contract management, quality-assurance of outputs and next steps
- Where appropriate or necessary, support in developing an in-house financial model to be owned by the Council (reducing cost and dependency on consultants)
- Deliver advice on developing governance models that ensure schemes are deliverable and still meet the Council's objectives
- Support in market engagement, particularly with commercial ESCOs as well as additional technical, financial and legal expertise
- Advice on possible funding routes, and the implications of those funding routes on the delivery of project objectives
- Provide holistic, end-to-end quality assurance of the process for the Council, including providing practical advice on all next steps, including exit strategies and alternative ways of meeting strategic objectives, also to work with the project manager and SBC officers to define next steps to an investment grade proposition.
- Manage successful knowledge transfer to SBC officers in terms of development of district heating schemes.

Time Frame

Tender issue for Specialist Practitioner and Project Manager 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 requirements

- Prince2 / Project Management Experience
- Experience of commercial and technical delivery of district heating networks
- Experience of managing feasibility studies
- 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
- Commercial awareness e.g. financials around the delivery of heating district schemes
- Knowledge and experience in thermal technologies relating to waste and biomass

Requirements:

- To attend kick off meeting and subsequent regular meetings at the requirement of the client

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- To produce a full stakeholder engagement plan in consultation with the project manager
- To oversee stakeholder management activity in consultation with the project manager and to provide specialist advice in respect of particular stakeholder groups
- To escalate to client through project board or by ad hoc intervention where risks emerge or increase, also where quality is compromised
- To deliver “Lessons Learned” and “Next Steps” project reports in consultation with project manager and technical consultant.

Tender evaluation details

To be contained in the accompanying RFQ