



Preliminary Market Consultations (Soft Market Testing)

District Heating Works in London

THIS IS NOT A CALL FOR COMPETITION

Table of Contents

1	Introduction	3
2	Sutton Decentralised Energy Network.....	9
3	Haringey Decentralised Energy Network.....	15
4	Joint Project Details	17
5	Soft Market Testing Process	19
6	Questionnaire Instructions	19
7	Soft Market Testing Questionnaire.....	21

Table of Figures

Figure 1 SDEN Planned Extensions and Connections	11
Figure 2 Sutton Town Centre extension route showing candidate building connections.....	12
Figure 3 HDEN planned heating network	15

1 Introduction and UK District Heating Opportunities

1.1 Introduction

The London Boroughs of Sutton (“**LBS**”) and Haringey (“**LBH**”), which together are jointly referred to as “**the Authorities**”, are progressing major district heating construction projects estimated to be worth several tens of millions of pounds and considered to be large scale projects within a UK context, with typical projects normally being in the region of £2-15M.

This market consultation aims to inform the market of our progress and plans whilst listening to industry views and opinions on the best way for the Authorities to bring these significant projects to market, to ensure that they can be both commercially successful and delivered effectively.

The Authorities intend to hold a soft market testing event (“SMT Event”) and invite all interested organisations via a PIN and wide advertising of the opportunity to attend this event to understand more about the proposed projects. Following this event we ask that you respond to the questionnaire included at the end of this document. The Authorities may also hold individual meetings with responders to discuss their responses where in the Authorities’ reasonable opinion further clarifications may be required. If you wish to be considered for one of these individual meetings then please indicate this when you provide responses to the questions after the event.

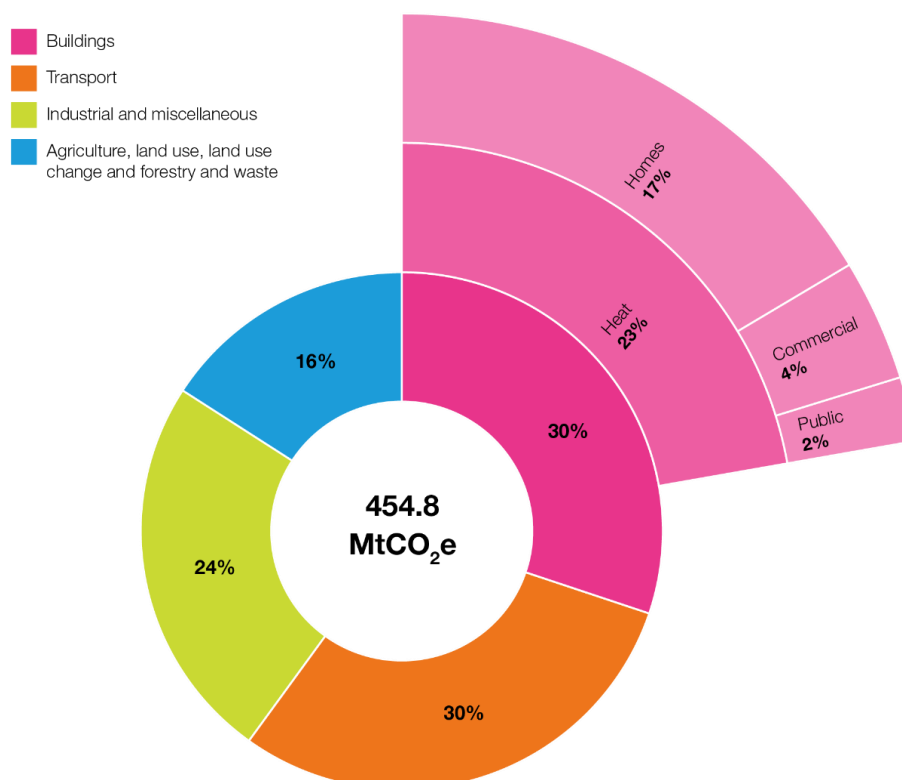
The SMT Event will be held on MS Teams to ensure the widest possible participation and is expected to take place on 8th September 2022. If you wish to attend the SMT Event please respond to the Google Form (click this link to [Register to attend SMT Event](#)) expressing your interest, by 5pm on Monday the 5th September.

1.2 UK District Heating Opportunities

We understand that some recipients of this market consultation paper may not be familiar with the UK district energy market and how the above projects fit within this. We have therefore provided some context below.

1.2.1 The Needs of the UK

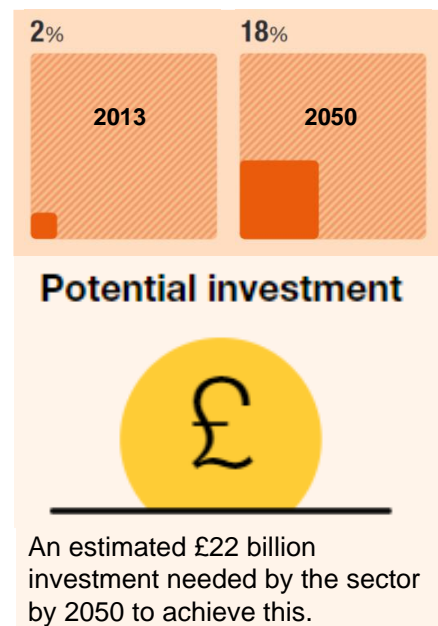
- There are around **30 million buildings in the UK**, responsible for **~30% of our national emissions**, heat being a major part of this ~30% (see diagram below)



- The UK has a Net Zero strategy, meaning that nearly all buildings need to be decarbonised by 2050.
- There are around **30 million buildings in the UK**, responsible for **~30% of our national emissions**
- The Government is committed to delivering **300,000 new homes** each year from the mid-2020s. This means that **20% of 2050's homes are still to be built**.

1.2.2 How Significant a Role are Heat Networks Expected to Play in the Future of UK Buildings?

- The illustrative scenarios in the Clean Growth Strategy suggested that heat networks could provide between 17-24% of UK heat demand by 2050. That figure is currently around 2-3%
- Analysis by Element Energy for the Climate Change Committee projected the following growth in heat provided through district heating:
 - 9% (42 TWh) in 2030 and
 - 18% (81 TWh) in 2050.



1.2.3 What the UK Government are Doing to Grow the Heat Network Market

The UK Government are playing an active role in assisting the development of heat networks and plan to transform the market over the next decade through the following measures:

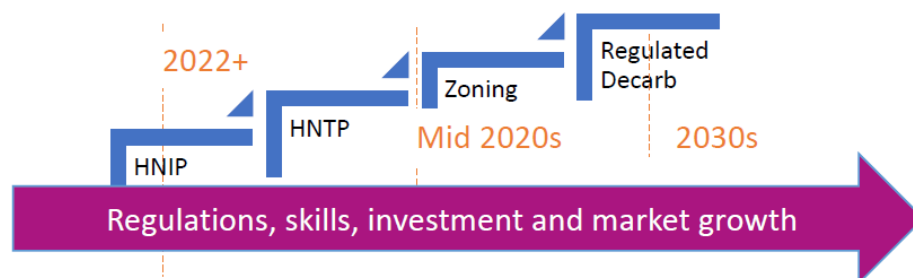
- Providing a further **£338 million of funding to Heat Network Transformation Programme** (see further information below)
- The **Green Heat Networks Fund to accelerate decarbonisation**, was launched in April of 2022, which is a £300M capital support program.
- on the Government will be **introducing heat network zoning from 2025**, which will mandate connections to heat networks within specified zones, as set out in the Energy Security Bill published in July 2022.
- Introducing regulations to **deliver consumer protections** and **limit emissions**, eliminating historical nervousness around monopoly supplies and poor performing schemes.
- **Improve performance of existing networks** through Heat Networks Efficiency scheme
- Work with industry to **increase skills and capacity in the UK supply chain**

This makes it an optimum time for organisations to become involved in heat network projects and start establishing themselves in the UK heat network market. Through the delivery of the LBS and LBH project this will put any organisation in a strong position to continue the delivery of the increasing number of major district energy projects that are planned and expected.

1.2.4 Heat Network Transformation Programme

Current situation: supplies around 2-3% of the UK's heat supply.

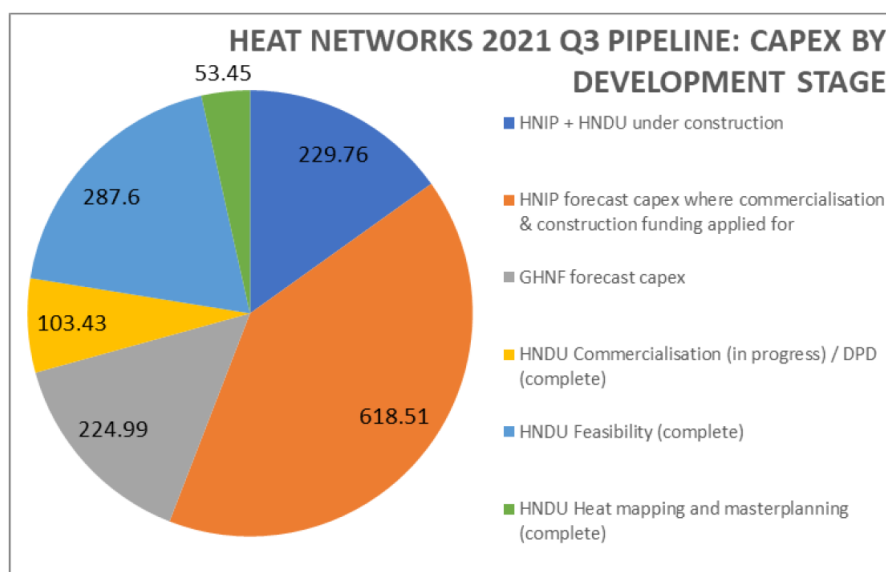
Future situation: 18% share as part of a lowest cost pathway.



- increase volumes of low carbon heat - Green Heat Network Fund
- Improve performance of existing systems – Heat Networks Efficiency Scheme
- Implement Regulatory framework for the Heat Network Market
 - Ofgem as regulator
 - Minimum standards
- Put in place Heat Network Zoning – direct activity & reduce risk
- Investment and jobs growth in the heat network manufacturing and technology

1.2.5 The Pipeline of Projects

The Heat Network Delivery Unit provides a pipeline of future projects to assist organisations within the district heating sector to identify upcoming opportunities. A snapshot of total project values and their delivery status at Q3 2021 is provided below.



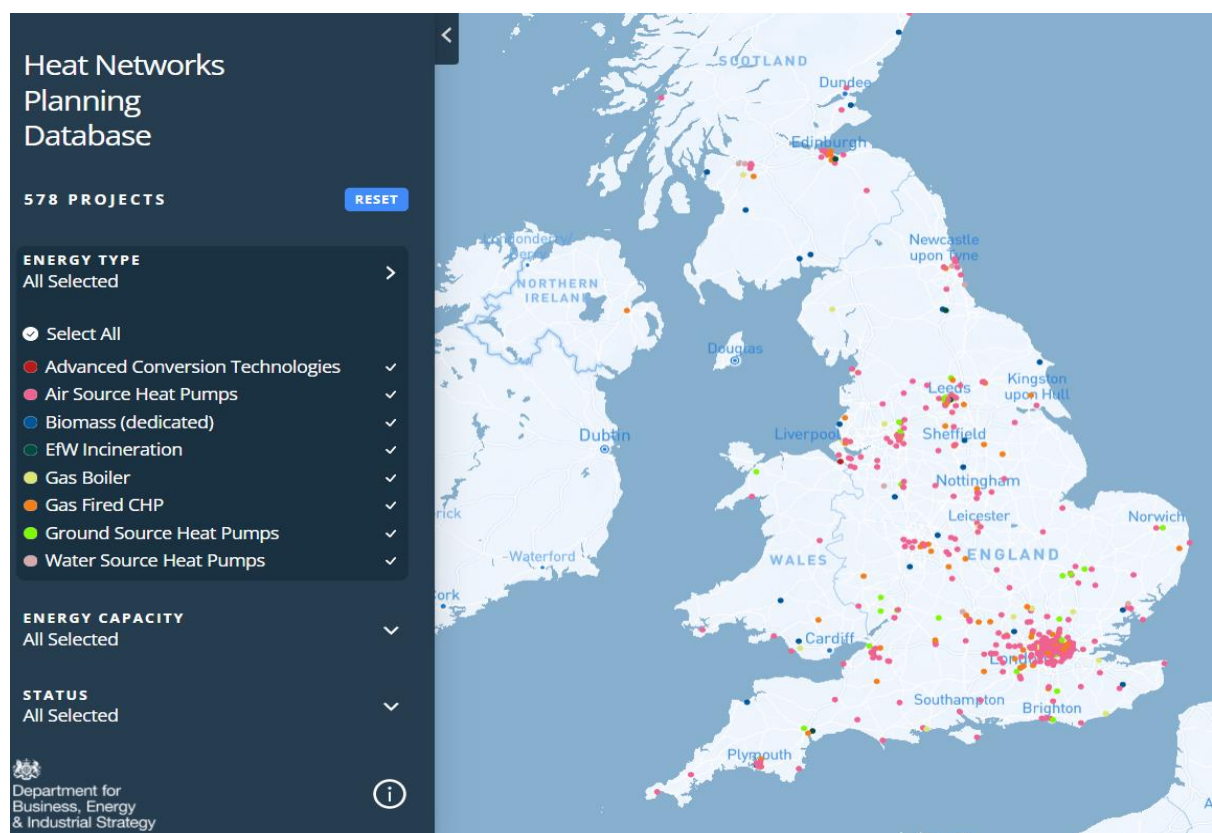
In relation to the above diagram, the capex pipeline at Q3 2021 is £1,517m of which £230m is under construction, £619m relates to HNIP projects for which applications have been made and £225m relates to GHNF Transition Scheme projects for which applications have been made.

The above information is publicly available at: gov.uk/government/publications/hndu-pipeline

1.2.6 The Heat Networks Planning Database (HNPd)

The HNPd is a database of heat network projects across the UK in the planning process. In addition to BEIS' quarterly pipeline ('Heat Network Pipeline') the HNPd provides:

- Increased pipeline visibility of projects in the planning stage, especially those which do not receive government funding
- Deployment of different technology types and heat sources
- Emerging trends to inform market confidence
- Heat network pipeline data in Scotland and Northern Ireland
- Data on customer connections and network type
- Geographical spread of data through an interactive map



An example of the information that can be sourced from the HNPD found at <https://www.gov.uk/government/publications/heat-networks-planning-database-quarterly-extract>

1.3 Other Opportunities

Through BEIS, the Authorities have been made aware of the Old Oak and Park Royal Development Corporation (OPDC) project, which may provide substantial opportunities in the future, we have therefore shared outline details for this project via Appendix 1.

The OPDC project is not included as a main subject of this soft market testing exercise due to its earlier stage of development. However, if you wish to find out more about this project, please let us know and we will ensure that your details are passed on to the OPDC team. You can let us know by completing question 17 of questionnaire, after the SMT Event.

1.4 UK Procurement

The Authorities will be procuring the projects under a form of the Public Procurement Regulations. This may be the Public Contract Regulations (“PCR”) or the Utilities Contract Regulations (“UCR”), whilst a decision has not been finalised, we expect that the UCRs will be used. These documents are in essence the UK’s interpretation of European public procurement regulations, so the process should not be unfamiliar to European entities.

It is critical that the Authorities follow one of these regulations to ensure that the procurements will be fair and transparent. The Regulations dictate that the procuring Authority must follow various processes and procedures during the procurement process. If your organisation has not tendered for public contracts previously, we suggest that you familiarise yourself with the process to ensure that you understand what is involved. High level details about the Authorities’ procurements are provided in later sections, including an indication of timescales.

Small-scale on-site heat networks are being driven by planning (largely in London). Larger scale heat networks are generally being developed by Local Authorities and delivered in some instances by Private Sector ESCo’s through concession contracts or more commonly through Local Authority owned ESCo’s (municipal companies). This is often because they control multiple buildings within an area and can act as the catalyst for developing a district heating scheme. It is also due to the following drivers:

- Attracting economic investment/jobs – lower cost, lower carbon energy
- Carbon reduction
- Alleviating fuel poverty
- Income generation (reducing budgets)
- Reducing their own energy costs (reducing budgets)
- Recognition of cross-sectoral benefits of heat networks

1.5 UK Specifics

Projects delivered in the UK will need to conform to the relevant Regulation, Standards and Guidance etc, for information these would include but not be limited to the following:

- Planning Regulations
- Building Regulations
- British Standards
- Various other documents are likely to be stated within the tender specifications, including BSRIA and CIBSE publications. Particular attention to be drawn to CP1 guidance (latest version is currently 2020)

1.6 Consortiums and Joint Ventures

If you believe that the above procurement regulations, UK specific context, or the scale of your current business could prevent your organisation from otherwise being interested in these opportunities, you may wish to consider a consortium or joint venture, matching up with an organisation that can bridge these skill, scale, or knowledge gaps. If so, the Authorities are happy to assist in the identification of suitable partners, where they also highlight a desire to explore joint ventures. In the interests of fairness, we would be unable to provide contact with specific organisations who have not expressed an interest in forming a joint venture, but we would assist in

identifying resources and platforms that enable organisations to locate and identify other suitable organisations with which to form a joint venture.

Extension of the network to Sutton Town Centre (the “**Extension Project**”) is the next strategic SDEN project being taken forward by LBS.

2.2 Sutton Town Centre Extension

The commercialisation of this Extension Project is funded by the Department for Business, Energy and Industrial Strategy (BEIS) and the soft market testing exercise set out in this document (**“the SMTE”**) forms part of this commercialisation activity. Discussions have been held with the BEIS around accessing capital grant funding for the Extension Project. However, before this funding can be accessed the LBS-ESCO is required to procure the works to ensure deliverability and cost certainty. As such, it is the intention of the LBS-ESCO that the winning tenderer’s bid shall be capable of being executed as a binding contract for up to 2 years after tender evaluation to allow time for all commercial aspects of the funding to be completed and a capital grant secured to part fund delivery of the project.

The Extension Project comprises a backup/top-up energy centre, approximately 4km of pipe route and connection to a number of large buildings in and around Sutton Town Centre. Prior design works have selected the route shown in the diagram below.



Figure 2 Sutton Town Centre extension route showing candidate building connections

The works to be tendered under the procurement process, hereafter referred to as the “**Design and Build (D&B) Tender**”, are:

- Detailed design of the Extension Project.
- Installation of a pumping station at the EfW plant (Viridor, the operator, is responsible for the provision of heat).
- The district heat network from New Mill Quarter to Sutton Town Centre.
- The local area district heat network in Sutton Town Centre
- Connections to each building or development site. Connections will be indirect via a heat exchanger substation, for development sites a single substation would be installed as part of these works to service the whole site, the site developer would be expected to build the infrastructure to distribute heat across the site (to the LBS specification).
- Modifications to building internal heating systems. This will be required at some existing buildings where their system is not currently compatible with the district heating system or there is scope to economically increase the compatibility of a heating system.
- Backup and top-up Energy Centre in Sutton Town Centre.

In preparation for the above D&B Tender, LBS has employed Technical Consultants (WSP) to undertake the following work packages, hereafter referred to as the (“**Preparation Works**”):

Work Package	Title	Summary
1	Scheme Design to RIBA Stage 3	Preparation by the Technical Consultants of the design for the entire Extension Project to this level, and sufficient to enable a Design and Build Contractor to be procured.
2	Documents for procurement of the D&B element of the works	Technical documents, specifications and scopes of work for the procurement of the D&B Contractor.
3	GPR Surveys	PAS 128 Type B surveys of the pinch points identified along the network route.

Table 1 Technical Design Work Packages

The intent is to go to market with

- A model route, designed to RIBA stage 3
- C2 data for the route and wider area
- GPR for pinch points along the route

- RIBA 3 EC designs for any plantrooms and energy centres
- Consumer connection designs to RIBA3
- Details of known constraints to works e.g. restricted hours, relevant projects taking place around the route within the proposed construction period, access, etc.

3 Haringey Decentralised Energy Network

3.1 Background

LBH are planning the development of a Council owned and controlled Special Purpose Vehicle (“HESCO”), delivering heat across the Borough. The primary source of energy is expected to be the EFW plant situated in Enfield. LBH will access this energy by entering into contract with Energetik (Energetik is the London Borough of Enfield’s special purpose vehicle for the delivery of their heat network). An interface will be developed at the Borough boundary that will form the contractual heat interface point at which heat is sold to LBH by Energetik. The EFW heat purchased from Energetik will supply baseload heat for the new scheme with top-up and back-up plant situated in various locations across the LBH network. The diagram below shows the core scheme that will be delivered.

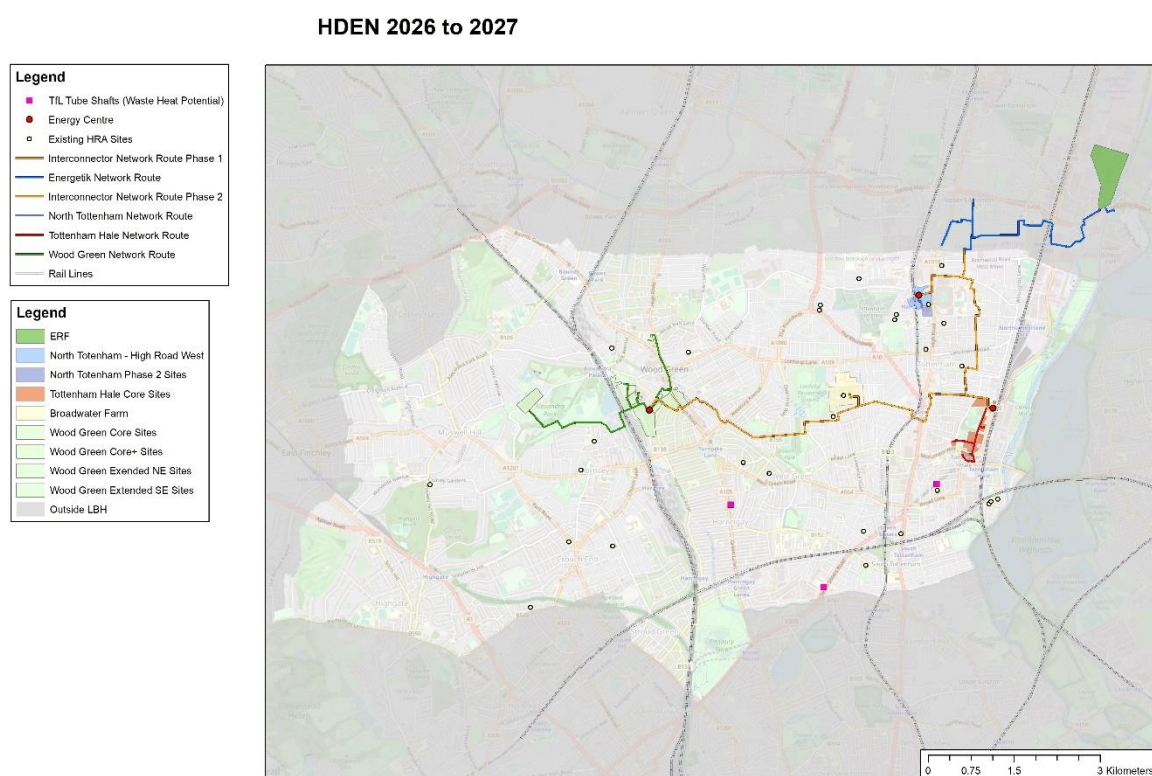


Figure 3 HDEN planned heating network

In summary, procurement across the core scheme will consist of the following:

Items	North Tottenham	Tottenham Hale	Wood Green
Buildings shell and core (m2)	provided by others	520	provided by others
Energy centre fit-out (MW boilers)	12	12	15

Network trench length (m)	1,000	6,000	5,000
Substations (no.)	3	15	12

LBH have appointed technical advisors (AECOM) to undertake route proving work which will be completed iteratively.

The intent is to go to market with

- A model route (the majority will be designed to RIBA3 with some sections designed to RIBA4)
- C2 data for the route and wider area
- UXO and contaminated land data for the route and wider area
- GPR for approx. 25% of the route
- 30 trial pits covering critical areas
- RIBA 3 EC designs for TH
- Connection designs to RIBA3 for all 30 connections
- Planning approval for pipe and energy centres
- Details of known constraints to works e.g. restricted hours, relevant projects taking place around the route within the proposed construction period, access, etc.

The first phase of route proving is anticipated to complete in September 2022 and will identify further areas where intrusive investigation is recommended. The council has Term contractors to carry out GPR and trial holes.

The works to be tendered under the procurement process, hereafter referred to as the “**Design and Build (D&B) Tender**”, are:

- Detailed design of the Project.
- Installation of an interface between the Energetik network and the LBH ESCo network.
- The district heat network as generally shown on the plan above
- Connections to each building or development site. Connections will be indirect via a heat exchanger substation, for development sites a single substation would be installed as part of these works to service the whole site, the site developer would be expected to build the infrastructure to distribute heat across the site (to the LBH specification).
- Backup and top-up Energy Centres as shown in the table above.

4 Joint Project Details

4.1 Overall Aims of Soft Market Testing

The Authorities aim to minimise overall project cost risk by undertaking works to properly mitigate risks at the most appropriate time. Consequently, the Authorities seek your views relating to the suitability of the works included in the Preparation Works, and any works that may have been excluded or need modifying. In particular, any changes or clarifications to the above works that would mitigate risks such that the D&B Contractor, when bidding for the D&B Tender, could then reduce the amount of money priced-in for that risk and/or not exclude the risks consequences.

4.2 Procurement Timelines

The Authorities expect to run procurement exercises along a similar timescale. Both authorities will be concluding and making a contract award subject to FBC (full business case) and in the case of LBS securing grant funding. Therefore although both projects will make an award at the end of the procurement process both contracts will contain a condition precedent to the operation of the contract which will be subject to the issuing of a notice by the applicable authority (LBS or LBH) once full approvals have been obtained ("**Notice to Proceed**" or "**NTP**"). Until the NTP has been served the contractor shall not undertake any works and if at the end of a 24 month period the notice has not been served then the contract will lapse. During this period there will be an agreed indexation mechanism to adjust the prices for the period from when the award is made to when the NTP is served.

The table below sets out the key dates:

Item	Date or Period
Launch D&B Tender	November 2022
Tender period	November 2022 – May 2023 (assuming full 2-Stage process) concluding with contract award as set out above
NTP issued to D&B Contractors	LBH – Anytime within 24 months of contract award subject to NTP LBS - Anytime within 24 months of contract award subject to NTP
Construction Period	LBH – c. 36 months from NTP LBS - c. 24 months from NTP

Table 2 procurement and delivery timeline

4.3 What is the Anticipated Method of Procurement?

The existing parts of SDEN were procured by LBS using the Utilities and Contract Regulations 2006 Negotiated Procedure. The expectation is that the same process will be used again for both the LBS and LBH schemes, only this time under Utilities and Contract Regulations 2016.

The Authorities' current thoughts are to each procure their projects under a single contract. The Authorities are currently only progressing a joint SMTE and are not considering joint procurement. However, subject to feedback from the SMTE, they may decide to join procurements. Feedback is also sought on whether, and to what extent, the component parts of the contract that each authority is tendering may be separated out/broken up into smaller lots and whether bids should be invited for some or all of such works and services to achieve Best Value

4.4 How will the Tender Process Work ?

This tendering process will be split into two stages. Stage 1 will involve contractors tendering to the Authorities' requirements. This allows the Authorities to understand the cost of works to meet their requirements.

At the end of Stage 1, contractors will also return a schedule of where they believe costs could be reduced whilst still delivering the required outcome of the project. The Authorities and contractors who made a Stage 1 tender return will then meet to discuss these costs. This is known as "dialogue". During this process which takes place between Stage 1 and Stage 2, it is expected that the following items will form the principal areas of discussion, we welcome your opinions on these and whether you believe others will need to be raised by you if making a Stage 1 tender return.

- Risks associated with the works.
- The route of the networks.
- Methods of installation of the network, including any known or unknown restrictions, or major infrastructure crossings that may affect cost and risk.
- Driving down costs for all elements of the contract to achieve best value whilst maintaining an appropriate balance of risk for the Authorities.
- Proposed position on risk allocation.
- Commercial terms and conditions for the contract documentation.

4.5 Form of Contract

The contract used for the design and construction of the existing SDEN network was an amended model form of JCT construction contract (JCT Major Projects). It is anticipated that the Authorities will use the same contract, however this is subject to review, and considering any feedback received from this SMTE. It is possible that the Authorities will use a different form of contract.

4.6 Number and Size of Potential Participants in the UK Market

The Authorities fully recognise and understand that the number of participants in the UK district heating market who can pre-qualify for works of this scale are limited. They are also aware that this has often led to other authorities running processes with limited or no competition leading to an outcome which is not viable to deliver

The Authorities, supported by BEIS, wish to use this process to drive a different outcome and encourage:

- A. organisations who are already operating in the UK and capable of delivering these projects project but have not participated in such tender processes before, and
- B. companies operating outside the UK who have the capacity and expertise to undertake such a project and use this as a means to build a business in the UK, and.

- C. smaller district heating D&B contractors who would not be able to pre-qualify for such a scale of project when acting on their own, to actively consider exploring the potential for forming consortiums to tender for these works

We would be pleased to receive responses to the questionnaire from any organisations who believe they fall into the categories set out above.

5 Soft Market Testing Process

This document is designed to provide interested organisations with sufficient background information to allow constructive feedback together with the information provided at the SMT Event. It will not confer any advantage on consultees; neither participation, nor any responses provided, shall factor into any subsequent procurement evaluations.

We invite interested organisations to complete the attached questionnaire and also offer an opportunity to attend a private meeting if desired. At the private meeting we would like to discuss your answers to the questionnaire along with other questions posed throughout this document. Selection/award criteria will **not** be discussed at this meeting.

If you wish to participate in one of the individual meetings following the SMT Event you will be required to enter into a Non-Disclosure Agreement (NDA); the purpose of this agreement is to protect both our and your confidential information. It also allows us to engage in a meaningful dialogue and will inform our decisions about future procurement structures and processes.

6 Questionnaire Instructions

Within 10 Business Days of the SMT Event please answer any or all of the questions. Please limit your response to each question to a maximum of one side of A4. Brochures or other general marketing information should not be attached in addition to this. Information about individual businesses will be disregarded.

If you have any queries regarding the questionnaire or this exercise, please send your enquiry via the messaging facility on the Portal.

Your completed questionnaire must be submitted in soft copy format (i.e., electronically) via the Portal, no later than 18th September 2022.

6.1 Timeline

Item	Date
SMT Event (presentation by the Authorities)	8 th September 2022
Questionnaire to be submitted	18 th September 2022
Individual Meetings to be held	27 th September 2022

6.2 Approach

This SMTE is intended to allow interested organisations to outline their views and provide information to the Authorities with no commitment from themselves or the Authorities. It is not part of a formal procurement process and it is **not** to select organisations with which to work.

The goals are:

- to find ways to make pipe installation in the UK more cost effective and commercially efficient whilst still being attractive to suppliers and meeting the needs of the Authorities.
- to ensure that the maximum number of participants are engaged in the process

The SMTE process will consist of:

- The SMT Event – a presentation by the Authorities explaining the projects and the soft market test process.
- Submission of the questionnaire by interested organisations.
- Individual meetings to discuss responses. Organisations showing interest will be assigned a meeting time, we unfortunately cannot accept requests for time slots.

The Authorities will consider the responses received as a result of this exercise to help inform their process and plans to bring these projects to market.

6.3 Disclaimer

The information in this document is solely for the purpose of this SMTE and no representation, warranty, or undertaking is given by the Authorities as to its accuracy or completeness, and the Authorities accept no liability in relation to it. In particular, the Authorities may decide not to proceed with any subsequent procurement process (and subsequent award).

Any subsequent procurement will be separate, and neither participation (or otherwise) in the SMTE nor any information supplied as part of it will advantage or disadvantage any organisation in such procurement.

No expense in responding to the SMTE will be reimbursed by the Authorities.

Participation in this SMTE does not guarantee inclusion in the award stage of potential future procurement processes (which will be based on the criteria which will be set out in the procurement documents).

Following the SMT Event if you wish to respond and engage with the Authorities in this SMTE, then your organisation will be required to complete the attached NDA prior to attending a private meeting.

Please be aware that we are subject to the disclosure requirements of the Freedom of Information Act 2000 (FoIA) and that potentially any information we hold is liable to disclosure under that Act. For this reason, we would strongly advise that any information you consider to be confidential is labelled as such. In the event that a request is subsequently made for disclosure under the FoIA, that request will be dealt with in accordance with the legislation and giving full regard to the NDA.

7 Soft Market Testing Questionnaire

Note - This questionnaire should be completed after the SMT Event, which will be held on the 8th September.

7.1 General Information

Qu.1 - Full name, address, financial capacity and website:

Organisation name		
Address		
Town/city		
Postcode		
Country		
Website		
Annual Turnover for last full financial year for which you have audited accounts (delete as appropriate)	Less than £1m £1m - £5m £5.1m - £10m £10m - £20m £20m – £40m	£20m – £40m £40m – £60m £60m – £80m £80m – £100m More than £100m
Where your Turnover is below £30M can you provide a PCG and if so from which entity and what is their turnover ?		
Where your Turnover is less than £30M please confirm your capacity to provide a Performance Bond of £3M		

Qu.2 - Main and back up contacts for correspondence about this questionnaire:

Names		
Positions		
Telephone numbers		
Mobile phone numbers		
Fax numbers		
email addresses		

7.2 SMT Questions

Unless stated, these questions are not specific to either project so, where necessary, please make clear where parts of your answer only apply to one project.

Qu.3

Question
Whilst each Authority is not currently considering splitting the works out into sub lots, would it be advantageous for your organisation if the works were split? If so, what split would you propose and why?
Answer

Qu.3A

Question
If you answered yes to question 3, please highlight the issues that you anticipate arising for the Authorities from the splitting of works and how do you propose these are dealt with?
Answer

Qu.4

Question
<p>Qu - If your organisation was to tender for the works and your Turnover was insufficient to pass the relevant Turnover test , would you be willing to form a consortium to resolve this issue</p> <p>Qu - If so, would the consortium be required from a financial or delivery capability perspective?</p> <p>Qu - What issues do you see with forming such a consortium</p> <p>Qu - what questions would you wish to ask the Authority before it can be considered further ?</p>
Answers

Qu.5

Question
Would you engage sub-contractors to carry out any of the works, if so, which elements of the works would you sub contract?
Answer

Qu.6

Question
[For non-UK based organisations only] For what activities would you envisage using UK based sub-contractors or resources, and to what extent?
Answer

Qu.7

Question
<p>Are there any areas where the currently proposed structure for procuring works and services could be improved to enhance market interest and/or value for money?</p> <p>If so, please describe the possible changes and why they would be beneficial.</p>
Answer

Qu.8

Question
Can you please list the key risks that could influence your pricing for these projects and how you believe these risks should be best allocated to achieve Best Value for the Authorities,i.e. which party should be accountable for each of the risks, and why?
Answer

Qu.9

Question
Is there anything in the description of these projects or contract that you think would prevent you or other bidders from submitting a tender? If so, please elaborate.
Answer

Qu.10

Question
Do you have any comments on the proposed procurement timelines outlined in Table 2 What timescales would you propose as build programmes? What would be the effects on cost and deliverability of shorter or longer programmes?
Answer

Qu.11

Question
<p>The Authorities will be undertaking works ahead of any D&B Tender with the aim of reducing the risks that bidders may otherwise price into the build contract.</p> <p>Given the stated aim, do you believe that undertaking PAS 128:2014 compliant GPR type B (detection) surveys would have the desired effect on your view of risk and pricing?</p> <p>If so, how much of the route would you suggest is surveyed? (e.g., whole route, pinch points only, etc.). What detection method(s) would you suggest? (e.g. M2, M4P etc.). How important is the quality level achieved?</p> <p>Please add any further details that would support the Authorities in obtaining results that would meet your requirements.</p>
Answer

Qu.12

Question
<p>Can you identify any other actions (e.g., works or the development of information) that could be undertaken ahead of any D&B tender, that may allow you to reduce the budget allocated to risks within your bid?</p> <p>Please express how important each action would likely be to achieving the goal.</p>
Answer

Q.13

Question
Striving for fairness to all parties, what form of indexation do you propose is applied during the two-year period when the contract remains capable of acceptance?
Answer

Qu.14

Question
Do you have suggestions for any procedures for how the projects are managed that might benefit all parties? e.g. contract form, risk allocation, shared risk, etc.
Answer

Qu.15

Question
Please provide any information or response which you think would be helpful for the Authorities to consider when developing its thoughts on how to approach the market with a formal procurement process. This could include anything that we have missed or not asked that you think would help successfully deliver these works.
Answer

Qu.16

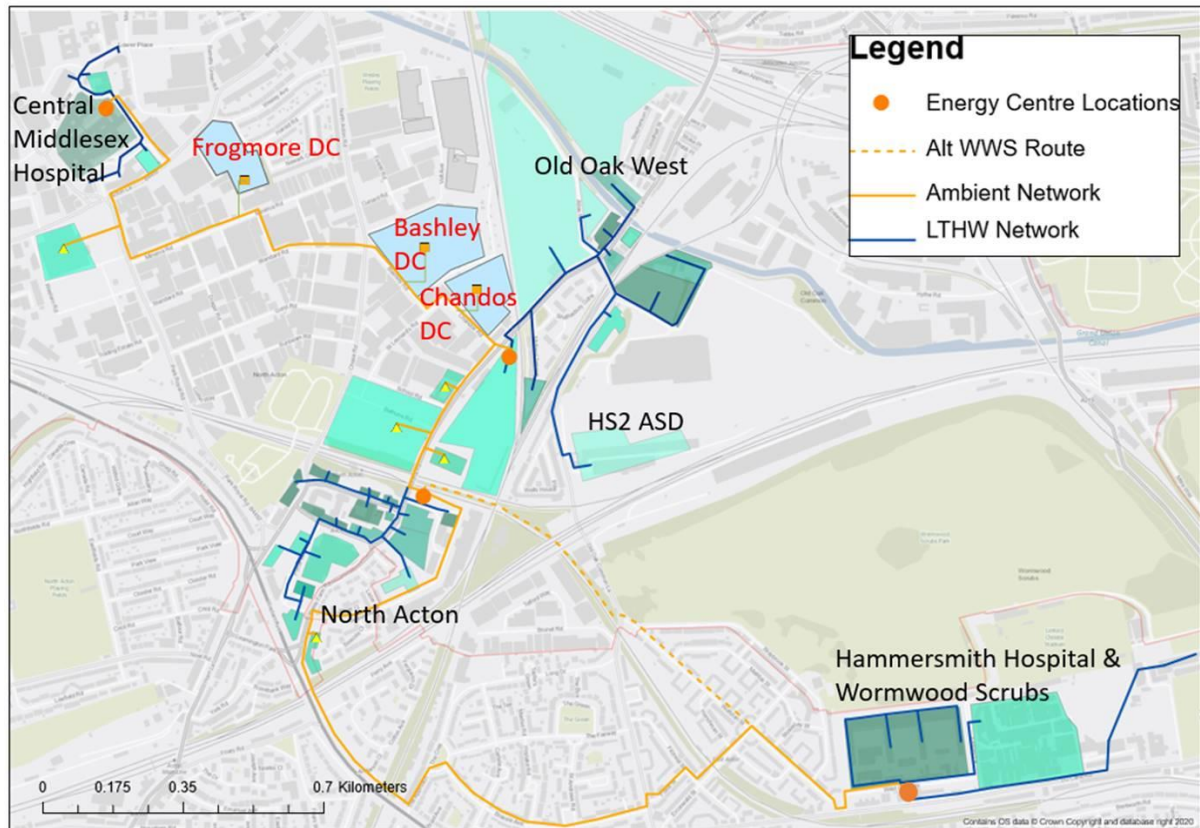
Question
Do you wish to be considered for an individual meeting to discuss your responses with the Authorities?
Please answer Yes or No
Answer

Qu.17

Question
Do you wish to find out more about the OPDC project in Appendix 1. If Yes, please provide contact details below.
Answer

8 Appendix 1 – OPDC Project Information

OPDC is a Mayoral Development Corporation, established by the Mayor of London with a statutory objective to secure the regeneration of the area, which spans land across three London boroughs: Ealing, Brent, and Hammersmith & Fulham.



It is one of the London's largest opportunities areas, covering over 650 hectares in total. Over the next 20 years 25,500 homes and 65,000 jobs will be delivered. OPDC area will also be the site of a major new rail interchange between HS2 and Crossrail, and transport hub with links to the London Underground and bus routes. Once complete Old Oak Common Station will be the second busiest station in London. In addition OPDC is bordered by Wormwood Scrubs to the East, where the both the prison and Hammersmith Hospital are located.

OPDC seeks to be an exemplar of sustainable development such that becoming a net zero carbon development is a priority. As such OPDC is developing a heat network to harness waste heat from data centres and deliver it to new and existing developments in the area. Through early-stage feasibility, the project has proven it is a viable proposition and is moving into the outline business case stage. With a view to commence commercialisation in 2023 and then delivery in 2024 / 2025.

The project has an estimated total value in the region of £180m, and at full build out consists of over 11km of network, delivering over 140GWh of heat.

The build out is phased to align with the OPDC regeneration programme and spans from 2025 through to 2040.

OPDC are looking for partners to support them in the development and delivery of the heat network. Please notify us, by providing your details to question 17 of the questionnaire, if you are interested and the OPDC will get in touch with you.