

UNLOCKING DECARBONISATION

Health and Wellbeing | Inclusive Growth | Zero Carbon

Presented by Nazar Soofi,
Head of Sustainability and Decarbonisation

Eddisons

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INTRODUCTION

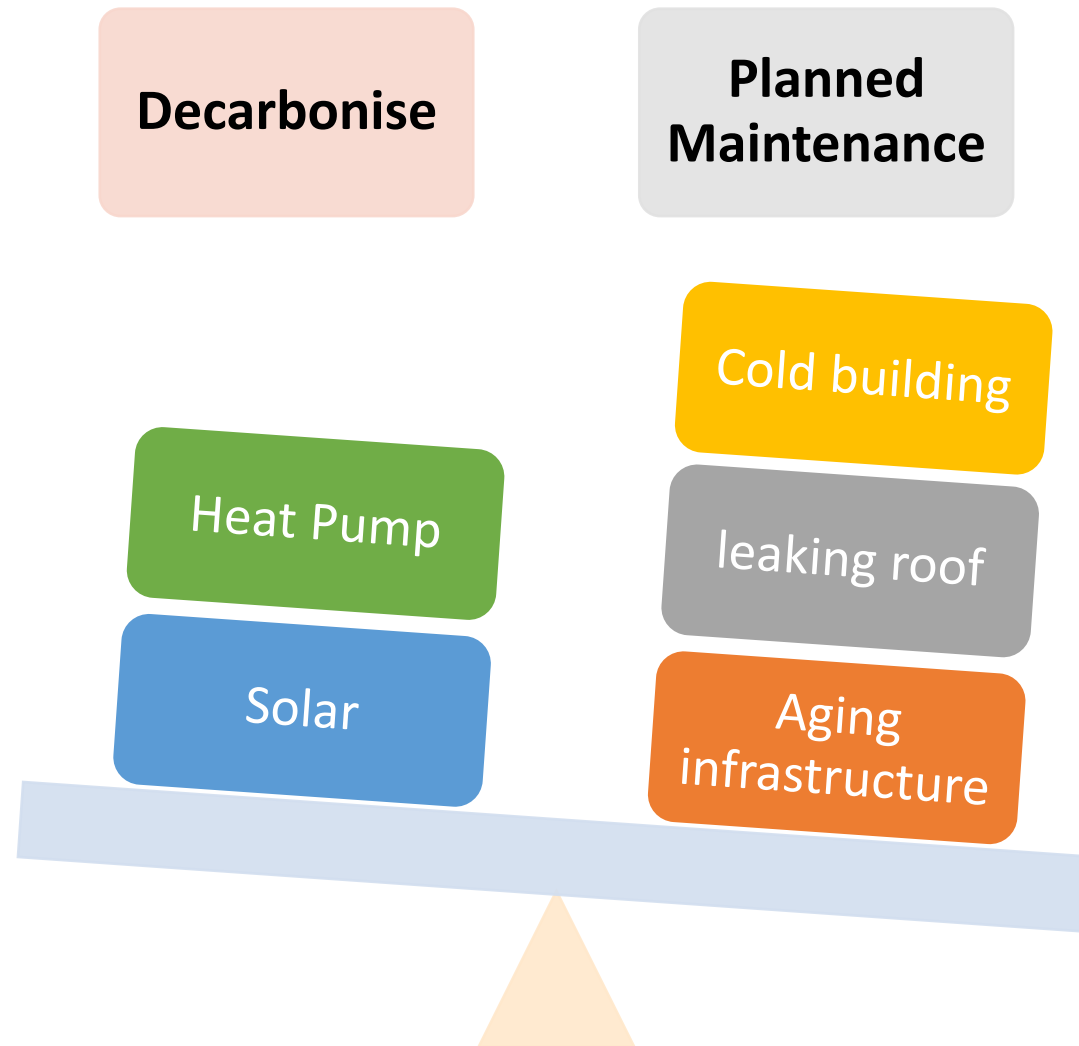
- Salix PSDS Projects at Leeds City Council
- Initiatives used to manage the projects
- Review of some of the challenges
- Summary of Lessons Learnt

Nazar Soofi - Eddisons Head of Sustainability and Decarbonisation

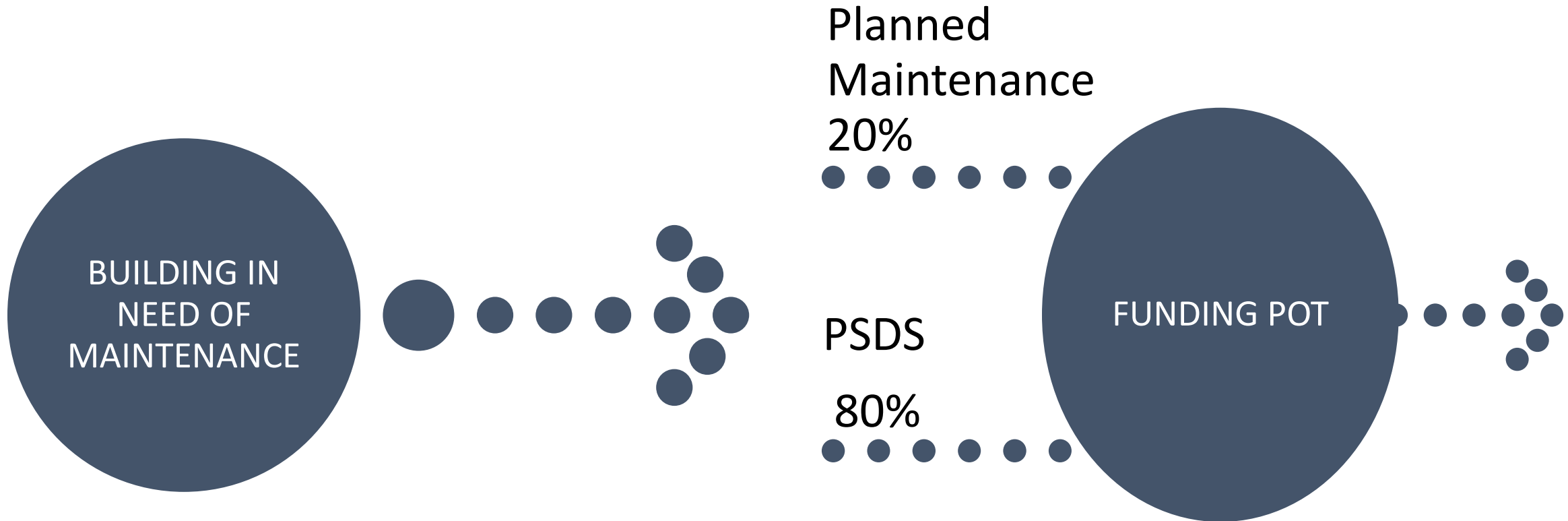
- 25 years delivering international fast track mega projects
- Previously Head of Decarbonisation and Planned Maintenance at Leeds City Council
- Over £55m of Salix funding successfully won and delivered in Leeds, across 80 sites since 2021
- Raising the profile of decarbonisation initiatives through workshops with local authorities and estate management teams
- Established in building high performing teams



Investment Dilemma



Investment Strategy



IDENTIFY BUILDINGS THAT ARE PSDS COMPLIANT
USE PSDS FUNDS TO SUPPORT HEATING UPGRADES

PSDS KEY CRITERIA SUMMARY

- Applicants must have and be using a **fossil-fuelled heating system**, coming to the end of its useful life (**over 10 years old**)
- Low carbon heat source design to meet the heat demand building.
- External consultancy and management fees may be included.
- Applicants must either own the building that the funding is being used to upgrade or have a long-term lease arrangement and **contribute a minimum of 12%** of the total project costs.
- Single year projects to be completed over one year from start to finish. Two years project to have a design year in year one, installation in year two.

LEEDS CITY COUNCIL EXPERIENCE

- Newly formed team
- Contractors with limited experience
- Covid pressures
- Restricted budgets
- Tight delivery timeline (1 year)
- 40 sites to decarbonise
- Reactive maintenance legacy issues
- Leeds Pipes heat network



PSDS Project Stages

*Site Survey
and
Assessment*

*Preliminary
Design*

*Detailed
design*

*Preconst'n
Activities
and Works
Enabling*

Procurement

*Installation
Construction*

*Commission
& Snag List*

What did we do to focus the team?

- Client team were demanding a schedule from the contractor
- Contractor did not have all the information to build an accurate schedule
- Teams not all focusing on the right aspects of the project
- Simplify the complexity



Split the project into two parts

Pre-Installation

CDM Information

Asbestos Removal

Power Upgrades

Structural upgrades

Planning Permission

Installation

Site Set Up

Works Sequencing and Constraints

Civil Works

Installation / Strip Out

Switch on

The Challenges

- Preconstruction Phase
- Many of these sit with the **client**
- Identify these challenges as early as possible and mitigate the risks to deliver the project successfully



EARLY FOCUS OF THE PROJECT

Existing Data
and Drawings

Asbestos
Removal

DNO (power)
Applications

Structural
Improvements

Site
Constraints

New Team



Progress Trackers

AutoSave Off | Site Mobilisation Checklist v... | Last Modified: 19 January | Search (Alt+Q) | Nazar Soofi

File Home Insert Page Layout Formulas Data Review View Help

Default | Normal | Page Break Preview | Custom Views | Ruler | Formula Bar | Gridlines | Headings | Zoom 100% | Zoom to Selection | New Window | Split | Arrange All | Freeze Panes | Hide | Unhide | Switch Windows | Macros

Switch Sheet View

	Asbestos Report (7DAYS)		Asbestos remedial work (2 WEEKS)		Roof Survey		Roof Report (2 Week Turnaround)		Roof remedial work		Planning Submission		Planning Approval (8 week review)		DNO Submission		DNO Approval (Estimated Date based on 45 days)		Design Submission		Design Approval (LCC - 2 week turnaround)		Procurement approval (LLC)		Procurement Complete (8 weeks from approval for long lead items)		Mobilisation Date		Earlier Enabling works identified?		
Site	ASHP	PV	ASHP	PV	ASHP	PV	ASHP	PV	ASHP	PV	ASHP	PV	ASHP	PV	ASHP	PV	ASHP	PV	ASHP	PV	ASHP	PV	ASHP	PV	ASHP	PV	ASHP	PV	ASHP	PV	
Aireborough	24-Apr				N/A	10-May	N/A		N/A		29-Mar		24-May	25-Feb	16-Apr	01-Apr	31-May	16-May	15-Apr		29-Apr		25-Mar		20-May						
Kippax	19-Apr				N/A	10-May	N/A		N/A		29-Mar	22-Apr	24-May	17-Jun	19-Apr	06-Apr	03-Jun	21-May	27-Apr		11-May		25-Mar		20-May						
John Charles Tennis					N/A	10-May	N/A		N/A		31-Mar	22-Apr	26-May	17-Jun	19-Apr	09-Apr	03-Jun	24-May	27-Apr		11-May		25-Mar		20-May		17-May		24-May		
John Charles Bowling					N/A	10-May	N/A		N/A		31-Mar	22-Apr	26-May	17-Jun	19-Apr	09-Apr	03-Jun	24-May	27-Apr		11-May		25-Mar		20-May		17-May		24-May		
John Charles Aquatics					N/A	N/A	N/A		N/A		31-Mar	N/A	26-May	n/a	19-Apr	N/A	03-Jun	N/A	27-Apr		11-May		25-Mar		20-May		17-May		24-May		
John Smeation					N/A	10-May	N/A		N/A		07-Apr	26-Apr	02-Jun	N/A	19-Apr	15-Apr	03-Jun	30-May	27-Apr		11-May		25-Mar		20-May		17-May		24-May		
Kirkstall	15-Apr				N/A	10-May	N/A		N/A		08-Apr		03-Jun	25-Feb	19-Apr	09-Apr	03-Jun	24-May	27-Apr		11-May		25-Mar		20-May						
Knowle Manor	07-Jan				05-May	10-May	19-May				10-Apr		05-Jun		16-Apr	14-Apr	31-May	29-May	27-Apr		11-May										

Tranche 1

PSDS1 – March 2021- March 2022

- March 2021 £25m across c40 council sites
- Award based on £500/ton carbon reduction per site
- Heat Pumps and District Heating primary investment
- Solar PV, LED lighting, double glazing & BMS
- Estimated annual carbon saving of 3,800 tons



John Charles Centre for Sport



Hollybush Primary School



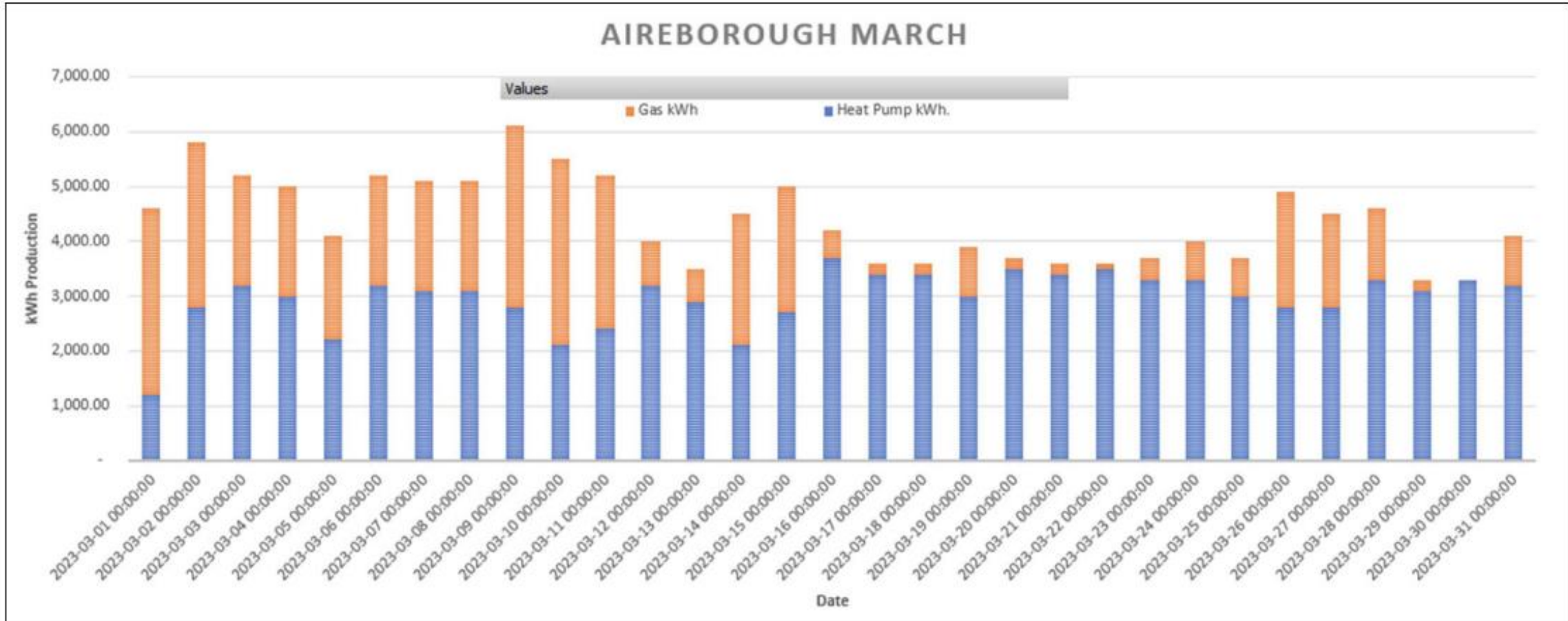
Post Installation

- State of the Art Primary Heating
- Maximised the budget
- Everything is switched on
- Worked through all the covid challenges

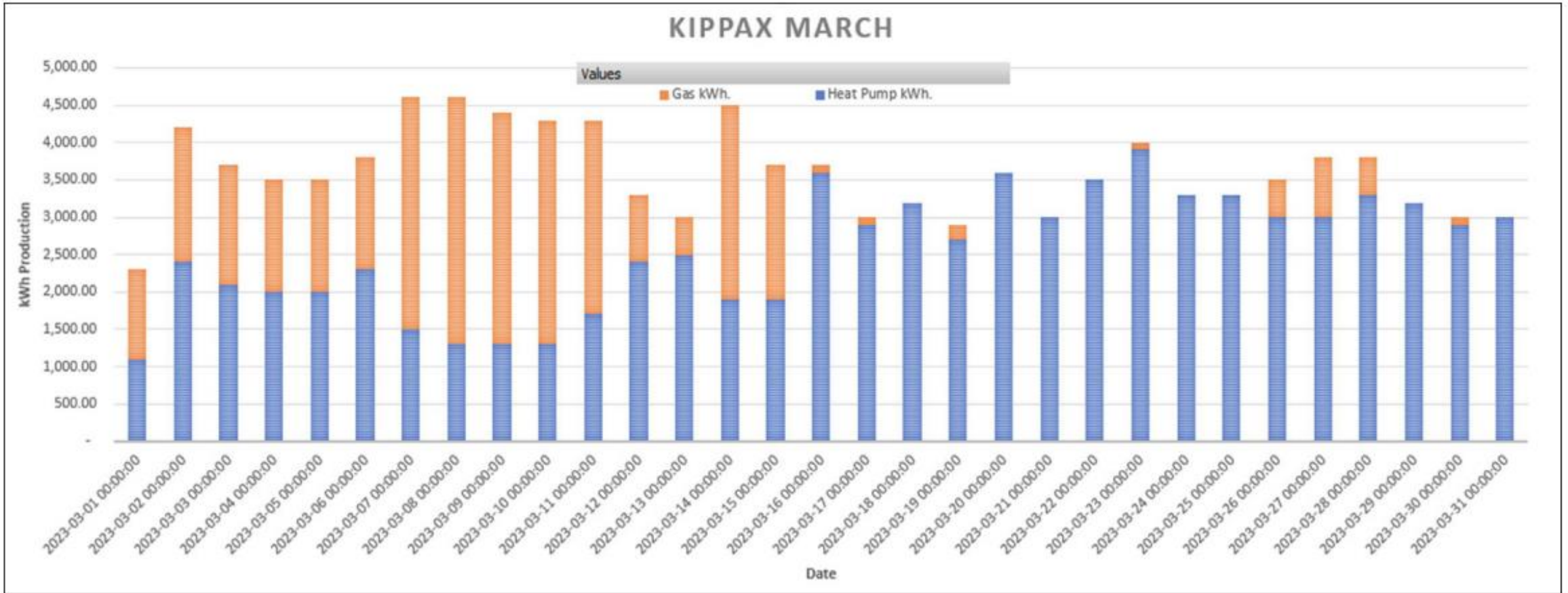


- BMS Control Optimisation
- Remote monitoring - firewalls
- Are the secondary heating systems - all working well?
- New technology, training and handover

PSDS1 – Heat Pump Optimisation at Aireborough

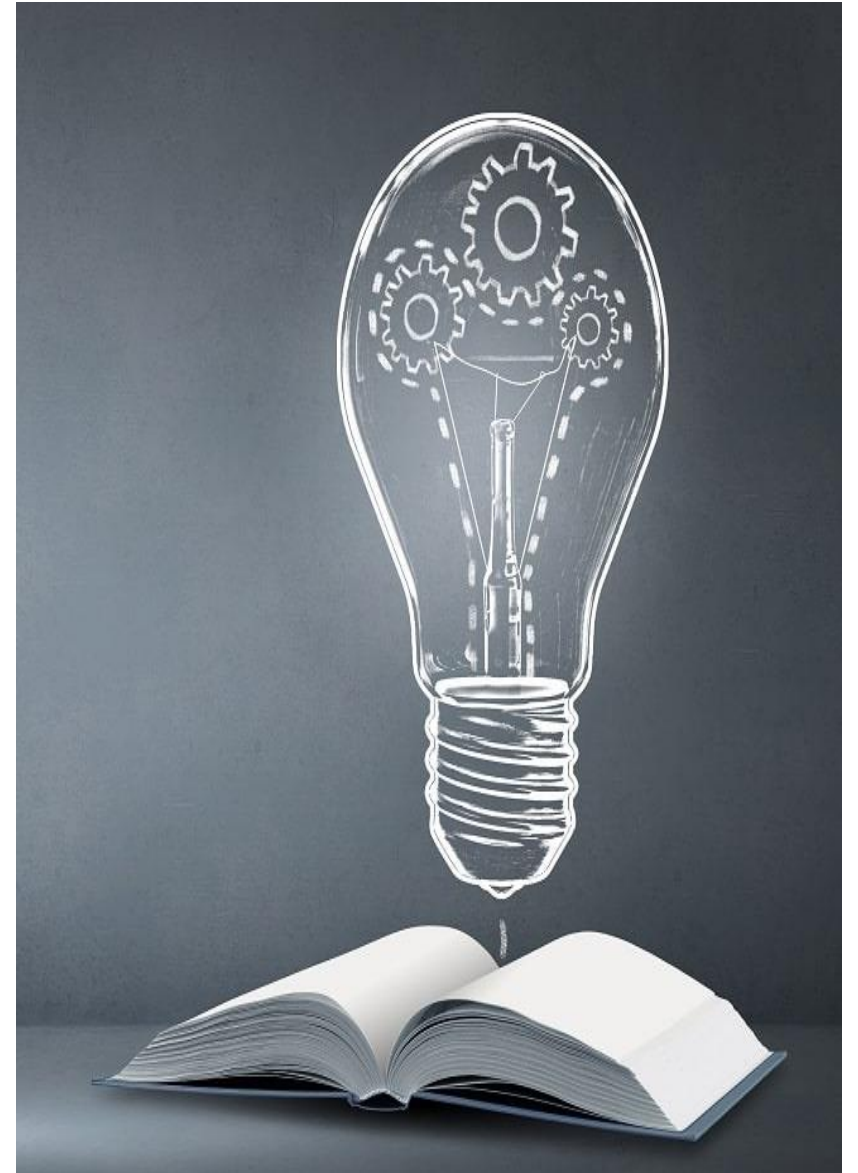


PSDS1 – Heat Pump Optimisation at Kippax Leisure Centre



PSDS1 lessons learnt

- Early engagement with District Network Operator (DNO)
- Early planning applications
- Good fit for purpose designs
- Manage expectations with site – level of impact, surveys, contributions,
- Aggregate funding over several sites
- Post installation monitoring – seasonal commissioning



PSDS3A, PSDS3B, PSDS3C

- 100% Success Rate
- 11 Sites 3A, 15 Sites 3B, 8 Sites 3C
- School, Leisure Centre, Heritage Building
- Use of temporary boilers / temporary generators
- Cost certainty more challenging
- DNO (power) overwhelmed with applications
- Heritage building planning – extended timeline
- Critical path stretched

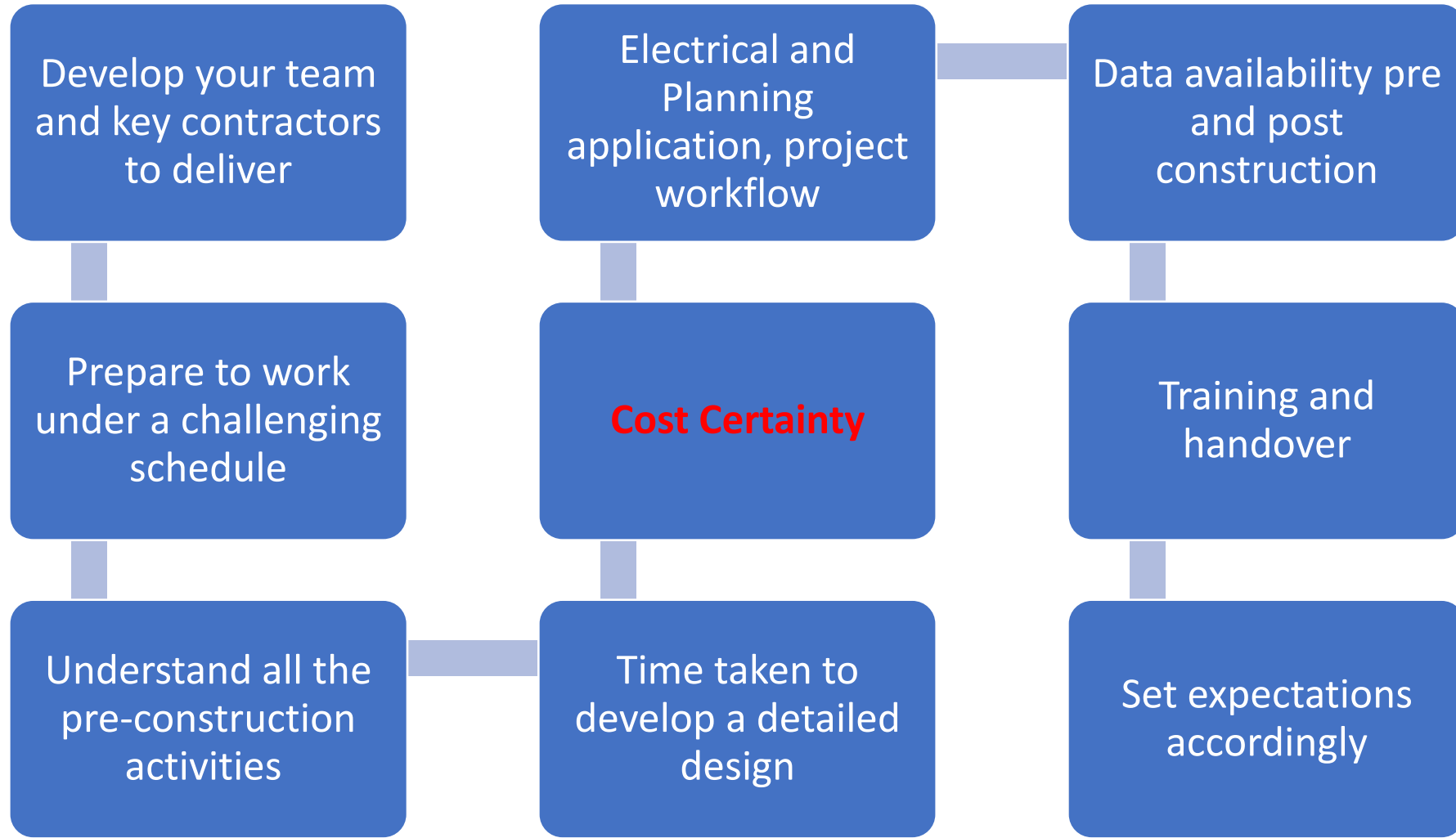


PSDS 4

- Opening Autumn 2024
- Award based of value for money and quality
- Site selection and shortlist
- Start Heat Decarbonisation Plans now
- Select 2-year schemes for difficult sites
- Understand budget cost and client contribution



Challenges Summary



Closing Remarks

- **Journey to Net Zero is challenging**
- **Salix are key enabler in making an impact on our ambitions**
- **Clients and Contractors bring value to the schemes**
- **Get it right first time**
- **Establish success and credibility for the Industry**

Linked in NAZAR SOOFI

THANK YOU.

ANY QUESTIONS?

GET IN TOUCH

Thank you for your time. We hope you found this presentation useful and informative.



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