

PROJECT DELIVERY AND EXECUTION REQUIREMENTS PROCEDURE

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PURPOSE AND SCOPE

This document specifies the detailed working arrangements and tasks, which are required to manage the project delivery stage of a scheme. For Electrical Projects it is empowered by the parent document UKPM/TP146 – Scheme Development and Delivery and for Gas refer to the Asset Investment Procedures.

PART 1 – PROCEDURAL

1 NOMINATION OF PROJECT MANAGER

During the scheme development stage there will be ongoing dialogue between the Business System Officer and Manager's within Network Design, to conclude which Senior Project Manager SPM will be the nominated Project Manager in the scheme paper. This will be agreed at the Construction / Network Design Interface Meeting. The SPM will then nominate in writing a Project Manager to progress the scheme on his behalf.

2 NOMINATION OF PROJECT DELIVERY TEAM MEMBERS

The Project Manager will consult with the Senior Project Manager on the team numbers and competency required and will prior to the award of any contract indicate location, full time, part time or short term basis for each discipline / team member.

3 RESPONSIBILITIES AND PROJECT TEAM COMPOSITION.

All Construction representatives shall be recorded in the Scheme Progress and Responsibilities schedule that is maintained by Construction Services. The requirement for

these roles will be dependent upon the nature of the project and will be determined by the Project Manager.

The Project Delivery Team will typically comprise the following and will be recorded on the Project Delivery Team List.

3.1 Senior Project Manager

The nominated Senior Project Manager (SPM) is responsible for delivery of a project from scheme sanction to its closure, including the warranty period. He will enact the roll of Client and will also nominate the Project Manager etc.

LIST OF PROJECT TEAM MEMBERS COMMON TO GAS AND ELECTRIC PROJECTS

3.2 Project Manager

The delegated Project Manager on behalf of the Senior Project Manager shall undertake all tasks within Construction.

The specific areas to be undertaken are listed below. Refer to the Project Delivery Process QMAP for Construction on the Network Strategy Business Management Intranet site.

- Project Delivery and Working Arrangements of the Scheme Development Team. To influence input into the development to ensure that it can be delivered safely, for the proposed sanction cost, specification and programme.
- Safety, Health and Environmental Management Process (SHE).
- Scheme Project Finance Management Process.
- Consents and Acquisitions Process.
- Design Management Process.
- Contract Management & Reporting Process.
- Commissioning Management Process.
- Programme and Outage Management Process.
- Meetings (Governance).
- Post Project Handover.

Note.

The management of Network Strategy ISO 9001:2000 Quality Management System is within the Project environment.

3.3 Project Engineer

Will report to and assist the Project Manager as required and provide support in carrying out the above activities on complex and multi-site schemes.

For Gas Projects the Project Engineer acts as Design Liaison with the Main Works Contractor to deal with design issues and Technical Queries etc.

3.4 Planning Supervisor

Carries out duties as required under CDM regulations.

3.5 SHE Adviser

Provide professional advice on Safety, Health, Environment & Security (SHE's) issues and contributes to the development of the Pre Tender SHE Plan. Manage and develop all Environmental impacts/issues including the SHE inspection/audit plan. Review H, S & E competence of contractors prior to award. Monitor the project H, S & E plan and carry out monthly H, S & E audits as defined in the audit plan.

3.6 Quality Adviser

Provide professional advice on Contractors' Quality Assurance arrangements and carry out ISO 9001 assessments. Audit construction activities for compliance with procedures and Contractors Quality Plan. Refer to NSBP139. Monitor, Review & Audit Contractors compilation of project records as per the requirements of the Tender & Documentation Handover procedure NSBP007. Consult with the Project Manager when establishing the Quality Assurance monitoring of the construction project.

3.7 Procurement Officer

All contract matters related to the requirements of a scheme or Contract or Purchase Order on behalf of a Project Manager up to award and to maintain compliance with Procurement procedures and policies.

3.8 Consents & Acquisitions Officer

Provide professional advice on land issues and co-ordinate with NG's Legal Officer on all land consents and acquisitions. Obtain all necessary land consents for the project and monitor the progress of the Land Agent and attend Public meetings as appropriate. Establish base rate for land agreed with the NFU / CLA.

3.9 Commissioning Engineer

Commissioning responsibilities as defined in UKBP/TP106 and NSBP153.

3.10 Project Accountant

Manage Reporting into NG Finance Management Systems.

3.11 Operations and Trading

These may form part of the Project Team by exception. They provide advice to the scheme team on the availability of outages for the proposed works taking into account demand security and system security.

Normal interface with Operations and Trading will be via the Project Programmer.

3.12 Engineering Services Occupiers Representative

Occupiers Representative -as defined in the appropriate Interface Document.

3.13 Project Programmer

Duties as defined in NSPM117 and NSPM118. Not present on OHL projects.

3.14 Construction Services

To provide support and professional technical advice to the project team as and when required, throughout the life cycle of the project.

3.15 Archaeology Adviser

Provide a watching brief during all ground disturbing activities during pipeline construction. To locate, recover and identify any archaeological artefacts. Recommend mitigation measures for the preservation of any archaeological deposits and provide advice to the project team as required. Produce archaeological reports suitable for publication.

IN ADDITION TO THE ABOVE THE FOLLOWING ARE ROLES SPECIFIC TO GAS PROJECTS

3.16 Project Supervisor

Act as the formal NG interface with the contractor for all day-to-day construction site activities and reports to and assists the Project Manager. Also ensure the smooth flow of information between all members of the team and other interested parties.

3.16.1 Assistant Project Supervisor (Large Projects)

Reporting to the Project Manager and carry out duties as directed by Project Supervisor.

3.17 Inspection Controller

It is the responsibility of the Inspection Controller to carry out the day-to-day control of the Project inspection team. Monitor construction activities for technical compliance with established procedures. Report inappropriate working practices and interface with the QA Adviser on quality related issue but reports to the Project Manager. All his Team Members will be trained in Hazard Spotting.

3.18 Senior & Site Quantity Surveyor

The QS will report to and support the project manager in the financial and contractual aspects of the Project. Assist the Purchasing and Contracts Adviser in the evaluation of commercial tender submissions, including the production of the Commercial Tender Evaluation Report. Support and advise the Project Manager in matters of a contractual nature and liaise with the Contractor on contract forecasting and accruals. Undertake financial assessments from contractor's quotations on behalf of the Project Manager. Also undertake financial assessments for Project Manager Compensation Events Assessments.

3.19 Risk Manager

It is the responsibility of the Risk Manager to manage the process on a Project and report to and support the Project Manager. However pending the size of the project the work could be 'Out Sourced'. The Risk Management Consultant is required to facilitate and implement risk management procedures as requested by the Transco Contracts Manager throughout the project lifecycle to ensure both commercial and schedule risks to the project are assessed and managed. Facilitate monthly risk workshop meetings. Prepare, update and run cost risk models for both to overall project and the main works contract. Risk Management procedure NSBP004 should be followed.

3.20 Agricultural Liaison Officer

Attend farmers meetings as appropriate and liaise with landowners and their agents to agree and manage easements. Liaise with the Land Agent and Wayleave Officer and with the main contractors to ensure all agricultural associated works are to specification. Report to and support the PM and liaise with the Project Supervisor. Also to attend project meetings as required and comply with the project Quality Management System QMS.

3.21 Design Coordinator/Liaison

Advises on Design issues refer to the Interface Working Arrangements document.

3.22 Legal Representative

Provide Legal advice to the Scheme Team on all matters related to the Bilateral Agreements and Construction Agreements as required on behalf of the Project Manager.

3.23 Rotating Machinery Engineer

Working as an integrated member of the Technical Support team the rotating machinery engineer would be required to provide specialist support to the Project Manager, Project Engineer and Project Supervisor during the pre contract, construction and commissioning phase of the project. Required to advise on the latest technical developments affecting machinery and new legislation, which could affect the operation of the completed installation.

It is the Contractor's responsibility to provide all certification for the project.

3.24 Document Controller

Responsible for setting up and maintaining the Project Documentation Register and ensuring that Technical Queries are dealt with in Project timescales. Recording and reviewing the status of Contractor Method Statements and assist the Quality Advisor to monitor Project Specific Quality documentation, Contractor Procurement etc, and attend Project meetings as required.

3.25 Integrity Engineer

Responsible for providing engineering integrity advice on construction and design issues.

3.26 Safe Control of Operations Engineer (SCO)

Responsible for approving personnel acceptance for NG Gas permitry i.e. Competent Persons and Authorising Engineer.

3.27 National Transmission System User

Responsible for accepting all modifications/repairs to the National Transmission System in accordance with G17, prior to it's installation and commissioning. Signs off the asset acceptance, on behalf of the Business, the Asset Acceptance Certificate in accordance with NSBP153.

THE FOLLOWING ROLES ARE SPECIFIC TO ELECTRIC PROJECTS.

3.28 SHE Business Partner

To provide SHE advice, support and influence to defined Directorates within UK Transmission. To act as a lead source of expertise on defined SHE issues to all of UK Transmission “

3.29 Commissioning Officer

As defined in UKBP/TP106.

3.30 Commissioning Panel Chairman

As defined in UKBP/TP106

3.31 Lead Project Engineer (Design)

For Lead Project Engineer (Design) refer to duties as defined in NSBP135

3.32 Project Engineer (Civils Design)

Project Engineer (Civils Design) refer to duties as defined in NSBP135

3.33 Project Engineer (OHL Design)

Project Engineer (OHL Design) refer to duties as defined in NSBP135

3.34 Project Engineer (Cables Design)

Project Engineer (Cables Design) refer to duties as defined in NSBP135

3.35 Project Engineer (Plant HV)

Project Engineer (Plant HV) refer to duties as defined in NSBP135

3.36 Project Engineer (P&C Design)

Project Engineer (P&C Design) refer to duties as defined in NSBP135

3.37 Settings Engineer (NG)

For Settings Engineer (NG) refer to duties as defined in UKBP/TP107.

3.38 Site Engineer

For Site Engineer refer to the appropriate Interface Document/ Installation UKBP/TP163.

3.39 Project Delivery Engineer (Engineering Services Overhead Lines)

For Project Delivery Engineer refer to the Engineering Services Overhead Lines Interface Document.

3.40 Business System Officer.

Manages the Fixed Asset Confirmation Certificate process and overseas the Technical Data Work Book Process.

3.41 NETWORK OPERATIONS CENTRE (NOC)

Manages the Safety from the System.

JOINT ACTIVITY SOLUTIONS PROJECTS (JAS)

In addition to the above whilst undertaking JAS Projects the following TEAM Members are required.

3.42 Quantity Surveyor- Refer to section 3.18.

3.43 Risk Manager-Refer to section 3.19.

3.44 Document Controller- Refer to section 3.24.

4.0 Typical Organisation Chart for Construction Projects

