

ELECTRICITY TRANSMISSION CAPITAL DELIVERY UNIT CHANGE MANAGEMENT

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PURPOSE AND SCOPE

This procedure sets out the process by which changes to the scope of work being delivered by an Electricity Transmission Capital Delivery Unit (referred to as a Delivery Unit in future) are to be managed and controlled.

This procedure is mandatory on all Delivery Units and National Grid staff involved in identification of work ultimately intended to be delivered by a Delivery Unit.

The scope of this procedure is all changes identified by any member of the Capital Delivery, Delivery Units, Electricity Transmission Asset Management Electricity Network Investment (ENI), Electricity Transmission Asset Management Maintenance Delivery Electricity (MDE) or Market Operation compared to agreed datum. It is not possible to provide an exhaustive list for all the cases of change, but a list within Section 8 gives an indication of potential change drivers.

For 90 day offer schemes such as New Connections, this procedure applies. However, it is recognised that due to compressed timescales the Change Request and subsequent response will be of a lower level of detail.

PART 1 - PROCEDURAL

1 RESPONSIBILITIES

1.1 National Grid – Electricity Transmission Asset Management - Electricity Network Investment (ENI)

For changes identified outside of the formal UKBP/TP205 plan build and current year planning frameworks ENI will initiate the change control process.

For all changes not impacting upon the UKBP/TP205 plan build period, but affecting Works Order entries in any year, the change will be notified by an Advanced Warning/Change Request notice. The form will then be sent to Capital Programme team in ENI via investment.planning@nationalgrid.com email account for processing. Other changes, (referred to hereon as “Line of Sight”), will be effected through Capital Delivery Workbook change control per UKBP/TP186.

As the change initiator, the Electricity Transmission Asset Manager is responsible for identifying any changes which are sufficiently urgent to warrant the convening of an extraordinary change management board outside the normal cycle.

1.2 Delivery Units

Delivery Units are responsible for the identification of all change, other than changes documented by Electricity Transmission Asset Management, including changes arising from the plan build, and current year planning frameworks. Changes required by the Delivery Unit to the outage plan or Electricity Transmission Asset Management resources are to be documented in line with UKBP/TP205, including the completion of Outage Change Request forms (OCR) after the establishment of the plan freeze datum.

The Delivery Unit Programme Managers (or equivalent roles) are responsible for co-ordinating change within their Delivery Unit, and ensuring that change impact assessments are completed in the required timescales. On completion, impact assessments are forwarded to Capital Programme team in ENI via investment.planning@nationalgrid.com email account.

As the change initiator, the Delivery Unit is responsible for identifying any change which is sufficiently urgent to warrant the change control process outside the normal cycle.

Within each Delivery Unit, the Programme Manager is responsible for arranging approvals of changes by the Partner Manager.

The Delivery Unit Programme Manager or a nominated individual is responsible for forwarding completed forms to Capital Programme team for processing via the change control process.

The Delivery Unit Programme Manager is responsible for commencing outage or resource plan change requests accordingly.

1.3 National Grid – Capital Programme Team

The Capital Programme team in ENI is responsible for review of change requests from Electricity Transmission Asset Management ENI and the Delivery Units before forwarding them onto the appropriate party.

The Capital Programme team will chair monthly Change Control Teleconference meetings with each Delivery Unit to review, approve and disseminate changes.

The Capital Programme team is responsible for coordinating submission of documentation for the Change Management Board and recording and disseminating the decisions to the appropriate Delivery Unit via a regular Capital Delivery Workbook re-issue. (The Capital Delivery Workbook will be issued not later than 12 working days before the last working day of each month, but following the Change Management Board meeting). This responsibility includes convening any additional Change Management Board meetings to address urgent change outside the normal cycle.

2 IDENTIFICATION OF CHANGE

Following the issue or re-issue of the Capital Delivery Workbook formal change control applies to any item affecting schemes identified in the current year, year ahead and schemes that have been green lighted with works in years 3, 4 or 5. The line of sight data contained within the Capital Delivery Workbook is used to progress with development of schemes including the advance planning of outages and resources.

All changes shall be documented on an Advanced Warning/Change Request form (shown at appendix A). For change forms raised by Electricity Transmission Asset Management ENI they shall be forwarded to Capital Programme team in ENI for review. Entering onto the Change Register will be completed by Capital Programme team.

Outage changes are to be managed in line with UKBP/TP205. If as a result of an impact assessment an outage changes, then the Advanced Warning/Change Request where possible will make reference to the relevant Outage Change Request (OCR) or TOGA number.

On the identification of a Change Request, the speed at which the impact assessment should be determined is recorded by assigning the change a priority category either High Medium or Low and the following timescales apply:

- a) High – impact assessment is to be completed within 10 working days and forwarded to Capital Programme team for dissemination to the appropriate party.
- b) Medium – impact assessment is to be completed within 25 working days and forwarded to Capital Programme team for dissemination to the appropriate party.
- c) Low – impact assessment is to be completed within 35 working days and forwarded to Capital Programme team for dissemination to the appropriate party.

Each Delivery Unit will individually respond to every Change Request it receives. However, where a Change Request is sent to more than one Delivery Unit it is the responsibility of the Lead Delivery Unit to co-ordinate the responses, to all project specific impacts and ensure that every Delivery Unit response is consistent in this regard.

In regard to the wider impacts of the change or commercially sensitive information, (for example outages, wider programme issues within an individual Delivery Unit and commercial information), the Lead Delivery Unit is not expected to have visibility or co-ordinate responses.

3 ASSESSMENT OF CHANGE

The Delivery Unit shall carry out an impact assessment for every Change Request form appropriate to their Delivery Unit. The assessment will be carried out in priority order depending on the assigned priority category, and include the identification of any impacts which are sufficiently large or urgent to require a special change management board to be convened over and above the routine meeting.

The outcome of the impact assessment is recorded on the corresponding Change Request form. The updated Change Request form is sent to Capital Programme team via investment.planning@nationalgrid.com email account.

The potential impact of a change increases as the timescales increase with the development of the scheme. Table 1 gives guidance on how critical a change may be in terms of impact

Planning/ UKBP/TP146	IP2	IP3	Detailed Design & Delivery
Current Year	M	H	H
Year Ahead	L	M	H
Future Years	-	-	H

L = Low (35 working days), M = Medium (25), H = High (10)

Table 1 - Impact Timescale

4 REPORTING OF CHANGE

The Capital Programme team will undertake the appropriate analysis of the change process as directed by the change management board.

5 CONSOLIDATION OF CHANGE WITHIN THE CONTRACT – AAA (NEC)

5.1 IP1 to IP2

The allocation of the Core Team Project Specific budget for taking the works to IP2 should be included with the response to the Change Request. The Delivery Unit should also include Core Team Overhead and Risk allocation against each project. This is to ensure that the full cost allocation is attributed to all schemes regardless whether the schemes go ahead or not. Any additional supporting information should be sent at the same time as the Change Request response and be sent to the Capital Programme team in the same email as the Change Request form. This figure will not require authorisation from the Project Manager, but is for information purposes.

The Change Request will not be closed unless this information is included. Contractual instruction for these Change Requests will be contained within the Change Request (a summary of the purpose of this CR is shown on the Change Request form at Appendix A)

5.2 IP2 to IP3

The Cost for taking the works from IP2 to IP3 will be included in the IP2 submission pack. When the Delivery Unit submits their costs for taking a project from IP2 to IP3, they must also include the Fee, Core Team Overhead and Risk Allocation.

Following Stage 2 sanction and when National Grid has accepted the cost from the Delivery Unit, the Substation/ Overhead Line Cost Team will prepare the Project Managers Instruction (PMI) and gain the Investment Delivery manager's approval to release the PMI. The Delivery Unit will then be notified of this acceptance via a PMI from the EACC@nationalgrid.com email account for substations and box.OHL-C.changecontrol@nationalgrid.com for OHL&C and a copy of PMI will also be forwarded to Capital Programme team via investment.planning@nationalgrid.com email account. At this point, the Delivery Unit should commence with the IP2-IP3 works.

Any changes to previously agreed milestone dates a change request shall be raised.