

# *Network Innovation Competition Full Submission*

## *Supplementary Answer Form*

Tick if this answer is Confidential: ☐

Tick if this answer has been provided verbally: ☐

Project code:	SPT EN 01	Question Number	36
Question date	24-Sept	Answer date	26-Sept
Submission section question relates to	Bilateral Meeting		
Topic	Project Readiness		
Question	Can you list the likely activities planned for each of the three project co-leads. Please confirm that you are convinced that this requires three full time roles over the project's life.		
Notes on question			
Answer	<p>Background of the project co-leads role:</p> <ol style="list-style-type: none"> <li>1. Based on the risk assessment it has been recognised that <b>a <u>significant risk</u></b> for the project delivery is the complexity in the stakeholder interface and project management. To address this risk, appropriate resources have to be in place. To have a dedicated focal point at each TO/SO is to ensure that the project can be processed in a co-ordinated manner;</li> <li>2. The "Project Co-Leader" title reflects the nature of <b>this <u>comprehensive and demanding role</u></b>. Apart from the project co-ordination both internally and externally, this role (based on the innovative nature of VISOR) will require <b>in-depth understanding</b> of technology and <b>contribute to the development of the project</b> in delivery. For example, the role will involve <b>technical and commercial assessment of the outcomes, and judgement of the practical approach to introducing the outcomes into business-as-usual practices of the organisations</b>. It is emphasised that the role goes beyond the scheduling and co-ordinating the project activities, normally associated with a project management role. The title <b>"<u>Project Lead</u>"</b> for the SPT individual and <b>"<u>Co-Leads</u>"</b> in NGET SHET-L highlights this.</li> </ol>		

A detailed **job description** has been attached, and the likely **activities have been listed** in the spreadsheet, together with the estimation of corresponding man-days.

From that point view, the project co-lead at SHE-Transmission (where there is at present no experience in PMU deployment), will have a more significant role in internal knowledge dissemination than the his/her counterparts in SPT or NGET; while the project manager at NGET will have particular attention on the technical indications on existing communication infrastructure, future requirements and operational procedures.

In addition to these necessary requirements, such an arrangement of a project leader at SPT (as the funding licensee), and two co-leaders at each TOs/NETSO safeguards the **internal knowledge dissemination** (as detailed in Section 5), and **facilitates necessary internal culture changes** to position the transmission licensees to **be ready for the future**.

*Further detailed calculation of the **minimum** Man-Days (MD) has confirmed that the project will require 1.51 FTE of the leader at SPT, and 87% of one FTE at NGET and 85% of one FTE at SHE-Transmission respectively, based on the listed activities and contributions. It should be noted that the values quoted are the **average value for the duration of the project**. The likely commitments from the project leader/co-leaders at the beginning and project close-down period term to be higher than other periods due to the business needs in engineering contributions to specifications, tender evaluations, internal business units co-ordinating, design/delivery review, project acceptance and project close-down report.*

*The current proposal includes 1.5 FTE at SPT and 1 FTE at NGET and SHE Transmission each. The calculations further revealed that the **split between project management and engineering contribution is about 65%:35%** for the Project Leader/co-leaders, demonstrating the comprehensive functions of this role.*

<b>Dedicated Project Leaders</b>	Minimum Requirement (Average value for the duration of the project period) based on the detailed calculation to fulfil the job description <b>(FTE)</b>	The figure used in the full proposal submission <b>(FTE)</b>
<b>SPT</b>	1.51	1.5
<b>NGET</b>	87%	1
<b>SHE Transmission</b>	85%	1

*As highlighted in the paragraph above (and detailed in the attachments), **the project consortium is convinced** that a dedicated focal point (FTE, over the project life) at each TO provides an effective risk-mitigation measure to **ensure the local ownership** of the project, addressing local business culture characteristics to **facilitate mind-set changes** and **safeguarding the customers' investment**.*

*Having said that, the consortium paid high attention to the comments from the Expert Panel to achieve the best value for money and is looking into the feasibility to fully utilise some part of the time of Co leaders at NGET and SHE for other NIA or innovation projects. And will report back as soon as practically possible.*

<b>Attachments</b>	SPEN01-VISOR-Q36-Job Description-VISOR TO Lead.doc SPEN01-VISOR-Q36-minimum MD calculation.xls
Verbal Clarifications  (Consultants )	