

Network Innovation Competition 2020 Supplementary Answer form

Project Name	Retrofit Insulated Cross Arms (RICA)		
Question number	#11	Pro forma section	2
Question date	10/09/2020	Answer date	14/09/2020
Question summary	Please clarify what steps will be taken to stage gate or derisk the project prior to construction stage.		

Answer (please retain document formatting and do not exceed 2 pages unless otherwise agreed with Ofgem)

Our project plan has been structured to de-risk the construction through specific tasks and processes to help deal with areas where we expect risks to manifest themselves during the project's delivery. The following paragraphs highlight the key ways we intend to de-risk RICAs; above and beyond good project management practices. The specific risks that they relate to are then quoted at the end of each paragraph with reference to Table 15, along with the section of the bid where further information can be found.

The project will de-risk the delivery through establishing a competitive procurement process, which will ensure financial risk is shared between NGET and the supplier. The procurement process will also seek to incentivise investment from the suppliers; providing the opportunity for the more efficient delivery and partial funds to be returned to consumers – Sections 3.3.1, 6.1 and 6.1.8 (Risk 1, 2, 4, 10, 22).

An initial condition assessment of a proposed route will also be performed to ensure that there is clarity on what works would be required to deploy RICA. This will reduce the risk of scope variation within the project's delivery – protecting the project from variation costs. This will also provide data and information for the design of the RICAs; de-risking the design activities in the project. - Section 6.1.8 (Risk 10, 14, 15, 16, 17, 19, 21).

A deeper technical review of the standards and specifications will take place which will detail key gaps and risks in specific technical terms. This more detailed gap analysis will de-risk the delivery and focus efforts on resolving technical issues through testing and simulations. This prevents unnecessary future work and keeps the innovations focused on what is required. These will be repeatedly updated throughout the project and is a key process to keep the project on track and ensure technical risks are being raised and mitigated. - Section 2.2.1, 5.1 (Risk 5, 7, 8 ,9)

Long term trials and constructability trials will be conducted to prove key design methodologies, the functional specifications, working practices for repairs (RICA, tower and conductors), safe recovery practices, and establish innovative and effective installation methods. Two iterations are currently planned to ensure that feedback can be acted upon, and then validated for its effectiveness during the development stage. Section 2.2.2 and 2.3 (Risks 3, 4 5, 7, 8, 9, 11, 14, 15, 19, 21).

A GB wide investment case will be developed for uprating, targeted span intervention, and VIP investments. The initial versions of this document will serve to guide the technology research efforts, allowing different technology choices to be prioritised based on the economic impact they are seen to have on RICA as a network investment. The continual review of the investment case is a key process for ensuring that the technology is designed to meet the investment requirements; accelerating adoption. – Section 5.1 (Risks 4, 6, 10, 12)

All stages of the project will also be overseen by our technical advisory board, which will contain key members from GB utilities, academia, technical expertise and senior managers from NG. This TAB will help provide oversight and foster collaboration; both of which de-risk the project through peer review. All stages will also include stakeholder engagement to ensure we are including the other utilities in decisions and activities, and seeking input from key stakeholder groups – Sections 5.2, 4.4.2 (Risks 3, 4, 6, 10).