

I²EV (My Electric Avenue)

Successful Delivery Reward Criteria 9.4.1

I²EV (My Electric Avenue)

Month 6 Independent Review Response

Authors: EA Technology & SSEPD

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The 'My Electric Avenue' project is the public identity for the Low Carbon Network (LCN) Fund Tier 2 project "I²EV". The formal title "I²EV" is used for contractual and Ofgem reporting purpose.

Project Lead(s):	Project Partners:
 	    

Version History

Date	Version	Authors	Notes	Reference documents
24/07/2013	0.1	RP & TB	Preliminary draft.	
30/07/2013	0.2	RH	Comments from SSEPD.	
31/07/2013	1.0	RP	Finalised version for submission to SSEPD.	

Final Approval

Date	Version	EA Technology authorisation by
31/07/2013	1.0	Dr D Roberts

Final Approval

Date	Version	SSEPD authorisation by
30/07/2013	0.2	Stewart Reid

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1. Introduction

a. Purpose

The purpose of this document is to provide a response to the first six month review of the I²EV (My Electric Avenue) project that has been completed by the independent consulting company appointed for this task, Ricardo.

b. Background

Ricardo is responsible for completing regular independent reviews of the I²EV (My Electric Avenue) project. As stated in the Project Direction [Ref. 1] the Successful Delivery Reward Criterion (SDRC) for the independent review process are as follows:

Table 1 – SDRC for the Independent Review Process

Successful Delivery Reward Criterion	Evidence
<p>9.4 An assessment of how the DNO and other interested parties can ensure independent validation of a third party's Solution throughout a project, and upon completion.</p> <p>Related learning: Learning outcome C1.3.2 - how are the project and results validated?</p> <p>Related Task: 9 - Project recommendations and implementation</p> <p>Related commercial aims: Under 2.2 the commercial aims are to: - Demonstrate delivery of a low carbon network project by a non-DNO on behalf of a DNO.</p>	<p>9.4.1 The provision of 6 monthly independent reviews of the project and technology with specific inclusion of improvements and adaptations to working practices incorporated by the project team following the previous independent review.</p> <p>(a) Produce a 6 monthly report (highlighting strengths and improvement areas) to be tabled at steering group meetings. (b) Produce response to 6 monthly report, detailing improvements planned by Project Steering Group, as a result of the review.</p> <p>Achieved by months 7, 13, 19, 25, 31, and 36. July 2013, January & July 2014, January, July & December 2015.</p>

The month 6 independent review report completed by Ricardo meets the SDRC evidence requirement 9.4.1 (a) [Ref. 1]. This report meets the SDRC evidence requirement 9.4.1 (b) as outlined in Table 1 above.

c. Document Structure

The structure of this document is as follows:

- **Section 2:** Month 06 Independent Review Executive Summary;
- **Section 3:** Response from EA Technology; and
- **Section 4:** Response from Scottish and Southern Electricity power Distribution.

2. Independent Review Executive Summary

“This project was submitted to Ofgem’s Tier 2 Low Carbon Network (LCN) Fund as ‘I²EV’ but was rebranded as ‘My Electric Avenue’ in early 2013 to improve public acceptance. The project is led by EA Technology (Third Party Lead Supplier), with project partners Scottish and Southern Energy Power Distribution Limited (SSEPD) (the host Distribution Network Operator), Northern PowerGrid, Nissan, Fleetdrive Electric and Zero Carbon Futures. Further support is provided via subcontractors, which include the University of Manchester, De Montfort University, Ricardo UK Ltd, Automotive Comms, Creative Concern, and ANDtr.

*This report is the first of the 6-month independent reviews and includes recommendations on specific improvements and adaptations to working practices to be incorporated by the project team. It covers the key project activities and deliverables during the period **7 January 2013 to 30 June 2013**, principally involving:*

- **Novel Commercial Arrangement** - Agreement of Principal and Subcontracts along with associated Task Orders for each of the project partners and subcontractors
- **Technical Trial** - Engagement of potential participants in the technical trial clusters
- **Project Management** - Project internal and external kick-off meetings

The review is based upon key documents delivered to Ricardo prior to or for the purpose of the review, and has been augmented with formal and informal discussions during project meetings and conference calls.

Overall assessment of project so far

<i>What is the reviewers’ overall assessment of the project so far?</i>	Good
<i>Have the key objectives for the period been achieved?</i>	Yes
<i>Has the project made satisfactory progress towards meeting the overall project objectives?</i>	Partially
<i>Has each Task made satisfactory progress against the Plan of Works?</i>	Partially
<i>Has the project management been performed as required?</i>	Partially
<i>Has the collaboration between project partners and sub-contractors been effective?</i>	Yes
<i>Is there evidence of underperforming project partners or sub-contracts, lack of commitment or change in interest?</i>	Partially
<i>Have the project partners adequately publicised the project to raise awareness of the project with the general public?</i>	Yes
<i>Have the project partners adequately disseminated results and learning from the project?</i>	Yes

The project team has made good start to the ‘My Electric Avenue’ project. EA Technology has worked professionally and diligently in their role of project coordinator for a complex arrangement of project partners and suppliers/subcontractors. A cohesive project team has been created, bringing together members from across the project partnership. This new project team appears to be functionally well.

Initial customer engagement has been strong, with 500 registrations of interest received for participation in the technical “cluster” and social trials. The first Successful Delivery Reward Criteria reports have been made available to the public via the ‘My Electric Avenue’ project website (<http://myelectricavenue.info/project-library>).

One item of concern is the delay in confirming all Subcontracts and Task Orders with the project partners and subcontractors. The project partners and subcontractors have operated at risk and on goodwill during the project start-up over the first six months. This situation urgently needs to be resolved to ensure continued smooth running of the project during the next 6-month period.

Highlighted Strengths

A key strength of the ‘My Electric Avenue’ project is a Third Party Lead Supplier providing the overall project management and coordination. Whereas a project of this size would be considered small by the DNO, it is considered significant by the Third Party Lead Supplier so project tasks are given a higher priority.

Evidence to-date of the benefits brought by having a Third Party Lead Supplier responsible for project delivery include:

Over 500 registrations of interest for the technical and social trials within two months of launching the project website

Good project team cohesion between the project partners and subcontractors

Recommendations

The independent reviewers make the following recommendations to the I²EV project team:

- 1) Ensure **Subcontracts and Task Orders** are in place with all project partners and subcontractors as soon as possible
- 2) Create an internal **Project Plan of Works** for the benefit of the project partners and subcontractors
- 3) **Update the Project Plan Gantt chart** to reflect changes made to the project plan since the start of the project, and showing a task breakdown by 2-4 month activities with clear (internal) milestone deliverables for each activity
- 4) **Improve communication of key dates and milestones to the project partners and subcontractors**
- 5) Improve the **format and maintenance of the Risk Register** and include risks associated with the **Novel Commercial Arrangement**
- 6) Include information on the activity for recruiting for the **social trials** in the next 6-month review
- 7) Produce an **internal Project Progress Report** for each independent review, which should include information from each project partner and subcontractor regarding activities performed in the review period by project task, and a high-level view of spend against forecast budget for that review period”

3. Response from EA Technology

a. Overall Response

EA Technology is pleased that the independent review has recognised that the project is being well managed. All the SDRC deliverables have been met on or ahead of schedule and in the opinion of the independent reviewer are of “high quality”.

The following sections of this report outline the actions EA Technology will take following the recommendations made by Ricardo.

b. Recommendation 1: Sub-contracts and Task Orders

EA Technology will continue to work with its partners/suppliers to ensure that all sub-contracts are signed off as quickly as possible. The target date for signing all sub-contracts with all parties is 30th August 2013. However, it should be noted that the agreement of sub-contracts is a two way process. As a result, agreement of sub-contracts is not solely within EA Technology’s gift.

The independent review states that “several contractors have had to proceed at a commercial risk” whilst in theory this is true due to the fact that all partners/suppliers attending the project kick off meeting before sub-contracts were agreed, in practice the commercial risk was limited. The fact that all partners/suppliers attended the project kick off meeting demonstrates commitment and shows that all partners and suppliers want the project to succeed.

The Task Orders, that outline the scope of works for each partner/supplier, have been agreed with all parties. Table 2 below shows the current status of the sub-contracts with each partner/supplier and also shows whether any project work was completed at risk.

Table 2 - Commercial risk & sub-contract Status

Partner/Supplier	Commercial Risk	Sub-Contract Status
Nissan Motor Limited	No project work completed to date.	To be agreed
Northern Powergrid	No project work completed to date.	To be agreed
Zero Carbon Futures	Project work started whilst sub-contact was in the process of being agreed.	Agreed – 16/07/13
Fleetdrive	Project work started whilst sub-contact was in the process of being agreed.	Agreed – 14/06/13
Automotive Comms	No project work completed at risk.	Agreed – 02/07/13
De Montfort University	No project work completed to date.	To be agreed
University of Manchester	No project work completed to date.	To be agreed
Ricardo	Sub-contract and task order agreed ahead of the 6 month independent review.	Agreed – 13/06/13
Creative Concern	No project work completed at risk.	Agreed – 26/07/13
ANDtr	No project work completed to date.	To be agreed

c. Recommendation 2: Project Plan of Works

EA Technology will develop a Project Plan of Works, outlining the planned tasks, activities and objectives and associated task leaders and contributors as it is agreed that a single source document will benefit the project partners/suppliers in providing additional clarity in the project organisation structure.

d. Recommendation 3: Project plan Gantt Chart

EA Technology will iteratively update the Project Gantt Chart as each larger time scale task is planned out in greater detail. It was not practicable to plan certain tasks such as establishment of clusters at the initial stages of the project due to the specifics relating to individual cluster locations and requirements.

e. Recommendation 4: Communication

In addition to the planned delivery dates for the SDRCs and milestones issued in advance of the monthly update meetings, the project plan gantt chart will be updated and issued at the same time.

f. Recommendation 5: Risk Register

The specific recommendations made regarding the risk register will be implemented in the next reporting period. These will cover date risk raised; date risk must be addressed by; date risk closed or superseded; revision made since last formal issue; combined risk rating (likelihood x severity); legend to be shown on main page.

The risk register will also be updated to explicitly cover the risks associated with the Novel Commercial Arrangement. This action will include refining the wording for existing risks under the risk category title of "Business (contractor/Supplier)" and adding new risks if required.

g. Recommendation 6: Social Trials

The next Project Progress Report for issue to Ofgem will include the progress made against recruitment for the social trials.

h. Recommendation 7: Internal Project Progress Report

Beginning in the next reporting period, contractors will be required to prepare monthly reports providing details on activities completed and underway in the month, activities due to start in the coming month, and forecast costs to the project. The information in these monthly reports, in collaboration with the 6 Monthly Project Progress Reports, already required for issue to Ofgem, will be provided to meet this recommendation.

4. Response from SSEPD

a. Overall response

The use of a third party to manage an innovation project is, in itself, an innovation. Recognising this unique style of delivery, SSEPD considers the advice from an external reviewer to be an effective and valuable management tool.

It is encouraging to see that the overall assessment of the control environment indicates that effective management arrangements are in place. SSEPD is working with EA Technology to ensure it reviews and acts upon these recommendations.

The recommendations fall into two categories 1) a series of procedural and communication improvements which, to a limited extent, are to be expected from a project at this stage and can certainly be resolved in a reasonable timescale; and 2) a specific risk concerning contract placement. It is encouraging to see that EA Technology has successfully placed all necessary contracts in time to achieve project deliverables, albeit not to the original schedule. It is important that EA Technology complete this activity for all outstanding orders.

SSEPD, through its third party delivery partner (EA Technology), has been pleased to share the early learning from this project and is looking forward to further learning to come. To ensure successful delivery, SSEPD will continue to closely support and assess delivery progress.

Appendix A – References

- 1) My Electric Avenue, Month 06 Independent Review Report, Version RD.13/280901.2, 30th July 2013.