

# Enhanced Commercial Impact Assessment

## Training for Technical Authors

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# Objectives for today

- Present the enhanced Commercial Impact Assessment (CIA) Tool and Process including:
  - Background
  - Enhanced process
  - CIA tool and definition of a key change
  - Roles and responsibilities
  - Support provided

# Outcomes for today

- Understand the key enhancements made to the governance process
- Understand how to make use of the CIA toolkit
- Understand the importance of identifying key changes made to your documents to help assess cost implications
- Understand the importance of engaging Commercial at the appropriate time
- Understand your role and responsibilities

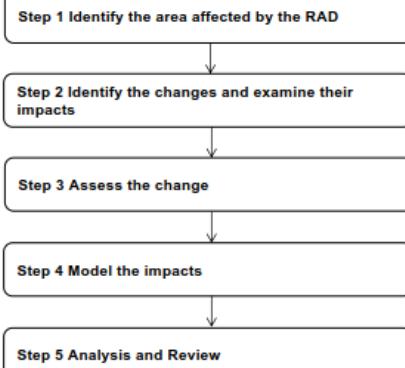
# Background

# Problem statement and impact

## Estimating cost implications of RADs

[DRAFTING NOTE: This section shall be updated based on the findings of a specific task to review]

Annex 1D **Cost impact toolkit**



[DRAFTING NOTE: This annex will be reviewed in the near future]

### **Step 1 – Identify the Area Affected by the RAD**

Technical authors shall identify and assess the area affected by the RAD so that the total cost of the impact can be evaluated.

The cost impact of implementing specific requirements within a RAD depends on the nature of additional or reduced activity required and the timing and contractual arrangements within which the requirement is to be implemented. For example, a requirement that is implemented by a Managing Agent Contractor or Agency Support Contract, and which involves additional costs, can be incorporated into a 'scheme' with Highways England bearing the costs.

Changes to RADs can affect individual DBFO contracts differently. For example; the Tranche 1 and 1a DBFO contracts have RADs fixed at a point in time and any change to a RAD could have cost impacts; the Tranche 2 DBFO contracts accept new or changed RADs based on a step change procedure, which could also have cost impacts; the M25 DBFO contract uses current RADs, with cost impacts considered if more than a certain sum.

## Impact Assessment Matrix: Design & Construction

## **Impact Assessment Matrix: Routine maintenance and operations**

Cost Impact Toolkit - Impact Assessment Matrix: Routine Maintenance and Operations

This impact assessment matrix is applicable to the day to day work of the Service Providers in the Network Delivery and Development (NDD) areas. (Example shown)

# The current process for assessing the commercial impact of standards is insufficient

# What we want to achieve

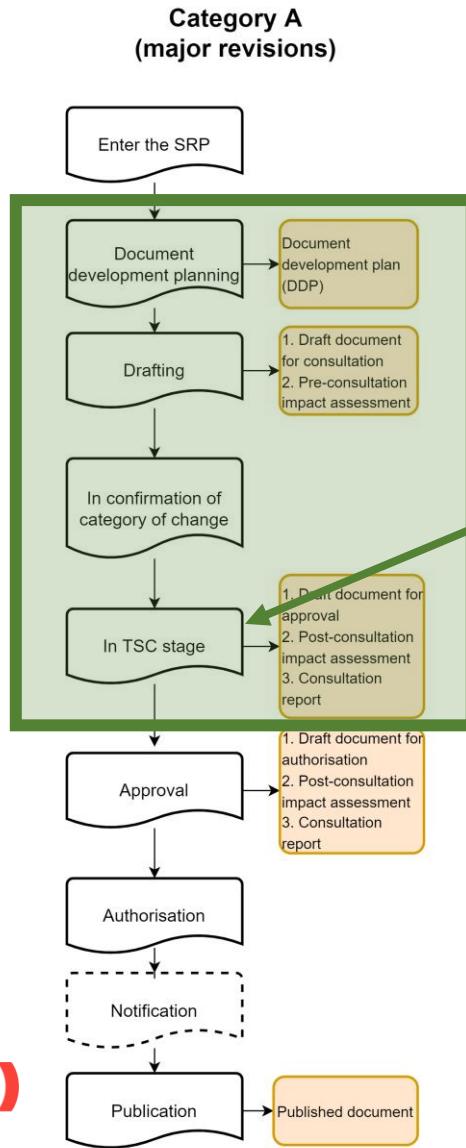


Improve process and tool for assessing cost implications to help  
Technical authors provide what is really needed and support  
Commercial in quantifying the impact, therefore:

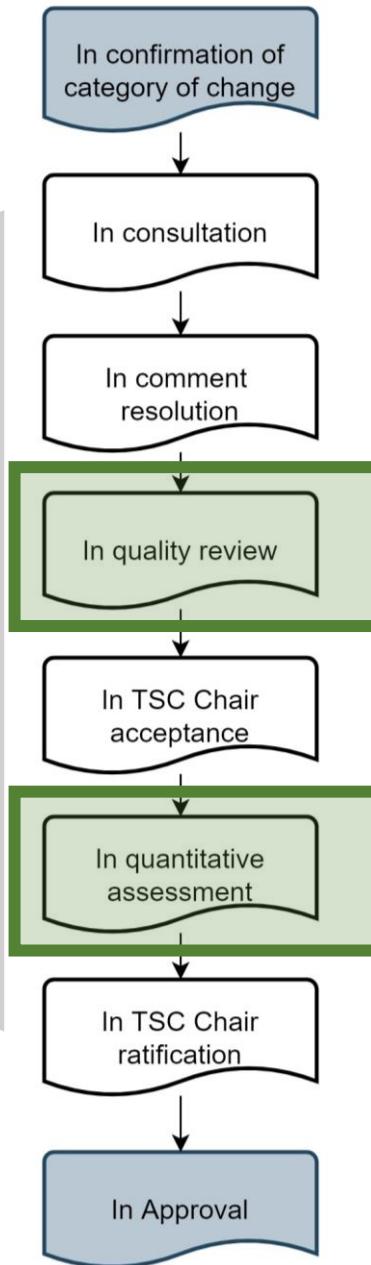
- Enhancing quality of the outcome
- Avoiding rework by assessing impact at the right time
- Matching to knowledge & expertise
- Demonstrating affordability and support decision making

# Enhanced process

# Governance process: overview



**TSC stage has been split** into relevant sub-stages to formalise / reflect what is happening in reality and share commercial considerations at the right time

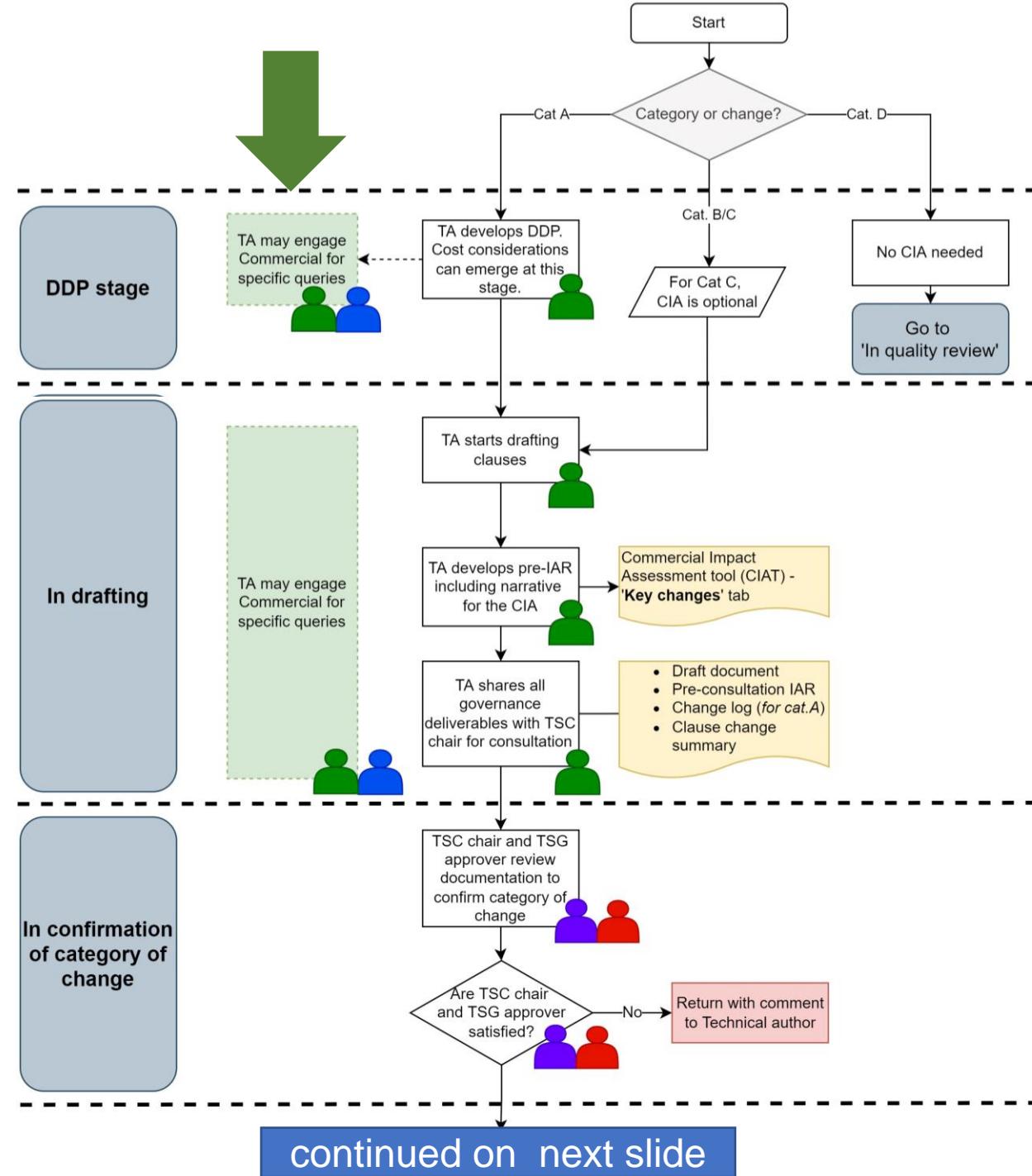


# Process (1 / 4)



## Acronym Decoder

CIAT – Commercial Impact Assessment Toolkit  
 DDP – Document Development Plan  
 IAR – Impact Assessment Report  
 TA – Technical Author  
 TSC – Technical Standards Committee  
 TSG – Technical Standards Group (formerly TAGG)



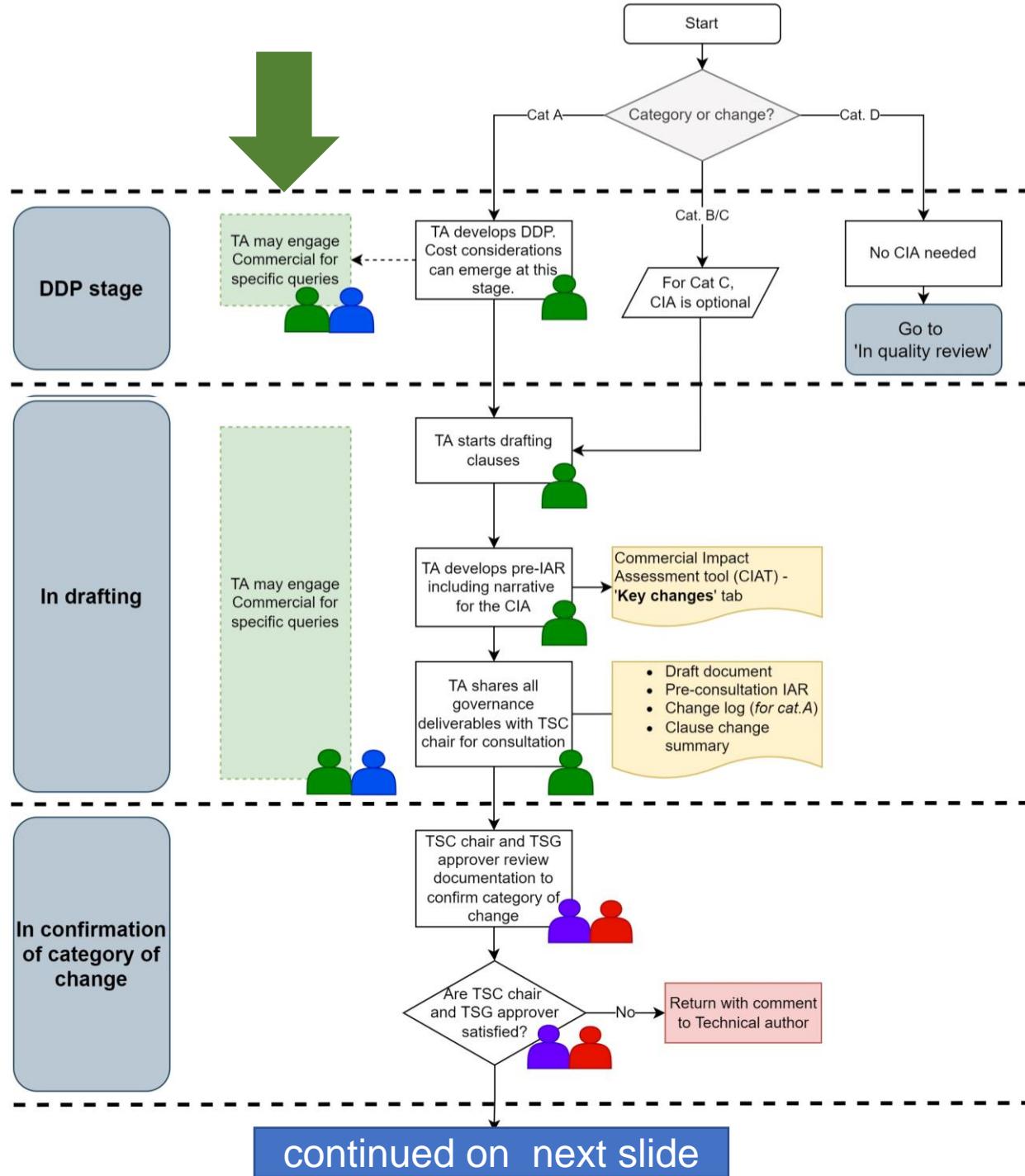
# Process (1 / 4)



## Acronym Decoder

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TAs will produce a **qualitative assessment** during drafting using the 'Key changes' tab in the commercial CIAT.



# Process (2 / 4)



## Acronym Decoder

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TA – Technical Author  
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Commercial will comment on qualitative impact assessment and **share potential risks and contractual implications** during 'TSC consultation'.

**In TSC consultation**  
(duration depends on cat. of change)

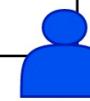
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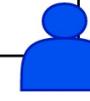
TSC consultees review and comment on the document and pre-IAR



Commercial team review CIA 'Key changes' tab.



Commercial team comment on the qualitative assessment and share identified risks.



Commercial team share outcome during the consultation period



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# Process (3 / 4)

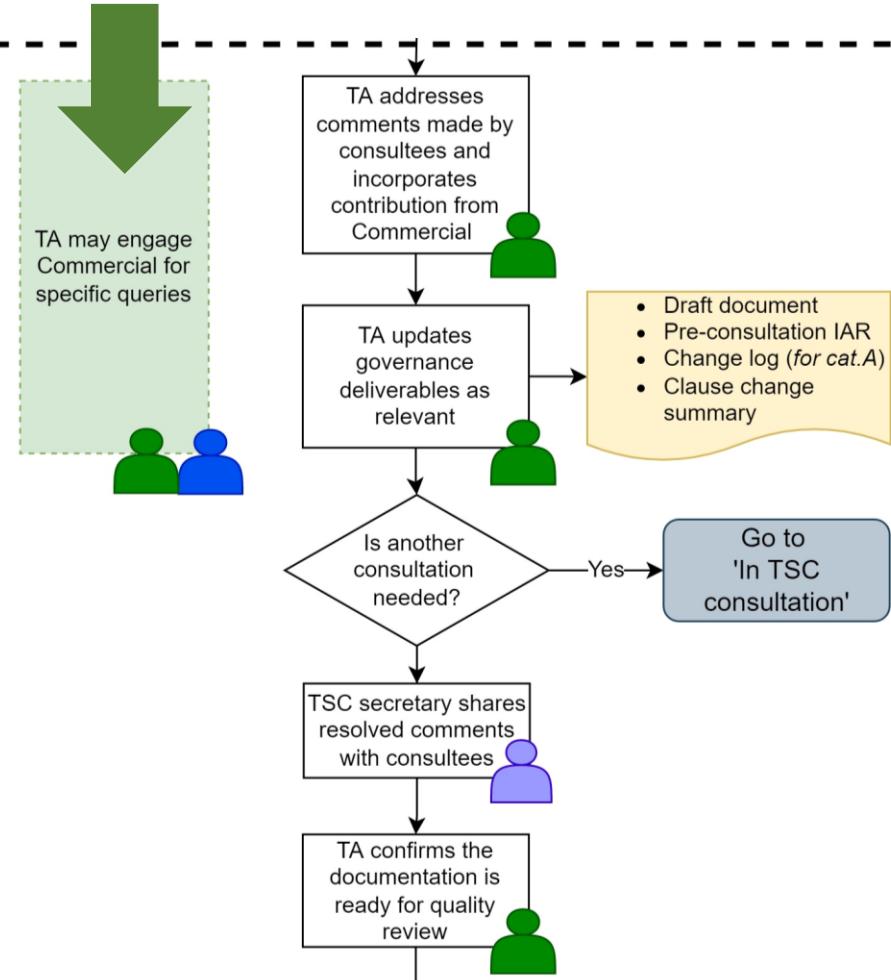


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In comment resolution



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# Process (3 / 4)



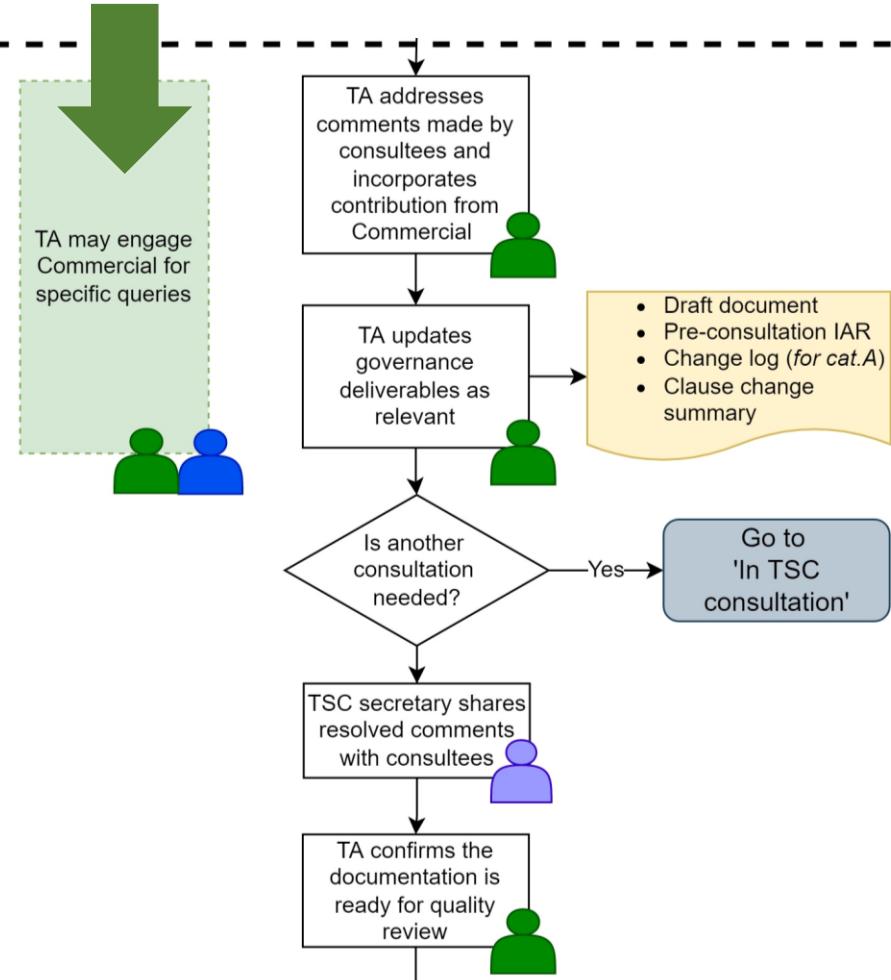
## Acronym Decoder

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During '**Comment resolution**' stage, TAs shall review commercial considerations, update **CIAT** as relevant and finalise the **change log** (cat. A changes).

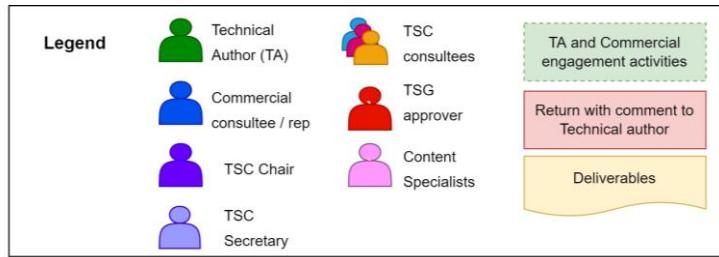
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In comment resolution



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# Process (4 / 4)



## Acronym Decoder

CIAT – Commercial Impact Assessment Toolkit

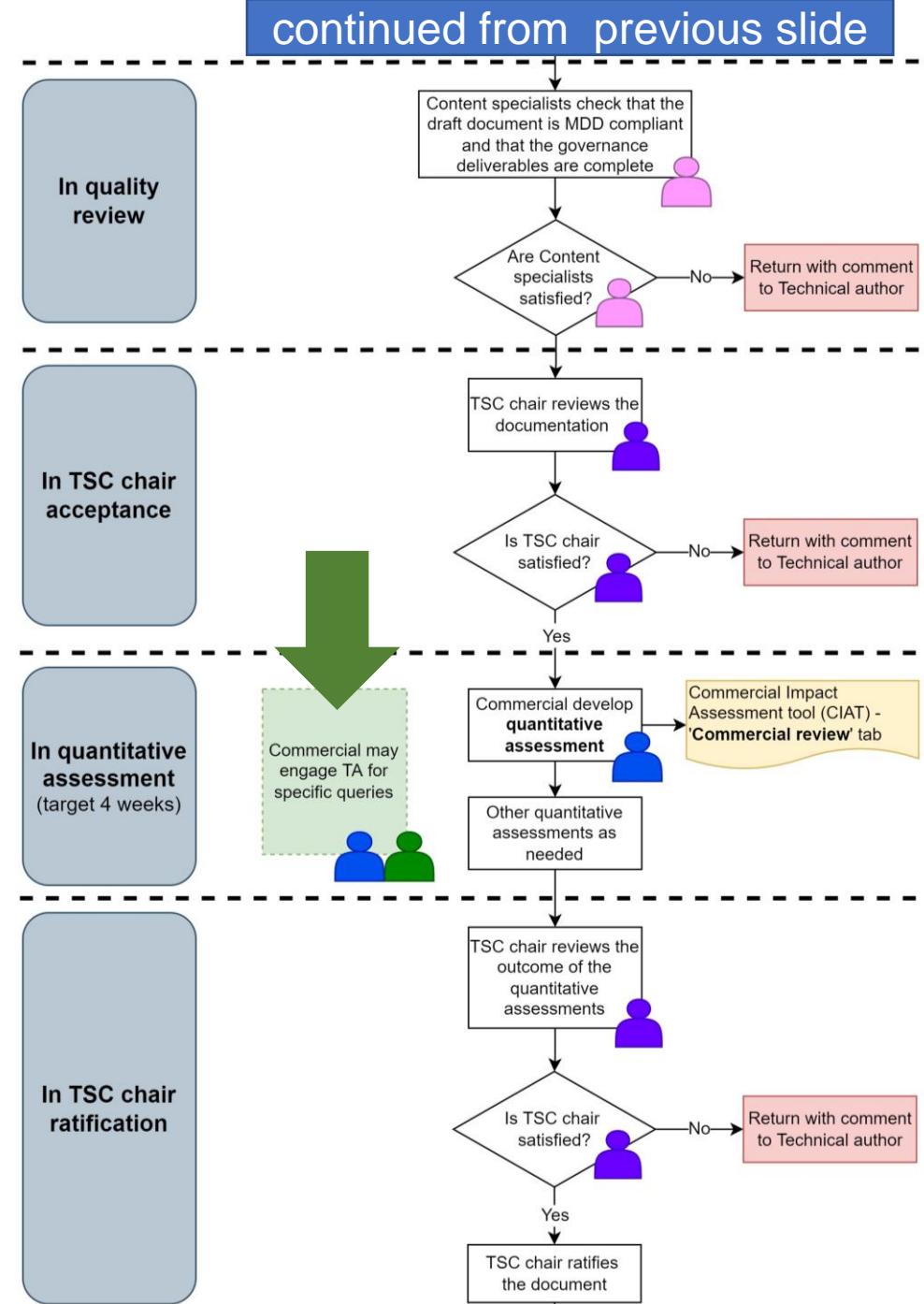
DDP – Document Development Plan

IAR – Impact Assessment Report

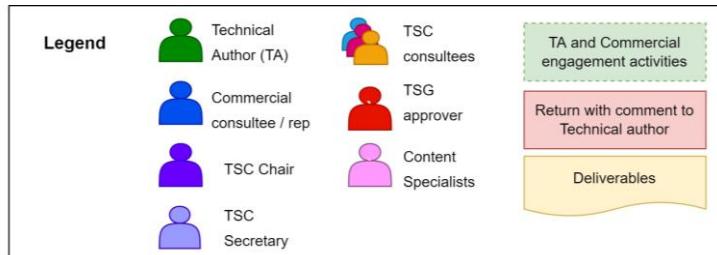
TA – Technical Author

TSC – Technical Standards Committee

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# Process (4 / 4)



## Acronym Decoder

CIAT – Commercial Impact Assessment Toolkit

DDP – Document Development Plan

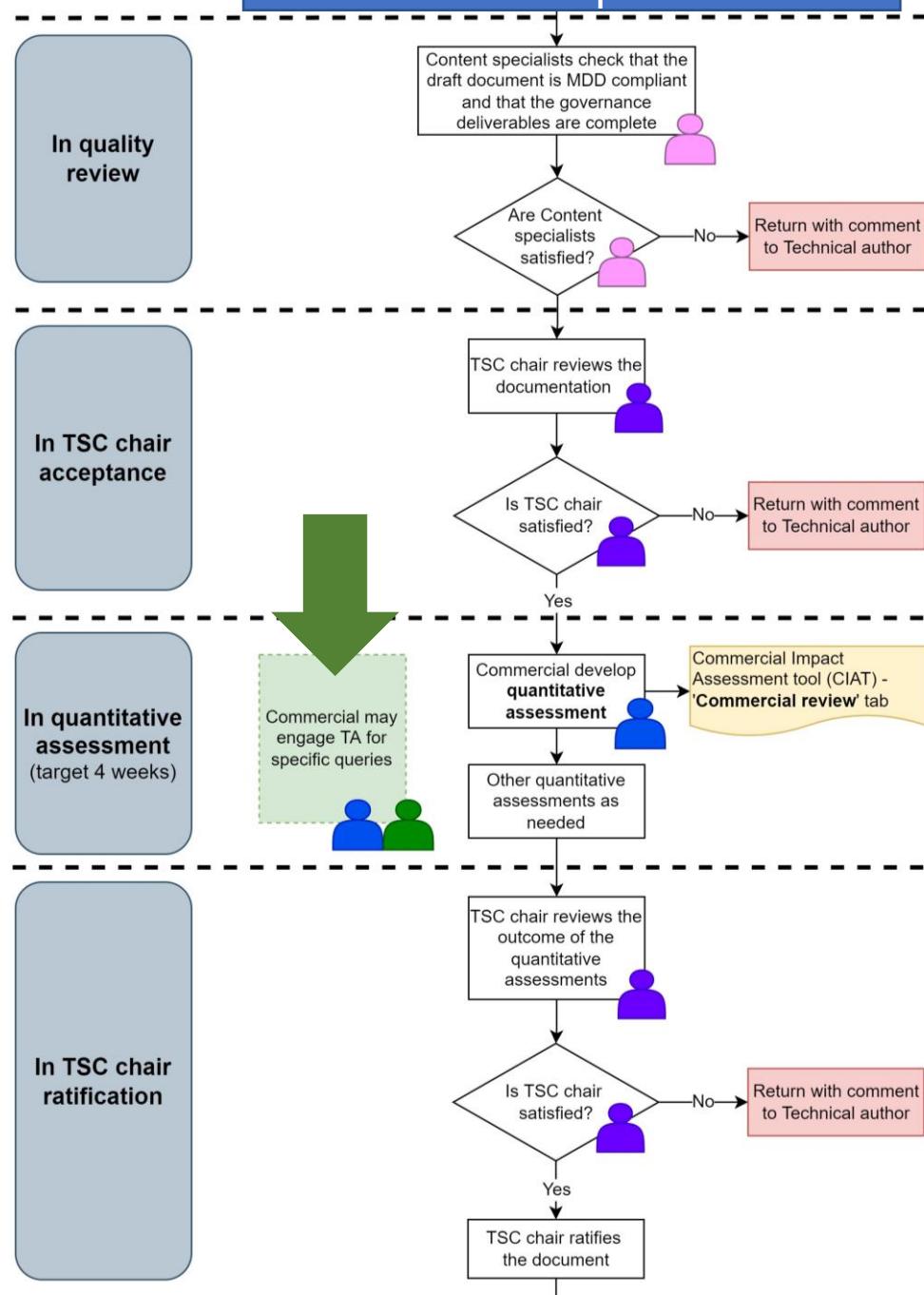
IAR – Impact Assessment Report

TA – Technical Author

TSC – Technical Standards Committee

TSG – Technical Standards Group (formerly TAGG)

After comment resolution, the **documentation may come back to TAs** for further work after the quality review by content specialists, the TSC chair acceptance stage and ratification stage.



# Key takeaways on the process



1. During '**Drafting**', Technical Author shall produce a qualitative cost assessment.
2. The **TSC stage split** into relevant sub-stages to formalise / reflect what is happening in reality and share commercial considerations at the right time.
3. During '**TSC consultation**' Commercial shall comment on qualitative cost assessment and share potential risks and contractual implications.



4. During '**Comment resolution**' stage, Technical Author shall review commercial considerations and finalise the change log (cat. A changes).
5. During '**Quality review**' stage, Content specialists shall review documents for MDD compliance to provide Commercial with a stable draft for quantitative assessment.
6. During a new stage '**In TSC chair acceptance**', TSC chairs shall formally accept drafts for quantitative assessment.
7. During a new stage '**In Quantitative assessment**', Commercial will produce a quantitative cost assessment based on a stable draft.
8. TSC chairs will ratify the documents to proceed to approval **at the end of the stage 'In TSC chair ratification'**.



9. Technical authors may **engage Commercial** during DDP, drafting and comment resolution stages.



10. Technical authors may be **engaged by Commercial** during consultation and quantitative assessment.

# Enhanced tool for commercial impact assessment

- Introduction
- Key Changes Tab – Technical Author Input
- Commercial quantification Tab – Commercial input
- Outcome

# What Technical Authors need to do

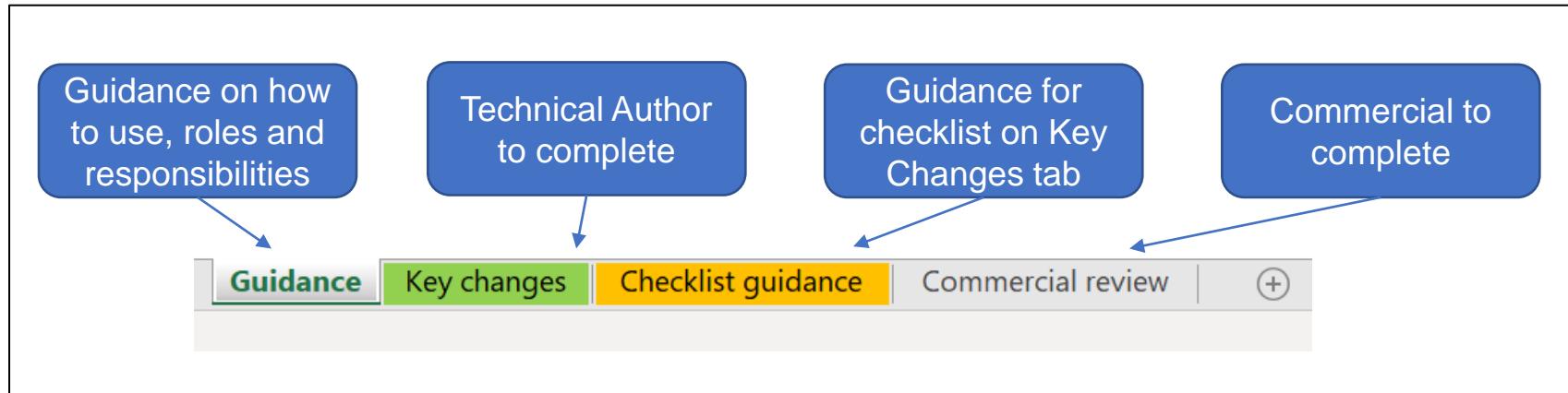
- Technical authors will use the commercial impact assessment toolkit (CIAT) to develop a **qualitative assessment**, which focusses on the **identification and description of 'key changes'** based on their technical knowledge.
- The CIAT provides an **intuitive and consistent framework** to define key changes.

# What is a 'key change'?

- In this context a 'Key Change' is **something that is different from what is done in current industry practice** and which may have commercial implications.
  - For example, updates to existing standards may be made to incorporate established practice on the network, which therefore do not have significant cost implications (in practice it was already implemented).
- If there is any uncertainty whether or not a modification is a Key Change, it should be included.

# Commercial Impact Assessment Toolkit

- Excel spreadsheet made up of the following tabs:



To be used for categories of change A and B.

(Category C is optional)

# Key Changes Tab

## Technical Author Input

# Key changes tab

Click +/- to hide / expand rows

Populate these cells

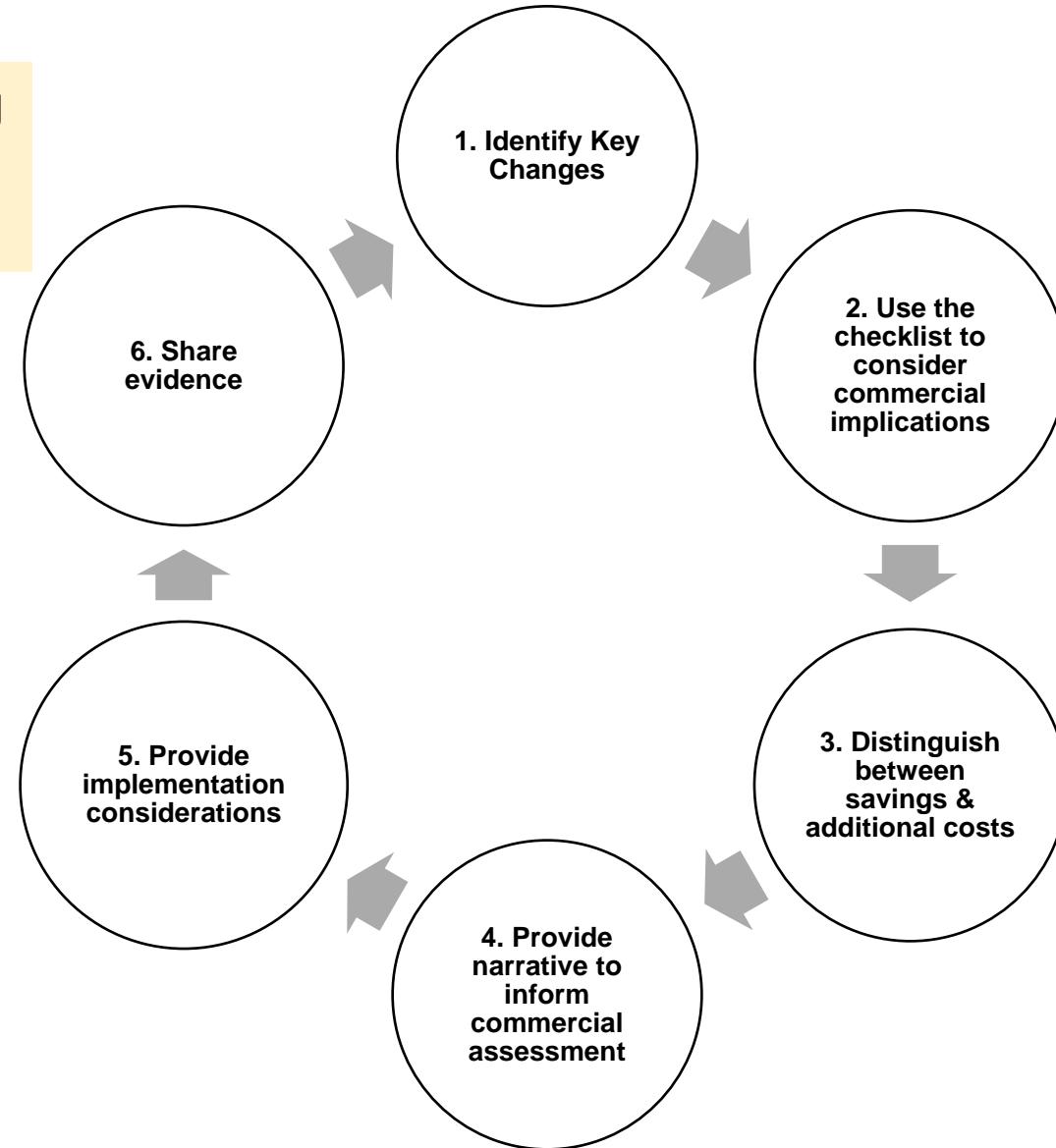
Red – incomplete  
Green - complete

Count of number of key changes

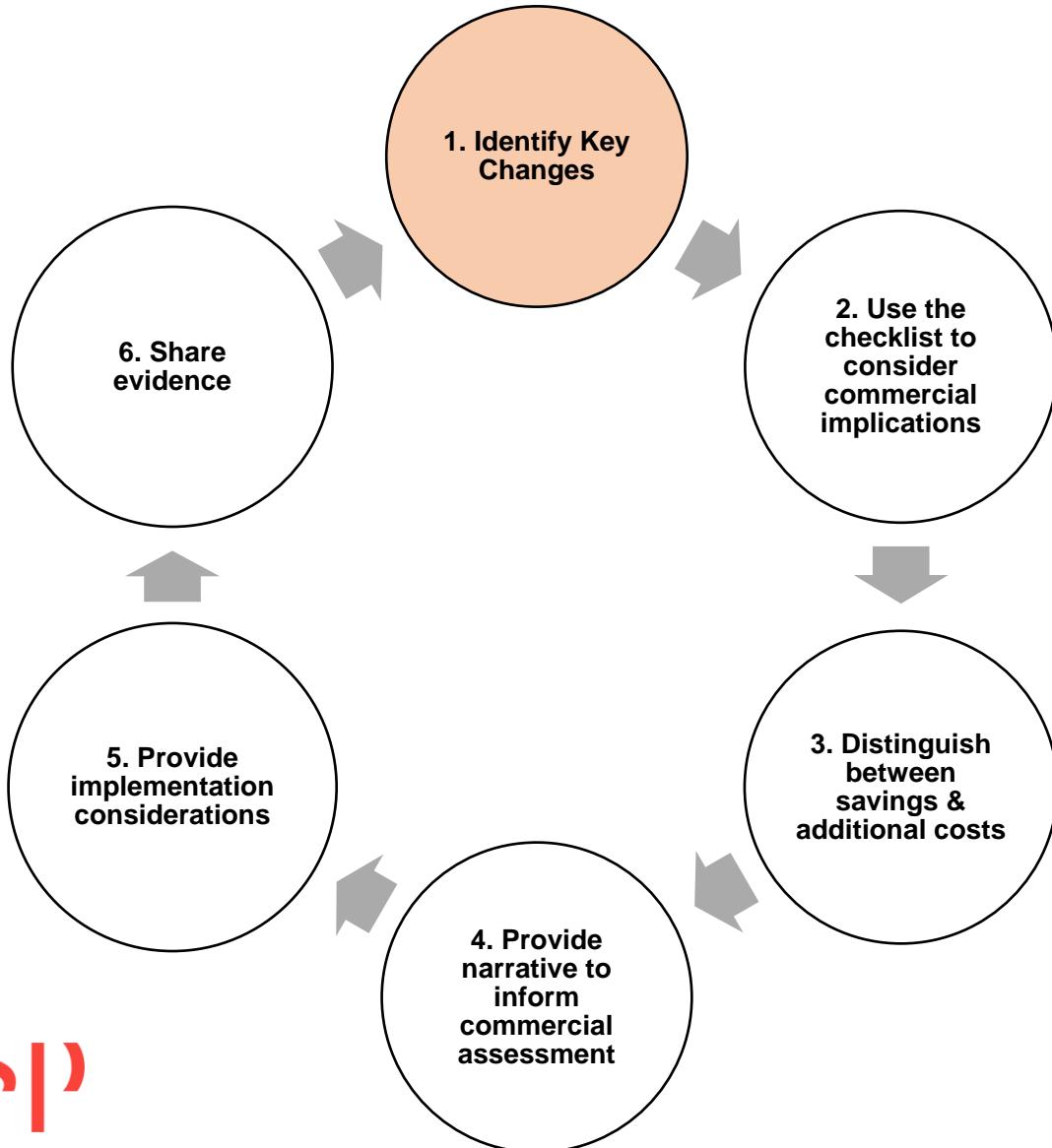
| Key changes (to be completed by Technical Authors) |   |
|--|---|
| Overview   |   |
| Document code:                                     | Description                               |
| Document title:                                    |   |
| Category of change:                                |   |
| Guidance   |   |
| No.  | Key Changes                               |
| Comments - Context and Impact                      |   |
|  | When will the impact be seen - frequency  |
|  | When will the impact be seen - duration   |
|  | Specific conditions for impact to be seen |
| Implementation considerations                      |   |
|  | Base unit                                 |
|  | Comment on the base unit                  |
| Other Data or Information                          |   |
| Examples   |   |
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# Completing 'Key changes' tab

Can be completed using an iterative approach following 6 steps

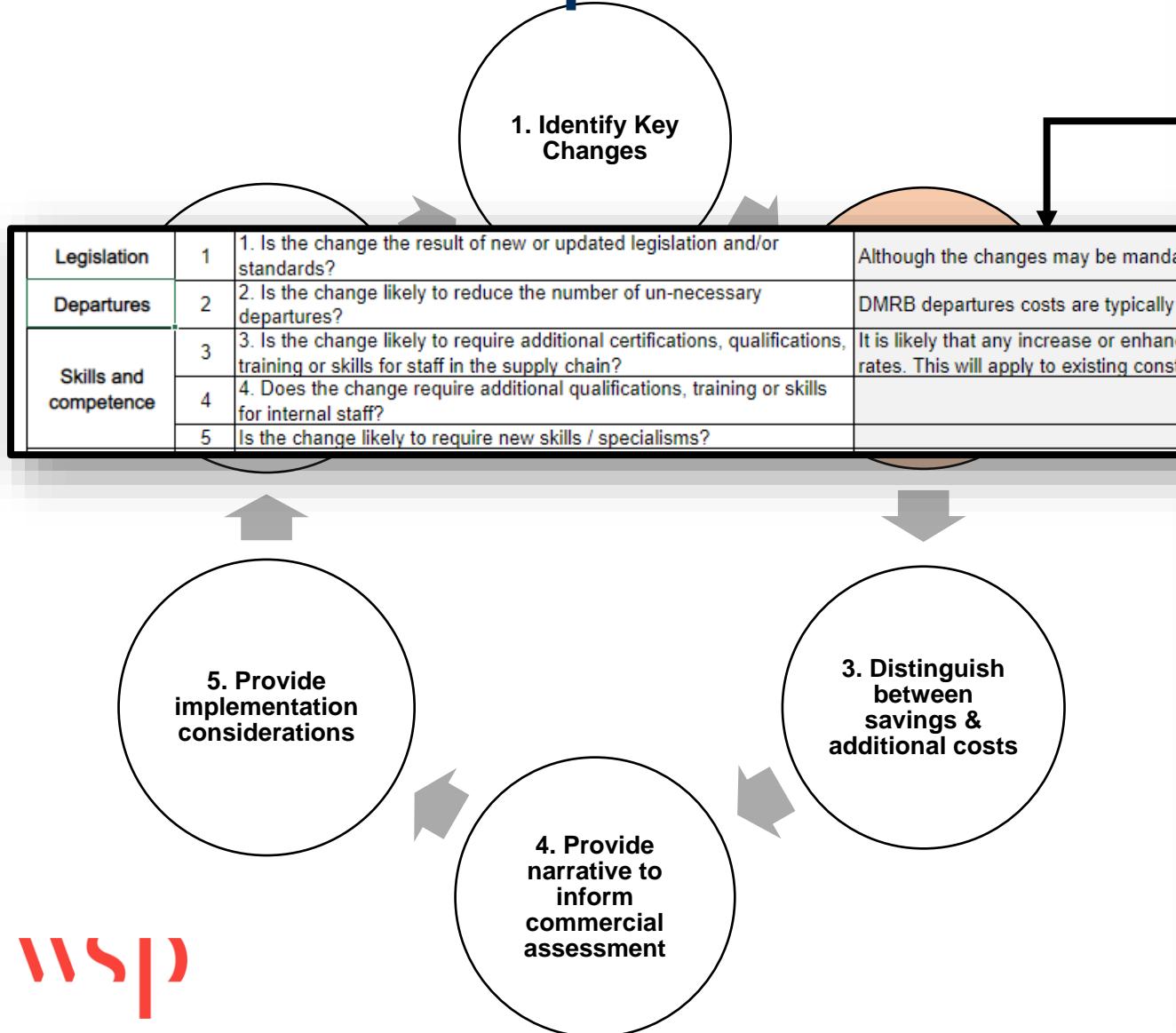


# 1. Identify Key Changes



| Key changes (to be completed by Team) |   |
|---------------------------------------|---|
| Document Details                      |   |
| 9                                     | <b>Brief Guidance</b><br>Describe Key Changes including:<br>- scope and impact compared to current situation<br>- location in the document as relevant (e.g. specific clauses, sections)<br><br>Please consider current industry practice when describing a Key Change to a document.<br><br>For example, updates to existing standards may be made to incorporate established practice on the network, which therefore do not have significant cost implications (in practice it was already implemented). |
| 10                                    | <b>Key Changes</b>  |
| 11                                    | a Use of a single combined equipment cabinet in place of two cabinets (clauses x and y).  |
| 12                                    | b Use of a single combined equipment cabinet in place of two cabinets (clauses x and y).  |
| 13                                    | c Reduction in the number of longitudinal ducts from 4x100mm to 2x100mm (with one subducted).   |
| 14                                    | 1   |
| 15                                    | 2   |
| 16                                    | 3   |
| 17                                    | 4   |
| 18                                    | 5   |

## 2. Use the checklist to consider commercial implications



## Checklist

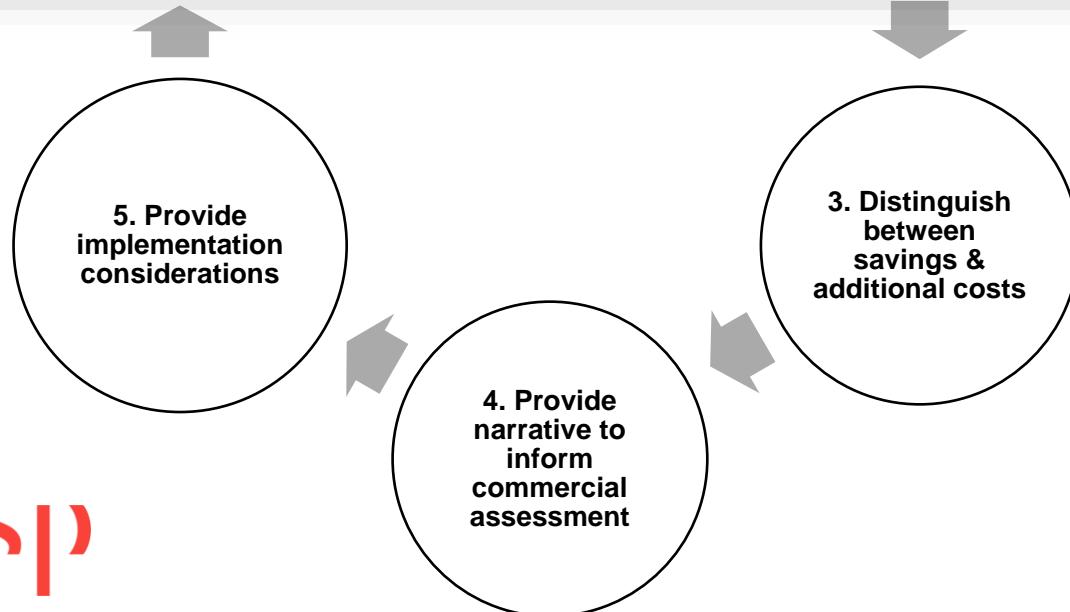
Please use this checklist to provide qualitative information about the commercial impact of a new document or updates to an existing document.

Please provide any quantitative information if available.

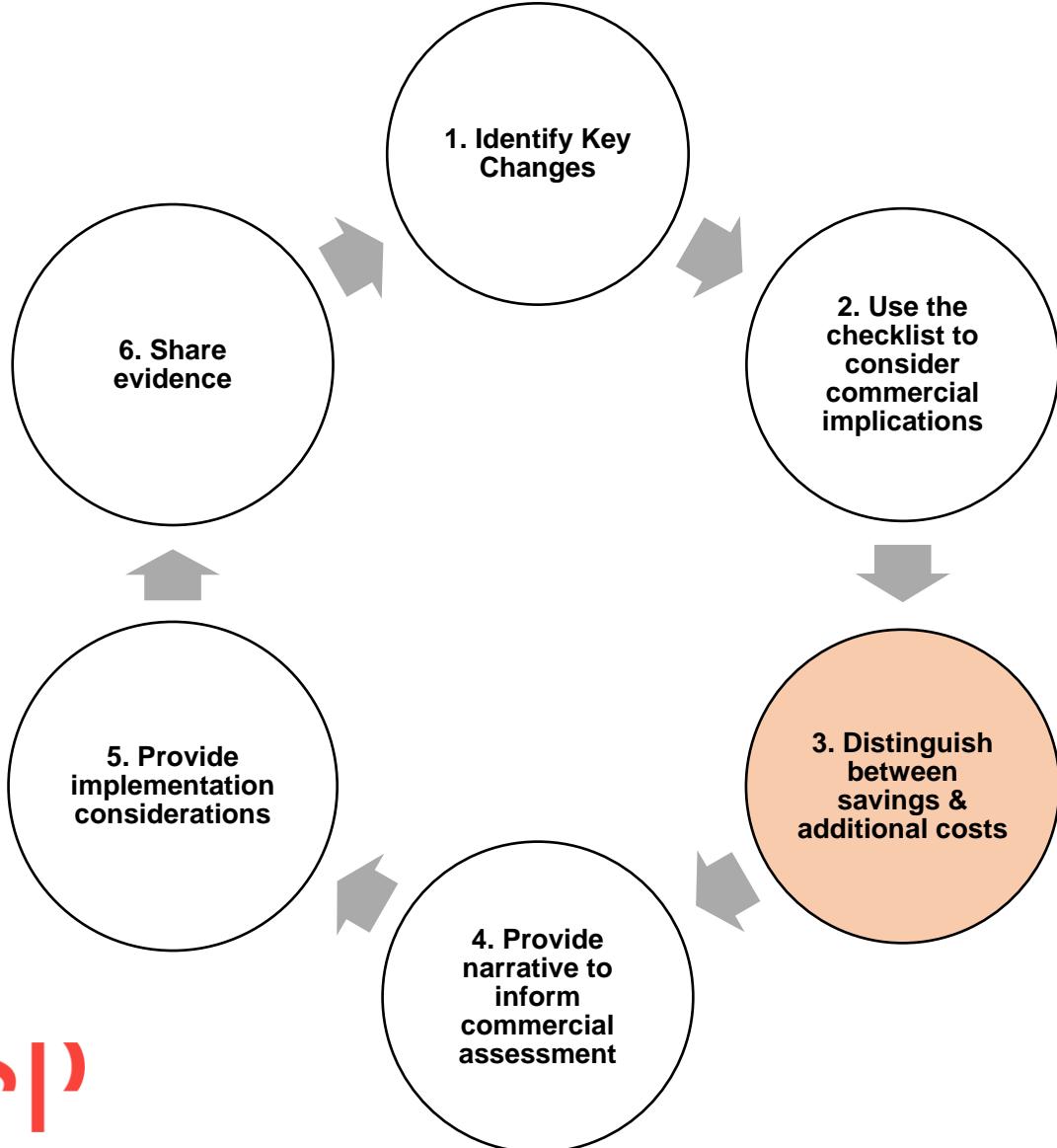
This information will be reviewed by Commercial to check commercial implications and undertake a quantitative assessment as relevant.

| Area                   | ID | Key questions to assess cash benefits  | Guidance Notes   |
|------------------------|----|--|--|
| Legislation            | 1  | 1. Is the change the result of new or updated legislation and/or standards?  | Although the changes may be mandatory by law the cost implication still needs to be assessed for budgeting purposes.   |
| Departures             | 2  | 2. Is the change likely to reduce the number of un-necessary departures?   | DMRB departures costs are typically £14k/departure. MCHV departures costs are typically £13k/departure   |
| Skills and competence  | 3  | 3. Is the change likely to require additional certifications, qualifications, training or skills for staff in the supply chain?  | It is likely that any increase or enhancement of contracting staff skills or certifications will result in additional labour costs or higher charge rates. This will apply to existing construction and maintenance contracts, as well as future contracts.  |
|                        | 4  | 4. Does the change require additional qualifications, training or skills for internal staff?   |  |
| Contracts              | 5  | 5. Is the change likely to require new skills / specialisms?   | Categories of contract might be:<br>a) Contracts where HE bears the additional costs (e.g. MAC or Agency Support Contact)<br>b) Contracts that have RADs fixed at a point in time and any change could have cost impacts<br>c) Contracts that accept changes based on a step procedure, which can have cost impacts;<br>d) Contracts that use current RADs with cost impacts considered if more than a certain sum |
|                        | 6  | 6. Is the change likely to have an impact on existing contracts?   |  |
| Equipment              | 7  | 7. Is the change likely to require different equipment to meet the requirement?  | Requirements for new technology or equipment may impact the capex and opex costs for National Highways Contractors.  |
| Labour                 | 8  | 8. Is the change likely to introduce additional work to be undertaken (e.g. increased frequency of detailed inspections, increased frequency of servicing/cleaning, etc.)?                                   | Changes in the frequency or duration of tasks or works will have an impact on labour costs which could significantly impact maintenance and operation costs  |
| Quality Systems        | 9  | 9. Is the change likely to have implications for quality systems?  | Please give details of any effects on existing Quality Management Systems including those of OD/MP and confirm and itemise consultations with OD/MP Quality Managers. Please confirm that WayweWork pages associated with use of the new document have been drafted and agreed with the appropriate directorates as necessary  |
| Ownership              | 10 | 10. Is the change likely to modify ownership of the asset / its components / materials?  | Change in ownership for example from the Overseeing Organisation to third parties may change management and operations costs.  |
| Adverse indirect costs | 11 | 11. Is the change likely to have any adverse indirect costs? (e.g. a change to the edge of carriageway detail may also affect road restraint systems, drainage, earthworks, road markings and communications | Example - A revision to a RAD may reduce the frequency of inspections from once every two years to a three-yearly cycle so it is reasonable to assume that direct costs will reduce by around 33%. However, it may be that these inspections are currently carried out along with other two year inspections using the same traffic management. Therefore, under the new regime, every other inspection might      |

|                       |   |   |   |
|-----------------------|---|---|---|
| Legislation           | 1 | 1. Is the change the result of new or updated legislation and/or standards?   | Although the changes may be mandatory by law the cost implication still needs to be assessed for budgeting purposes.  |
| Departures            | 2 | 2. Is the change likely to reduce the number of un-necessary departures?  | DMRB departures costs are typically £14k/departure. MCHW departures costs are typically £13k/departure  |
| Skills and competence | 3 | 3. Is the change likely to require additional certifications, qualifications, training or skills for staff in the supply chain? | It is likely that any increase or enhancement of contracting staff skills or certifications will result in additional labour costs or higher charge rates. This will apply to existing construction and maintenance contracts, as well as future contracts. |
|                       | 4 | 4. Does the change require additional qualifications, training or skills for internal staff?                                    |   |
|                       | 5 | Is the change likely to require new skills / specialisms?   |   |



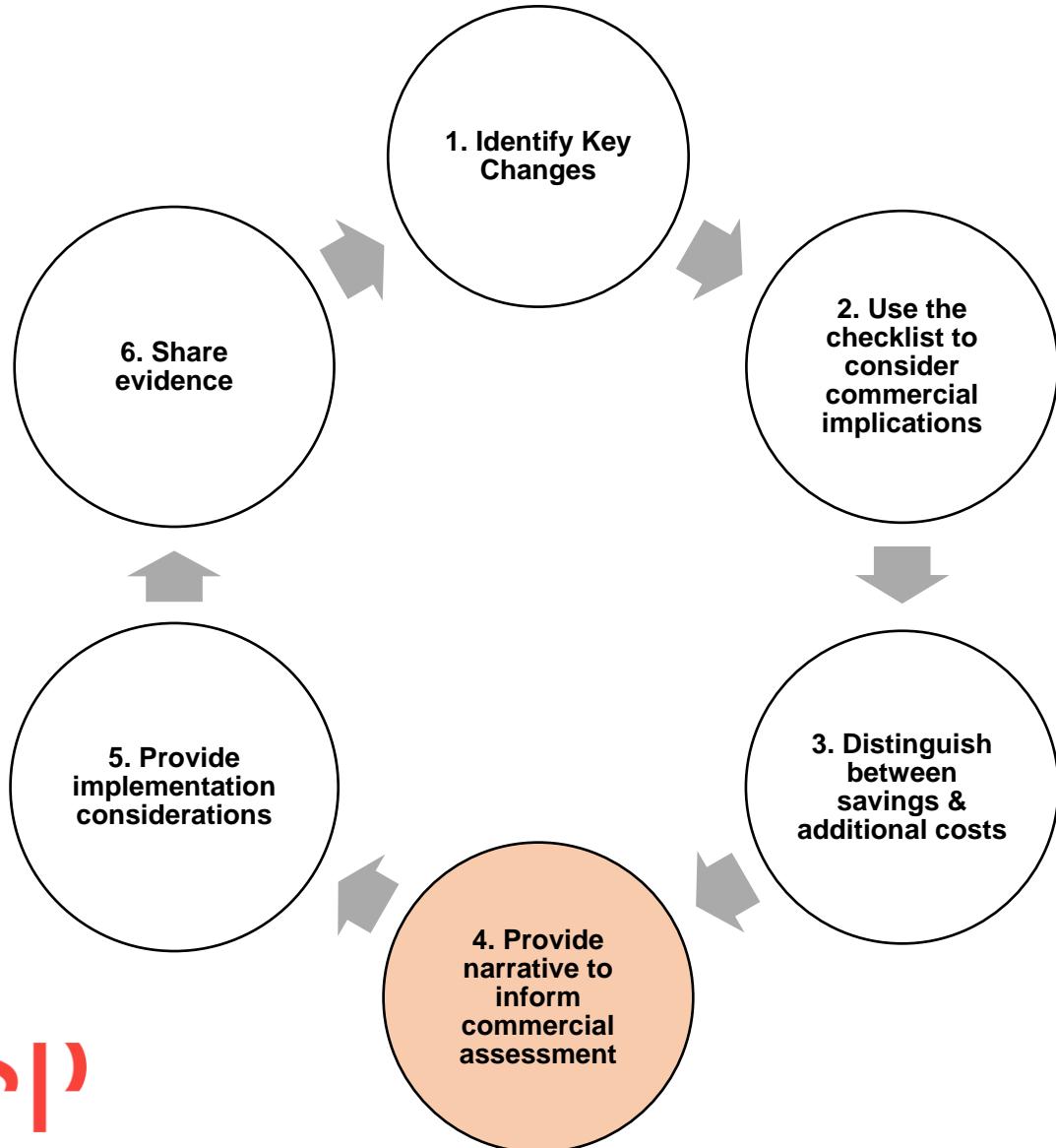
### 3. Distinguish between savings & additional costs



| Brief Guidance   | Comments - Context and Impact |   |   |
|--|-------------------------------|---|---|
|  | No.                           | Key Changes   |   |
| <p>Describe Key Changes including:</p> <ul style="list-style-type: none"><li>- scope and impact compared to current situation</li><li>- location in the document as relevant (e.g. specific clauses, sections)</li></ul> <p>Please consider current industry practice when describing a Key Change to a document.</p> <p><i>For example, updates to existing standards may be made to incorporate established practice on the network, which therefore do not have significant cost implications (in practice it was already implemented).</i></p> |                               | <p>Please add any comments that you think can be relevant to Commercial to better understand context and impact:</p> <ul style="list-style-type: none"><li>- clarify potential risks and mitigation measures;</li><li>- the same change may lead to both savings and increased costs, please clarify as relevant</li></ul> <p>Please use the Checklist on the right hand side for relevant items to be covered.</p> |   |
|  | a                             | <p>Use of a single combined equipment cabinet in place of two cabinets (clauses x and y).</p> <p>b</p> <p>Use of a single combined equipment cabinet in place of two cabinets (clauses x and y).</p>  | <p>This reduces the cabinet site footprint, with associated savings relating to construction activities and the reduced man time and materials savings.</p> <p>Combining equipment cabinets introduces a new risk that the equipment may be damaged due to lack of experience with the new configuration.</p> |

Some changes will result in both a cost saving and additional costs. Separate these onto two rows

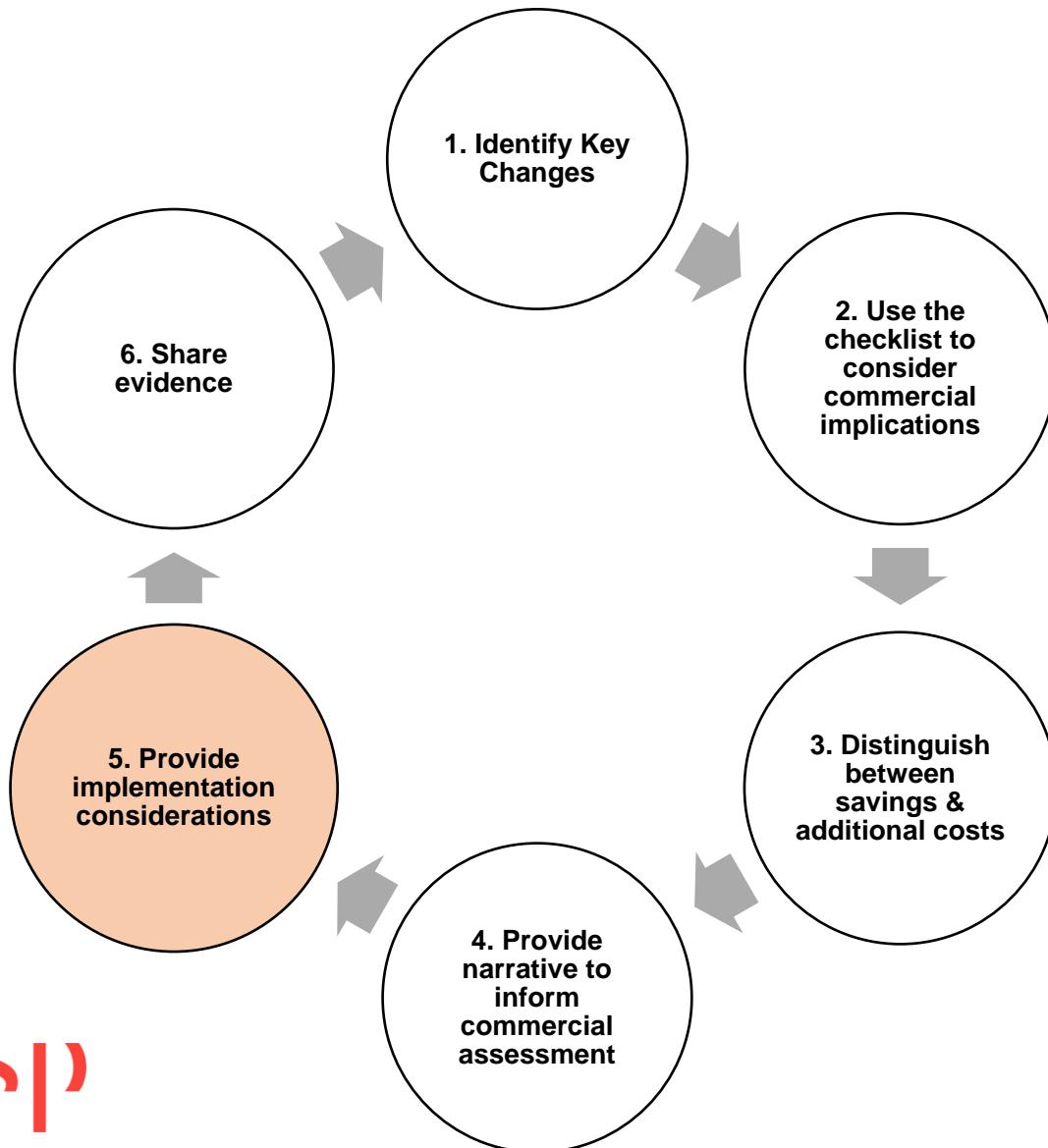
# 4. Provide narrative to inform assessment



| B   | C  | D   |
|---|--|---|
| <b>Key changes</b> (to be completed by Technical Authors) |  |   |
| <b>Brief Guidance</b>                                     | <p>Describe Key Changes including:</p> <ul style="list-style-type: none"><li>- scope and impact compared to current situation</li><li>- location in the document as relevant (e.g. specific clauses, sections)</li></ul> <p>Please consider current industry practice when describing a Key Change to a document.</p> <p><i>For example, updates to existing standards may be made to incorporate established practice on the network, which therefore do not have significant cost implications (in practice it was already implemented).</i></p> | <p>Please add any comments that you think can be relevant to Commercial to better understand context and impact:</p> <ul style="list-style-type: none"><li>- clarify potential risks and mitigation measures;</li><li>- the same change may lead to both savings and increased costs, please clarify as relevant</li></ul> <p>Please use the Checklist on the right hand side for relevant items to be covered.</p> |
|   | <b>No.</b>   | <b>Key Changes</b>  |
|   |  | <b>Comments - Context and impact</b>  |
|   | a  | Use of a single combined equipment cabinet in place of two cabinets (clauses x and y).  |
|   | b  | Use of a single combined equipment cabinet in place of two cabinets (clauses x and y).  |
|   | c  | Reduction in the number of longitudinal ducts from 4x100mm to 2x100mm (with one subducted).   |
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Information and narrative based on their technical knowledge.

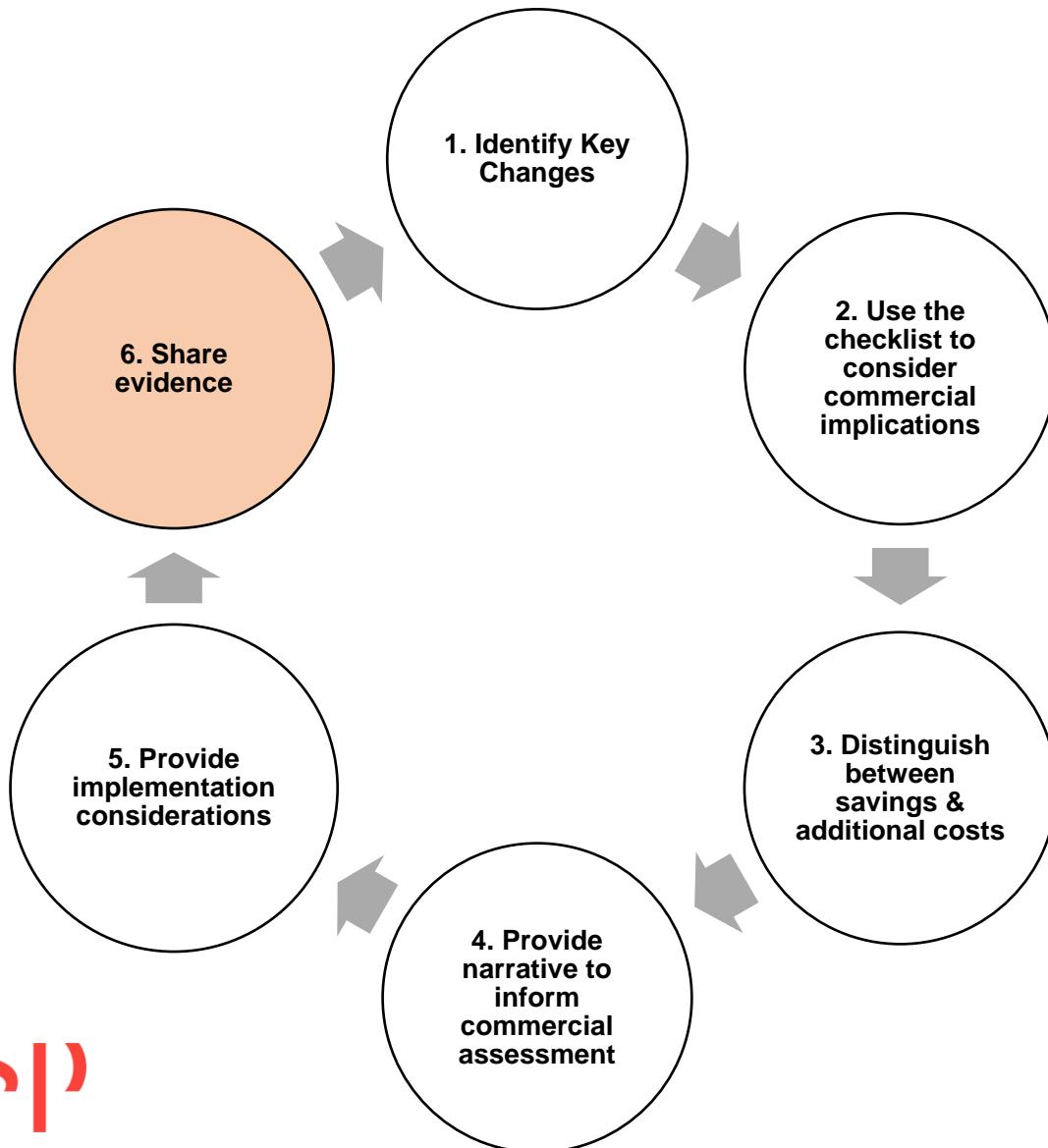
# 5. Provide implementation considerations



| E   | F                                       | G   | H   | I   | J                         |
|---|---|---|---|---|---------------------------|
| Document Details  |   | Number of Key Changes - 0                           |   |   |                           |
| <p>(select from drop down list)</p> <ul style="list-style-type: none"><li>• One-off impact – there is a one-time only cost-impact for National Highways associated with this change</li><li>• Recurring impact – this cost-impact will occur repeatedly (e.g. on multiple schemes, on a defined timeframe e.g. an annual basis)</li></ul> <p>Free Text for comments (e.g. use of a specific material / product, existing assets with specific properties, Specific asset lifecycle stage)</p> <p>(select from drop down list)</p> <p>Please add any other data or information you'd like to share with Commercial to quantify the impact? (Including assumptions, quantitative assessments, potential short-medium-long term cost implications, links to documents, etc.)</p> |   |   |   |   |                           |
| <b>Implementation considerations</b>  |   |   |   |   |                           |
| When will the impact be seen - frequency  | When will the impact be seen - duration | Specific conditions for impact to be seen           | Base unit                                 | Comment on the base unit  | Other Data or Information |
| One-off impact  | Immediate impact                        | per scheme  | based on a typical scheme of length 25 km | Assumption: data from SMP (see attachment X)<br>Cost savings estimated at £1.25m.   |                           |
| Recurring impact  | Medium-term impact                      | Damage due to additional risk of combined equipment | per km of road                            | Assumption: data from SMP (see attachment Y)<br>Cost savings based on reduced material and labour costs estimated at £275k. |                           |
| One-off impact  | Long-term impact                        | per unit of material                                |   |   |                           |

Look at the implementation of the RAD through the eyes of those who have to implement it.

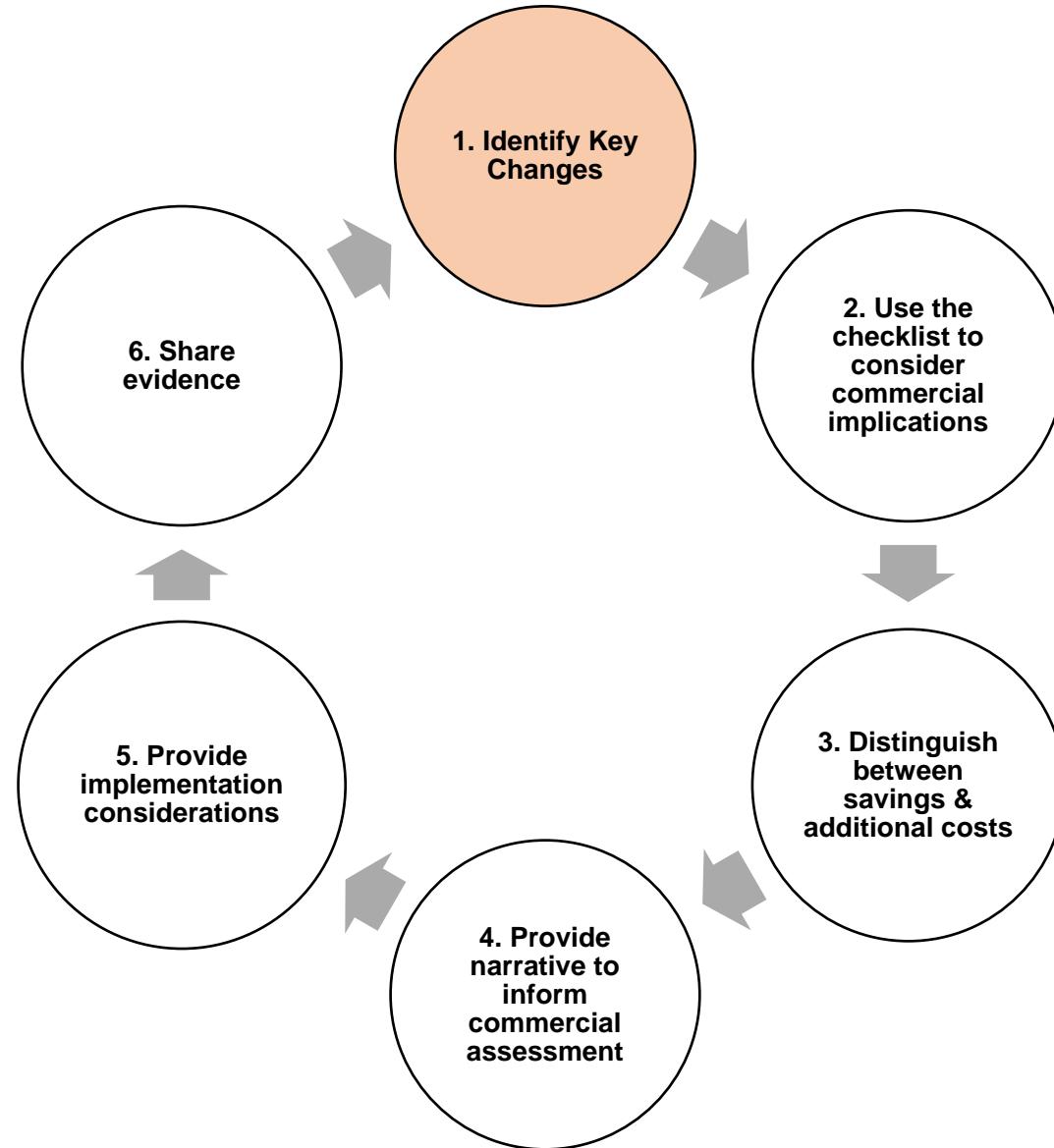
# 6. Share evidence



| E   | F                                       | G   | H   | I   | J |
|---|---|---|---|---|---|
| Document Details Complete?  |   | Number of Key Changes - 0                           |   |   |   |
| <p>(select from drop down list)</p> <ul style="list-style-type: none"><li>• One-off impact – there is a one-time only cost-impact for National Highways associated with this change</li><li>• Recurring impact – this cost-impact will occur repeatedly (e.g. on multiple schemes, on a defined timeframe e.g. an annual basis)</li></ul> <p>Free Text for comments (e.g. use of a specific material / product, existing assets with specific properties, Specific asset lifecycle stage)</p> <p>(select from drop down list)</p> |   |   |   |   |   |
| Implementation considerations   |   |   |   |   |   |
| When will the impact be seen - frequency  | When will the impact be seen - duration | Specific conditions for impact to be seen           | Base unit                                 | Comment on the base unit  |   |
| One-off impact  | Immediate impact                        | per scheme  | based on a typical scheme of length 25 km | Assumption: data from SMP (see attachment X)<br>Cost savings estimated at £1.25m.   |   |
| Recurring impact  | Medium-term impact                      | Damage due to additional risk of combined equipment | per km of road                            | Assumption: data from SMP (see attachment Y)<br>Cost savings based on reduced material and labour costs estimated at £275k. |   |
| One-off impact  | Long-term impact                        |   | per unit of material                      |   |   |
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Look at the implementation of the RAD through the eyes of those who have to implement it.

# Are there any more Key Changes?



# Additional information on cat. A/B changes

- When dealing with cat. A changes (major rewrites or new document developments), it is essential to develop a complete **change log**.
  - Key Changes may be hidden when an entire document is updated or created.
- When dealing with cat. B changes (changes to requirements), it is essential to develop a complete **clause change summary**, which will show all changes made and the background to those changes.

# Benefits



- ✓ Supports TAs providing applicable and useful information to Commercial
- ✓ Doesn't duplicate information elsewhere
- ✓ Consistent structure and easy to export for reporting purposes

# Commercial quantification Tab

Commercial input

# Commercial tab

- The quantitative assessment shall be undertaken by the Commercial Team.
- The Commercial tab shall be completed along with additional evidence.
- Other Directorates may be consulted to share information on contractual matters.

| <u>Commercial assessment (to be completed by Commercial)</u>   |  |   |
|--|--|---|
|  |  | (engagement with Technical Authors may be needed to collect evidence) |
| Annual cost implications   | Assessed value based on identified changes | Evidence to back up assessed benefit value                            |
| Capital annual average cost benefit [capital impact on capital budgets through major projects] (£):  |  |   |
| Maintenance annual average cost benefit [maintenance impact on revenue budgets through increased/decreased routine and non-routine maintenance] (£): |  |   |
| Operations annual average cost benefit [operations impact on revenue budgets through day-to-day operation of the network] (£):                       |  |   |
| Considerations on potential impact on contracts  | relevant to PM and programme managers      |   |
| Additional comments by Commercial  |  |   |

Navigation buttons: < > Guidance Key changes Checklist guidance Commercial review +

# Key takeaways on the Commercial Impact Assessment Tool

1. Technical Author will produce a **qualitative cost assessment** using the CIAT.
2. Commercial will produce a **quantitative cost assessment** based on a stable draft and the information provided in the CIAT.
3. **Change log** (cat. A changes only) and clause **change summary** (Cat. B & C changes) will play a key part in the quantitative cost assessment.
4. A 'Key Change' is **something that is different from what is done in current industry practice** and which may have commercial implications.
5. **Technical author's detailed knowledge** on the implication of the change is invaluable.

# Outcomes of the assessment

# Review documents to reduce commercial impact

- Where the impact on National Highways' budgets is more adverse than previously anticipated, the Technical Author shall assess whether changes to the RAD should or could be made to reduce its commercial impact.

# Inform the wider Impact Assessment

The Commercial Impact Assessment will inform the wider Impact Assessment and the following decisions, which will be made by Approvers and Authorisers:

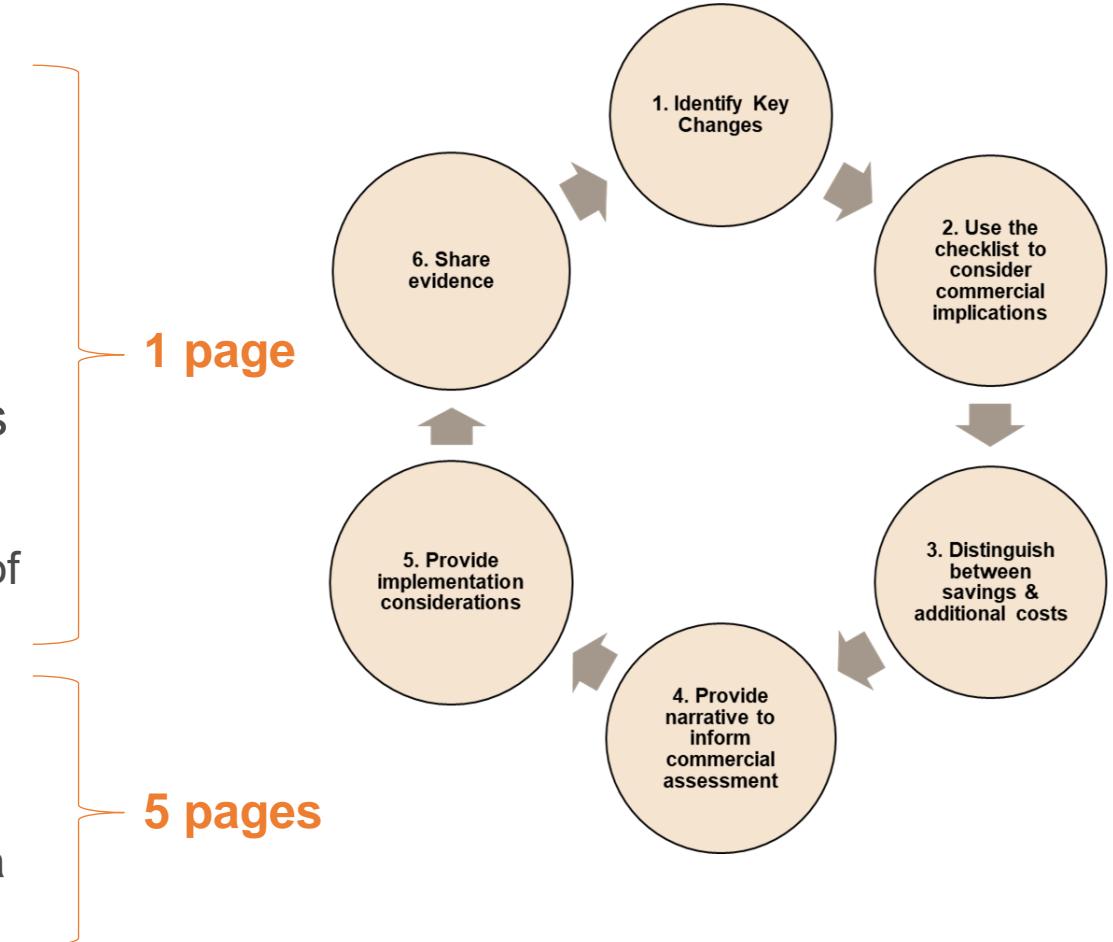
1. The change proposed is **acceptable as it is**.
2. The scope or application of the change should **be revised to reduce the cost of implementation** while still achieving worthwhile benefits. The Technical Author may also consider whether other requirements within the RAD could be eliminated or reduced in scope to compensate.
3. The change proposed is **to be abandoned** as the cost implications are unaffordable or have increased to the point where the related benefits cannot be justified.

Begin with  
the end in  
mind ☺

# Sharing good practice

Reviewed recent submissions; one excellent example identified which provided:

- Clear identification of proposed change(s)
- Identification and breakdown of the sources of cost impact (i.e. material, quality assurance and implementation costs - linked to the checklist), including clarity around savings and additional costs
- Clear narrative to inform commercial assessment
  - Technical author's detailed knowledge on the implication of the change is invaluable
- Evidence shared
  - Review of current standards, clarified what is standard practice by suppliers, data from a cost research, data extracted from NH registers (representative sample over a long period of time), indication of limitations of the data



# Closing remarks

# Help and Support

- Training slides
- MDD rules (contained in Part 1): [See Section 7 and Annex 1D](#)
- Help pages: <https://help.futuredmrb.co.uk/commercial-impact-assessment-and-toolkit/>
- Jira workflows updated and detailed here: [See Section 13 MDD part 1](#)
- CIA toolkit: [Commercial impact assessment template](#)
- Drop-in sessions: (every other Tuesday 2.30pm – 3pm) [Click here to join the meeting](#)
  
- TSG key contacts:
  - Kirti Surti
  - Becky Ansell

# Objectives for today

- Present the enhanced Commercial Impact Assessment (CIA) Tool and Process including:
  - Background
  - Enhanced process
  - CIA tool and definition of a key change
  - Roles and responsibilities
  - Support provided

# Outcomes for today

- Understand the key enhancements made to the governance process
- Understand how to make use of the CIA toolkit
- Understand the importance of identifying key changes made to your documents to help assess cost implications
- Understand the importance of engaging Commercial at the appropriate time
- Understand your role and responsibilities

Thank you



# Quiz

Stop this webinar and take a minute to think about the answer. Then continue listening...



# QUIZ

## 1. What is a Key Change (in the context of a Commercial Impact Assessment)?

- A. Any change made to the document
- B. Any change made to the document that might have a commercial impact
- C. Any change that is different from current industry practice that might have commercial impact
- D. Any change that is different from current industry practice that might have commercial impact, except where required by law

# QUIZ

1. What is a Key Change (in the context of a Commercial Impact Assessment)?
  - A. Any change made to the document
  - B. Any change made to the document that might have a commercial impact
  - C. ***Any change that is different from current industry practice that might have commercial impact***
  - D. Any change that is different from current industry practice that might have commercial impact, except where required by law

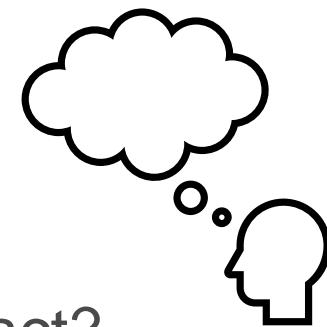
*A 'Key Change' is something that is different from what is done in current industry practice and which may have commercial implications.*

*Not all modifications made to a RAD are therefore 'Key Change' in this context.*

*If there is any uncertainty whether or not a modification is a Key Change, it should be included.*

*Furthermore, although some changes may be mandatory by law, the cost implication still needs to be assessed for budgeting purposes.*

Stop this webinar and take a minute to think about the answer. Then continue listening...



# QUIZ

2. Are Technical Authors responsible for quantifying the commercial impact?

- A. Yes
- B. No
- C. It depends

# QUIZ

2. Are Technical Authors responsible for quantifying the commercial impact?

- A. Yes
- B. No**
- C. It depends

*Technical Authors are not expected to quantify the impact of document changes. However, should you have any information that can help Commercial to undertake a quantitative assessment (including assumptions, data, research study) please share it through the Commercial Impact Assessment Tool. This will be used as essential evidence to support SES business cases for RIS efficiencies.*

Stop this webinar and take a minute to think about the answer. Then continue listening...



# QUIZ

3. The CIA forms part of the Impact Assessment Report. This is used to inform decisions made by Approvers and Authorisers. What are the possible outcomes?

- A. The change proposed is acceptable as it is.
- B. The scope or application of the change should be revised to reduce the cost of implementation while still achieving worthwhile benefits.
- C. The change proposed is to be abandoned as the cost implications are unaffordable or have increased to the point where the related benefits cannot be justified.
- D. Any of the above

# QUIZ

3. The CIA forms part of the Impact Assessment Report. This is used to inform decisions made by Approvers and Authorisers. What are the possible outcomes?

- A. The change proposed is acceptable as it is.
- B. The scope or application of the change should be revised to reduce the cost of implementation while still achieving worthwhile benefits.
- C. The change proposed is to be abandoned as the cost implications are unaffordable or have increased to the point where the related benefits cannot be justified.
- D. Any of the above**

*The Commercial Impact Assessment Tool has been developed to present key changes that have been introduced in existing or new documents to senior management, which have or might have commercial implications. The final goal is to support decision making and demonstrate affordability in short, medium and long term.*

Stop this webinar and take a minute to think about the answer. Then continue listening...



# QUIZ

4. When do the Commercial team get involved? Select all relevant

- A. At Document Development Plan stage
- B. At Drafting
- C. At Consultation stage
- D. At Comment resolution
- E. At Quantitative assessment stage
- F. At Approval stage

# QUIZ

4. When do the Commercial team get involved?

- A. *At Document Development Plan stage*
- B. *At Drafting*
- C. *At Consultation stage*
- D. *At Comment resolution*
- E. *At Quantitative assessment stage*
- F. At Approval stage

*Technical authors may engage Commercial to ask questions around commercial implications during the drafting stage, thus in advance of the consultation stage.*

Stop this webinar and take a minute to think about the answer. Then continue listening...



# QUIZ

5. What category of changes require a Commercial Impact Assessment? Select all relevant

- A. Category A
- B. Category B
- C. Category C
- D. Category D

# QUIZ

5. What category of changes require a Commercial Impact Assessment?

1. Category A
2. Category B
3. *Category C - optional*
4. Category D

Thank you