

Input - Risks

Risk ID	Status	Category	Risk	Description	Potential Impact	Date Opened	Pre-mitigation Scoring	Pre-mitigation Severity	Post Mitigation Scoring - Probability
R001	Open	Non-scenario risk	Complexity of CSS solution	Due to the fact that the DCC Switching Programme Plan for the CSS Solution is based on the baseline scenario aligned with Reform Package 2a and that the actual target CSS Solution is yet to be defined... There is a risk that the CSS solution that Ofgem decide to proceed with is more complex than assumed in DB2.	This could result in; - Increased time and effort for the design of the CSS solution - Impacting on the delivery of the CSS Design activity - Additional procurement engagement and tender exercise time and/or effort leading to increased DCC procurement costs during the Transitional phase, and/or additional procurement projects resulting in increased time and/or effort Impacting on the delivery of Tender Bids and Contracts	20/06/2016	2 - Unlikely (5% to <20%)	4 - Major	2 - Unlikely (5% to <20%)
R005	Open	Non-scenario risk	Access to DCC SMETS2/DSP resource	Due to the fact that the Switching Programme will need to undertake initial assessments of the impact of the E2E Switching design on the SMETS2 smart metering communication service, through access to DC SMETS2 design resource and the DCC DSP, and that there is already a significant pipeline of impact assessments for the SMETS2 programme/DSP resource to carry out and assessment of other changes may take priority over Switching Programme impact assessments... There is a risk that the DCC Switching Programme Team are unable to secure SMETS2/DSP resource to allow assessment of the CSS Design products within the planned timescales.	This could result in; Impact on the completion of the CSS Design and procurement activities; Delay to completion of key Procurement products ie evaluation criteria until the likely DSP impact is known.	05/07/2016	2 - Unlikely (5% to <20%)	3 - Moderate	1 - Rare (1% to <5%)
R006	Open	Non-scenario risk	Reviews and Programme governance takes longer than planned and requires material rework to products	Due to the fact that the DCC Switching Programme Plan is based on the assumption that the Ofgem and Industry review of Products will take no longer than 15 days and that all products will be approved first time at TDA and/or SRO sign off... There is a risk that the Ofgem and Industry review of DCC products takes longer than the planned 15 days including SRO/TDA acceptance.	This could result in; - Delay to completion of products increasing DCC time and effort as DCC would be required to keep resources in place for longer than planned - Requirement for DCC to carry out rework on design products - Extended time and effort to complete DCC activities in order to update and complete products.	05/07/2016	4 - Likely (50% to <70%)	3 - Moderate	3 - Possible (20% to <50%)
R013	Open	Non-scenario risk	Business processes do not exhaustively define what the solution is required to deliver	Due to the complexity of E2E Switching environment and the multi party design environment... There is a risk that business processes developed as part of the E2E Switching design do not exhaustively define what the CSS solution is required to deliver.	This could result in; - Incomplete requirements leading to need for clarification and/or further work to E2E Design, resulting in increased DCC time and effort to address gaps in the E2E design - Potential delays to the completion of the CSS Design, leading to increased DCC time and effort - Subsequent impact on procurement activities further increasing DCC time and effort. Costs are provisioned under risk R016	05/07/2016	2 - Unlikely (5% to <20%)	4 - Major	1 - Rare (1% to <5%)
R015	Open	Non-scenario risk	Documenting knowledge within products	Due to the multi-party design environment, there is a need to capture knowledge and understanding, including the rationale for decisions taken, within the DLS Products, to provide clarity to all parties, particularly those resources who are referring to the design products at a later stage in the programme. Due to the complexity of the E2E Design and the multi-party design teams involved in the E2E Design Products... There is a risk that business processes developed as part of the E2E Switching design do not exhaustively define what the CSS solution is required to deliver.	This may lead to; - Ambiguity or misunderstanding of the solution leading to errors in the CSS Design - Ambiguity or misunderstanding of the solution leading to need for clarification and/or further work to E2E Design, resulting in increased DCC time and effort - Potential delays to the completion of the CSS Design, leading to increased DCC time and effort - Subsequent impact on procurement activities further increasing DCC time and effort	06/04/2016	2 - Unlikely (5% to <20%)	3 - Moderate	2 - Unlikely (5% to <20%)
R016	Open	Non-scenario risk	Gaps in solution design (technical)	Due to the complexity of E2E Switching environment and the multi party design environment...	This could lead to; - Incomplete requirements leading to need for clarification and/or further work to E2E Design, resulting in increased DCC time and effort to address gaps in the E2E design - Potential delays to the completion of the CSS Design, leading to increased DCC time and effort - Subsequent impact on procurement activities further increasing DCC time and effort	05/07/2016	3 - Possible (20% to <50%)	4 - Major	2 - Unlikely (5% to <20%)
R025	Open	Non-scenario risk	Procurement approach to be adopted for the CSS solution	Due to the fact that the CSS design is not yet known and the DCC Switching Programme Plan for procurement is based on a competitive tender (not restricted) approach... There is a risk that the creation of the CSS Design raises issues or gaps in the End to End Design.	This could result in; - A change in procurement approach resulting in additional time and effort, leading to increased DCC costs and the tender process taking longer - Impacting on the timescales for contracts being ready for signature	12/07/2016	4 - Likely (50% to <70%)	4 - Major	2 - Unlikely (5% to <20%)
R029	Open	Non-scenario risk	Increased use of temporary resource	In order to deliver the activities requested by Ofgem and detailed in the DCC Switching Programme Plan, DCC plans to recruit individuals into a number of permanent roles. Due to a competitive resource market where specialist skills are in high demand... There is a risk that the permanent resource targets cannot be met in time to support delivery within planned timescales resulting in increased use of temporary resource as an interim measure, leading to increased DCC Staff Costs and potential increased loss of skills and knowledge.	This could result in; - Gaps in the resource required to deliver the DCC element of work, potentially resulting in delays to the completion of DCC activities - Increased use of temporary resource as an interim measure, leading to increased DCC staff costs	05/09/2016	4 - Likely (50% to <70%)	3 - Moderate	3 - Possible (20% to <50%)
R030	Open	Non-scenario risk	Contract closure timescales	Due to the fact that CSS procurement negotiations outlined in the DCC Switching Programme Plan are based on a minimum scenario of 3 months and that the timescales will be dictated by reaching agreement between two parties in order to provide the best outcome for the Switching Programme... There is a risk that the commercial negotiations with CSS provider/s will take longer than 3 months.	This could lead to; - Increased duration for contract closure activities - Increased DCC time and effort to support negotiations - Requirement to keep DCC resources on board for longer period until DBT phase begins, resulting in run rate costs being incurred - Delay to the end of the Transitional Phase of the Programme and therefore to the start of DBT	17/08/2016	4 - Likely (50% to <70%)	4 - Major	3 - Possible (20% to <50%)
R031	Open	Non-scenario risk	Key person leaves/long term sickness	Due to the fact that DCC is dependent on a number of key resources in order to lead the DCC elements of the Switching Programme, and that in order to maintain the required skill and knowledge levels a period of 2-3 months is required to mitigate the impact of individuals leaving the business... There is a risk that due to unforeseen circumstances, a DCC workload lead becomes ill, or leaves the business at short notice	This could lead to; - Immediate tasks are not completed, resulting in delays to completion of DCC activities - Increased costs resulting from the need to source temporary resource cover	24/02/2017	2 - Unlikely (5% to <20%)	4 - Major	2 - Unlikely (5% to <20%)

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R032	Open	Non-scenario risk	Plan estimates are optimistic	Due to the fact that the DCC Switching Programme Plan is built on single point estimates with no uncertainty factored in and that behavioural psychology proves we are more likely to be optimistic than pessimistic in our estimates... There is a risk that the durations within the plan are optimistic	This could result in; - Activities taking longer or requiring more effort than planned - The forecast completion date being unrealistic - Ofgem and DCC incurring reputational damage as a result of being unable to deliver in accordance with the planned timescales	24/02/2017	3 - Possible (20% to <50%)	4 - Major	3 - Possible (20% to <50%)
R035	Open	Non-scenario risk	Reactive or ad hoc updates are required to the Business Case	Due to the fact that the DCC Switching Business Case may require re-baselining in response to significant change or a breach of the materiality threshold, and that the DCC Switching Programme Plan only allows for the two planned updates at the business case and does not allow for any reactive updates to the DCC Switching Business Case... The underspend that has been realised during the E2E design phase may not continue during enactment There is a risk that in response to materiality threshold breach or significant change the Business Case must be re-baselined.	This could result in; - Additional activities required to update the DCC Switching business case - Increased time and effort to update the DCC Switching business case resulting in increased DCC costs	24/02/2017	2 - Unlikely (5% to <20%)	3 - Moderate	2 - Unlikely (5% to <20%)
R037	Open	Non-scenario risk	Change between DB2 and DB3 (End to End Design products)	Due to the fact that the DCC Switching Programme Plan for supporting the development of the E2E Switching Design products (leading to the publication of DB3) is based on the assumption that there is no material change in the design option between DB2 and DB3, and that the level of change between these design baselines could not be foreseen when planning the activities leading to DB3... There is a risk that there is more change to the preferred solution between DB2 and DB3 than can be accommodated within the planned timescales and resource effort.	This could result in; - Increased DCC time and effort to accommodate changes to E2E products (Design, Delivery and Security work streams) resulting from changes to the preferred solution leading to the publication of DB3, resulting in increased DCC costs - Impact to timescales for completion of end to end switching design - Delay in the delivery of E2E Switching Design to DCC impacting on the start of CSS Design work - Delay to the delivery of the CSS Design work as the resources are diverted onto the update of the E2E Design and not the CSS Design	24/02/2017	2 - Unlikely (5% to <20%)	4 - Major	2 - Unlikely (5% to <20%)
R038	Open	Non-scenario risk	Change at DB3 does materialise (CSS Design products)	DB3 will confirm the switching solution that Ofgem intends to proceed with. Due to the fact that all CSS Design Products are forecast to have been produced, or mostly complete prior to DB3 and that the DCC DLS Plan anticipates only minor alignment activities following the publication of DB3... There is a risk that the decision presented by Ofgem at DB3 results in significant change and realignment activities that cannot be accommodated in the planned alignment activity.	This could result in; - Increased DCC time and effort in order to align CSS Products to DB3, resulting in increased DCC costs - Impact on the timescales for delivery of the CSS Design leading to an impact to the start of procurement activities	24/02/2017	2 - Unlikely (5% to <20%)	3 - Moderate	2 - Unlikely (5% to <20%)
R041	Open	Non-scenario risk	Procurement overlap	Due to the fact that a number of procurement products are being developed in parallel and some products will be developed based on internally-approved versions of preceding products, with final approval taking place in parallel... There is a risk that change to procurement products resulting from the final review cycle cannot be accommodated within the planned timescales	This could result in; - Rework to procurement products resulting in increased DCC time and effort - Rework to successor products resulting in increased DCC time and effort - Possible re-run of governance and increased DCC time and effort. - Impact on the delivery of tender pack components and tender packs being approved	24/02/2017	4 - Likely (50% to <70%)	4 - Major	3 - Possible (20% to <50%)
R042	Open	Non-scenario risk	Rework to tender packs	The tender packs are made up of three components; the Statement of Requirements, Evaluation Methodology and a context wrapper. Due to the fact that Ofgem have will be reviewing these components in parallel to production of the tender packs and not reviewing the final tender pack... There is a risk that the Ofgem review of the tender pack components highlights areas that require rework that cannot be accommodated in the planned timescales	This could result in; - Increased time and effort to rework the components of the tender packs as well as increased effort and time to alter the tender packs themselves, leading to increased DCC costs - Impacting on the delivery of tender packs and further procurement	24/02/2017	4 - Likely (50% to <70%)	4 - Major	3 - Possible (20% to <50%)
R043	Open	Non-scenario risk	Redundancy costs	Due to the fact that DCC's budgeted costs assume that DCC will be able to redeploy permanent resource on other programmes and that Ofgem's decision on the preferred solution may reduce the resource requirement... There is a risk that the permanent resource requirement will be less than planned and that DCC cannot redeploy staff onto other programmes and so must incur redundancy costs.	This could result in; - Increased costs to DCC through redundancy costs	24/02/2017	1 - Rare (1% to <5%)	3 - Moderate	1 - Rare (1% to <5%)
R045	Open	Non-scenario risk	Service Provider tender response delay	Due to the fact that the DCC Switching Programme Plan for procurement activities is based on the assumption that potential CSS Service Providers will have 34 days to respond during the procurement activity... There is a risk that Service Providers will require extension to respond to Invitation to Tender that exceeds planned timescales.	This could result in; - Increased time and effort to support contractor response times - Delay to responses being received by DCC - Impacting the delivery of the contract signature date - Delay to production of the Recommendation Reports and achievement of IM3	24/02/2017	3 - Possible (20% to <50%)	3 - Moderate	3 - Possible (20% to <50%)
R047	Open	Scope scenario	Role in Regulatory design work stream	Due to the fact that the DCC Switching Programme Plan for procurement activities is based on the assumption that DCC's role in the Regulatory Design workstream is limited to supporting the workstream only through attending User Group forums and that the Regulatory Design workstream requirements of DCC are not yet fully defined... There is a risk that DCC's required role increases as detailed planning of the Enactment Phase is completed	This change would result in; - Increased time and effort required to support Regulatory Design workstream resulting in increased DCC costs	28/02/2017	2 - Unlikely (5% to <20%)	3 - Moderate	2 - Unlikely (5% to <20%)
R098	Open	Non-scenario risk	Security Expertise	Ofgem do not currently have any Security SMEs in place to review and approve the security products that are being produced by DCC on behalf of Ofgem. There is a risk of delay to the review and sign off of products and also rework of existing and future Security Products by Ofgem if there is no Security SME in place.	This could result in; - Delay to completion of products increasing DCC time and effort as DCC would be required to keep resources in place for longer than planned - Delay to the start of subsequent products - Reworking of the product at a late stage when Ofgem secure resource to review products - Misalignment between iterations of security products and CSS Design products	24/05/2017	4 - Likely (50% to <70%)	3 - Moderate	4 - Likely (50% to <70%)
R112	Open	Scope scenario	Perceptions industry have on Smart DCC	Because Smart DCC is currently delivering a number of other initiatives to the Energy Industry including the Smart Metering system... There is a risk that any negative perceptions industry may formulate as a result of other Smart DCC activities, reflects badly on the Switching programme.	This could result in: - negative perceptions of DCC either creating a difficult landscape in which to deliver the Switching programme - or compromises DCC's ability to deliver at all .	15/06/2017	3 - Possible (20% to <50%)	5 - Catastrophic	2 - Unlikely (5% to <20%)

Input - Risks

Risk ID	Status	Category	Risk	Description	Potential Impact	Date Opened	Pre-mitigation Scoring	Pre-mitigation Severity	Post Mitigation Scoring - Probability
R118	Open	Non-scenario risk	Design Proving timescales	In order to maintain existing programme timescales and avoid the DPP work becoming critical path, the delivery of the Design proving work is running alongside the E2E and CSS design work. However the design proving work does not complete at the end of the CSS design, but continues in parallel with the approval/governance processes. There is a risk that if Release 2 (CSS) of the Design proving project uncovers any design issues, there will not be sufficient time to incorporate them into the CSS design in time for either IM1 delivery or the procurement	This could result in: A delay to the start of procurement where any issues are uncovered with the CSS Design Non achievement of the first Incentivised Milestone (CSS Design approved)	01/09/2017	3 - Possible (20% to <50%)	4 - Major	2 - Unlikely (5% to <20%)
R124	Open	Scope scenario	Timeframe for consolidation of DB2 consultation responses	Ofgem has allowed only 3 weeks to consolidate and analyse the DB2 consultations prior to reaching an early decision on DB3 in time for DCC to action any of these changes into the CSS Design. There is a risk that the activity to consolidate the output from the consultation at DB3 takes longer than 3 weeks or that the direction is not sufficiently clear to give DCC DB3 certainty as scheduled.	This could result in delay to completion of the CSS and thus achievement of the incentivised milestones.	20/09/2017	4 - Likely (50% to <70%)	3 - Moderate	4 - Likely (50% to <70%)
R125	Open	Non-scenario risk	Procurement capability	There is a risk that the CSS tender lots are more complex or greater in number than anticipated in the plan or that DCC cannot secure sufficient capability.	This could result to delay in contract award or additional costs incurred on resource.	20/09/2017	3 - Possible (20% to <50%)	4 - Major	2 - Unlikely (5% to <20%)
R126	Open	Non-scenario risk	DB2 includes CES	Ofgem are consulting upon DCC delivering a CES - DCC has made assumptions about scope of this but this is not formally agreed. There is a risk that the assumed scope of the CES will change at DB3.	Change to scope of requirements docs and potential re-write of CES tender document set	20/09/2017	2 - Unlikely (5% to <20%)	4 - Major	2 - Unlikely (5% to <20%)
R127	Open	Scope scenario	Delivery of Customer Enquiry Service	DCC has assumed that DCC CES will be delivering the CES design documents during the transitional phase of the Programme but that the CES will be implemented after the CSS There is a risk that Ofgem determine the CES is implemented in different timeframes to those assumed by DCC	Implementation of the CSS is delayed	20/09/2017	1 - Rare (1% to <5%)	4 - Major	1 - Rare (1% to <5%)
R128	Open	Scope scenario	Diverse range of different technical solution and VFM assessment	DCC is aware that there are a variety of potential service providers whose technical solutions could lead to a diverse range of impact on energy suppliers. There is a risk that the procurement evaluation methodology process does not take into account the cost impact to industry	Delay to commencement of procurement process and increased complexity of tender evaluation	20/09/2017	5 - Almost Certain (70% to <90%)	4 - Major	5 - Almost Certain (70% to <90%)
R129	Open	Scope scenario	Lack of engagement	Lack of interest in procurement of CSS exacerbated by fact that Ofgem is consulting on Xoserve participating in the procurement CSS exercise and that Ofgem is not concluding on the consultation until early 2018. There is a risk that any proposal for Xoserve to bid in the procurement may discourage potential bidders from participating.	Insufficient bidders to enable effective procurement process	20/09/2017	2 - Unlikely (5% to <20%)	4 - Major	1 - Rare (1% to <5%)
R130	Open	Scope scenario	Delay to commencement of Procurement process	Ofgem is consulting on Xoserve participating in the CSS procurement exercise - Ofgem is not concluding on the consultation until early 2018 If Ofgem is allowed to compete, there is a risk that the time taken to change Xoserve governance arrangements may delay the procurement activities	Delay to start of procurement	10/10/2017	3 - Possible (20% to <50%)	4 - Major	3 - Possible (20% to <50%)
R131	Open	Scope scenario	Challenge to outcome of procurement process	Ofgem is consulting on Xoserve participating in the CSS procurement exercise. If it is decided that Xoserve can participate, DCC will be required to evaluate benefits as part of the process to industry. There is a risk that there may be challenge to any VFM assessment where disagreement arises on costs	Delay to contract award	10/10/2017	3 - Possible (20% to <50%)	4 - Major	2 - Unlikely (5% to <20%)
R132	Open	Scope scenario	DCC required to produce VFM assessment criteria	Scope of procurement work has now increased and DCC has been asked to produce Value for Money assessment criteria for the evaluation of bids There is a risk that the time it takes to produce evaluation criteria adversely impacts programme timescales	Delay to commencement of Procurement Activity; Delay to agreement and sign-off of the evaluation criteria and Tender Packs Increased effort and costs expended on agreeing evaluation criteria	10/10/2017	3 - Possible (20% to <50%)	4 - Major	2 - Unlikely (5% to <20%)
R136	Open	Non-scenario risk	DCC's role in central co-ordination and assurance functions	Ofgem have not yet determined the scope of the central co-ordination and delivery assurance functions for DBT or the role of DCC in procuring or managing these services. DCC has therefore had to make assumptions to include in the Business Case. There is a risk that once Ofgem decide on the scope and roles and responsibilities for the central co-ordination and delivery assurance functions, DCC will not have included the agreed scope in the Business Case	Timelines and costs associated to the procurement of these activities estimated incorrectly; If the base assumption is too low, there is a risk that DCC does not have enough resource in place to deliver the additional requirements	10/10/2017	4 - Likely (50% to <70%)	3 - Moderate	4 - Likely (50% to <70%)
R137	Open	Non-scenario risk	Requirement to deliver RTM	There is a lack of clarity on the scope of the Requirements Traceability Matrix product before the DCC Business Case is baselined There is a risk that the effort required to populate this product and keep it maintained throughout the Programme is much higher than budgeted for in the baseline Plan and Business Case	This could result in; - Increased DCC time and effort in order to complete RTM resulting in increased DCC costs - Impact on the timescales for delivery of the RTM as resource is not available to complete the work	20/09/2017	4 - Likely (50% to <70%)	3 - Moderate	2 - Unlikely (5% to <20%)
R138	Open	Non-scenario risk	Commencement of CSS Detailed Design	There is a risk that DCC will be required to commence work on the CSS User Requirements Spec prior to the Product Description being signed-off and whilst the inbound dependencies are still in development As the end-to-end design work is undergoing a second review and the product descriptions for the CSS products have not been agreed.	This could result in: - rework to the CSS User Requirements spec once the inbound dependencies (D-4.1 E2E Switching Arrangements Design) are signed off and shared with DCC - Resource constraints to deliver the CSS User Requirements spec as resources are diverted onto E2E work - Delay to delivery of the CSS Detailed Design and subsequent loss of margin based on the incentives regime	19/10/2017	5 - Almost Certain (70% to <90%)	4 - Major	4 - Likely (50% to <70%)
Total									

Input - Assumptions

Assumptions							
ID	Date raised	Area	Assumption Description	Owner	Action/ Update/Notes	Status	Closed Date
A001	Aug-16	Scope	The plan is based on the baseline scenario aligned with Reform Package 2 as defined in Appendix F - DCC Switching Target Solution Architecture	Ofgem	The plan is now based on RP2a (following DB2) new assumption A049	Closed	03-Aug-17
A002	Jun-16	Scope	The only work in scope for the DCC costs is that included within the Product Breakdown Structure, the associated Product Descriptions and Activity Descriptions and the DCC Switching Programme Plan	Ofgem		Open	
A003	Aug-16	Resource	Permanent resource will be redeployed within DCC or Capita once the resource requirement within the Switching Programme comes to an end and so redundancy costs will not be incurred	DCC		Open	
A004	Aug-16	Resource	There is spare capacity in Ibx House for 8 Switching staff. It will be possible to secure space for additional staff within Ibx House. Desk space allocation is based on 90% utilisation.	DCC	New desks allocated with contingency for growing team	Closed	24-Aug-17
A005	Aug-16	Resource	Where actual rates are not available, day rate for consultancy resource is based on the average rate for a level 4 consultant across DCC's consultancy framework providers	DCC		Open	
A006	Aug-16	Incentives	Before the time-based incentives become effective, DCC will confirm to Ofgem that the plan is deliverable and that it is possible to achieve the milestones linked to the incentives. DCC will require independent assurance of the plan and deliverables to advise on its deliverability and level of risk before the incentive is brought into effect. It is assumed that an independent external provider will carry out the assurance.	DCC		Closed	20-Dec-17
A007	Aug-16	Incentives	DCC is responsible for procuring independent assurance to validate achievement of three incentivised milestones	Ofgem		Open	
A008	Aug-16	Governance	Ofgem will approve product/activity descriptions for DCC activities with sufficient notice to allow DCC to plan for timely delivery and mobilise appropriate resource	Ofgem		Open	
A009	Jun-16	Governance	DCC-led products will be submitted to parties external to the Design Team in line with the review cycle defined the relevant product description. The subsequent review and approval cycle (including all forums, e.g. User Group, EDAG, DA) will take no more than 1 month and will be completed during a single review cycle. Where review cycles are not explicitly identified in the plan, it is assumed that there will be an iterative review process during the development process.	Ofgem		Closed	
A010	Aug-16	Governance	There is an agreed robust and documented change process with appropriate governance to manage all change within the programme with unambiguous criteria for what constitutes a change	Ofgem		Open	
A011	Aug-16	Governance	DCC input to Ofgem Gateway Reviews is limited to availability for interviews and reviewing the output following the interviews	Ofgem		Open	
A012	Aug-16	Governance	Ofgem will provide an architecture capability that ensures alignment of the design across all architectural domains (i.e. business, data, applications, infrastructure, security, service management), delivery and regulation during the Blueprint and DLS phases; Ofgem's Technical Design Authority and DIAT has responsibility for ensuring the design is consistent (Ofgem ref A07)	Ofgem		Open	
A013	Jul-16	Governance	Ofgem TDA and Design Impact Assessment Team will be responsible for final validation that products are consistent and for packaging up the various Blueprint products ready for the RFI, the consultation during the Blueprint phase and the consultation during the Enactment phase	Ofgem		Open	
A014	Jul-16	Governance	Ofgem Design Impact Assessment Team will be responsible for final validation that products are consistent and for packaging up the various products ready for the consultation during the Blueprint phase	Ofgem	Combined with A013	Closed	
A015	Jul-16	Governance	Ofgem Design Impact Assessment Team will be responsible for final validation that products are consistent and for packaging up the various products ready for the consultation during the Enactment phase	Ofgem	Combined with A013	Closed	
A016	Aug-16	Governance	Roles within Design Teams and User Groups continue as per the Blueprint phase during the DLS and Enactment phases, i.e. Design Teams are led by an Ofgem workstream lead and outputs are produced by DCC and industry participants; User Groups with industry representatives reviewing outputs	Ofgem		Open	
A017	Jul-16	Governance	The level of DCC involvement in Switching Programme governance will not increase significantly following the Blueprint phase i.e. Ofgem's programme leadership role will not decrease	Ofgem		Open	
A018	Aug-16	Governance	The option 2b governance model discussed at the Ofgem Programme Board has not been reflected in the plan, pending further clarification from Ofgem	DCC	This assumption has been superseded. The DCC programme plan and costs are based on the agreed scope, products and responsibilities. Any amendment to this will be managed as a change.	Closed	16-Mar-17
A019	Jul-16	Design Baselines	DB2 sets out one preferred solution for Switching (Ofgem ref A20)	Ofgem		Open	
A020	Aug-16	Design Baselines	If rework to Blueprint products is required following RFI and consultation, this can be completed within the timescales and effort allocation to the planned alignment activity	Ofgem		Open	
A021	Aug-16	Design Baselines	There will be only minor changes between DB2 and DB3 (Ofgem ref A06) and alignment of products with DB3 can be completed within the timescales and effort allocation to the planned alignment activity	Ofgem		Open	
A022	Jul-16	Design Baselines	DB3 concludes on one chosen solution for Switching (Ofgem Ref A021)	Ofgem		Open	
A023	Aug-16	Design Baselines	The End to End Switching Arrangements Design developed as part of the DLS phase, under Ofgem's oversight, will define complete, stable and unambiguous requirements for the end-to-end switching arrangements, which can be transposed into the CSS User requirements spec. There will be no further top-down driven change. (Ofgem ref A02)	Ofgem		Open	
A024	Jun-16	Business Case	No formal consultation with industry is required if the business case is re-baselined	Ofgem		Open	
A025	Jul-16	Business Case	Ofgem review and informal consultation process with industry on updates to the DCC Business Case will take no longer than 6 weeks	Ofgem		Open	
A026	Aug-16	Business Case	There are no reactive or ad hoc updates to the business case	DCC		Open	
A027	Jul-16	Design	Design artefacts underpinning the End to End Switching Arrangements Design and the CSS Design will be created in a single enterprise architecture tool - Abacus	Ofgem		Open	
A028	Aug-16	Design	Beyond the point at which Ofgem hands the End to End Switching Arrangements Design to DCC to produce the CSS Design, DCC will stand down its team supporting the Ofgem-led End to End Design teams	Ofgem		Open	
A029	Aug-16	Design	Following completion of the End to End Switching Arrangements Design the CSS Design team will have access to the Design SMEs that produced the End to End Switching Arrangements Design	Ofgem		Open	
A030	Aug-16	Design	Ofgem is responsible for ensuring the End to End Switching Arrangements Design remains aligned with regulatory design	Ofgem		Open	
A031	Jun-16	Commercial - Procurement	Two detailed market engagement events will be required per CSS procurement project	DCC		Open	
A032	Jul-16	Commercial - Procurement	DCC will not be responsible for procuring independent assurance of compliance with the procurement process	Ofgem		Open	

Input - Assumptions

Assumptions							
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A033	Jun-16	Delivery Strategy	Ofgem will produce an overarching delivery strategy that brings together the component products to ensure the total delivery workstream output is complete and coherent. This removes the risk of rework to delivery and transition products	Ofgem		Open	
A034	Jul-16	Regulatory design	DCC will be required to provide only limited input to Ofgem-led regulatory changes as part of the User Group throughout the Transitional Phase	Ofgem		Open	
A035	Aug-16	Regulatory design	Regulatory design following DB4 does not impact or require rework to the drafting of the CSS statement of requirements, contract schedules and tender packs	Ofgem		Open	
A036	Oct-16	Design	An estimate has been included for one SMETS2 DSP design impact assessment only to carry out in response to the new switching arrangements	DCC		Open	
A037	Feb-17	Governance	DCC will not commence work on a product until the Product Description is approved by Ofgem and DCC (Ofgem ref A05)	DCC		Open	
A038	Feb-17	Governance	DCC will carry out work on products based on the latest approved Product Description; in the event of a change being raised DCC will not alter its activities until the revised Product Description is approved by Ofgem and DCC	DCC		Open	
A039	Feb-17	Commercial - Procurement	DCC will need to procure SI capability	Ofgem		Open	
A040	Feb-17	Governance	During the product development process both product/workstream User Groups and TDA will be engaged actively and iteratively for comment on emerging products and feedback in advance of formal review cycles	Ofgem		Open	
A041	Feb-17	Governance	Each DLS product will be subject to two review and update cycles prior to submission to TDA for approval. Review cycles are 15 days unless otherwise indicated in the plan.	Ofgem		Open	
A042	Feb-17	Governance	A TDA review and approval cycle will take no more than 5 working days and all products are approved first time and without escalation to SRO/Programme Board.	Ofgem		Open	
A043	Feb-17	Governance	Governance meetings for EDAG, User Group, TDA, SPDG and Programme Board can be rescheduled as required to meet needs of the plan and that meetings are available and effective during the summer holiday period.	Ofgem		Open	
A044	Feb-17	Governance	Review and update cycles for CSS design products (D-4.2) take no more than 15 days.	Ofgem		Open	
A045	Feb-17	Incentives	There will be agreed criteria for adjusting the incentivised date of the milestones against which DCC margin is at risk based on approved change, risk impact (time) and delay	Ofgem	This is documented in the Process for Incentivised Milestone Management	Open	
A046	Feb-17	Governance	Products produced during DLS will be developed iteratively by Ofgem and DCC through co-location and joint working which is unconstrained by the weekly Design Team meeting schedule	Ofgem		Open	
A047	Feb-17	Commercial - Procurement	Potential CSS Service Providers are able to response to tender within the timelines in baseline plan (34 days)	DCC		Open	
A048	Mar-17	Resource	Annual pay reviews for permanent staff result in increases in line with RPI	DCC		Open	
A049	Aug-17	Scope	The plan is based on the baseline scenario aligned with Reform Package 2a as defined in D-4.1.1 DLS Design Assumptions	Ofgem		Open	
A050	Aug-17	Design	There will not be significant change required following TDA review of Wave 4 of D-4.1.3 EZE Data Architecture & Data Governance	Ofgem		Open	
A051	Aug-17	Scope	DCC will be responsible for the procurement of a DBT Delivery Assurance capability for Ofgem	Ofgem		Open	
A052	Aug-17	Scope	DCC will be responsible for the procurement of a Customer Enquiry Service and Web Portal	Ofgem		Open	
A053	Aug-17	Scope	The external system integrator capability will be in place before the start of DBT	Ofgem		Open	
A054	Aug-17	Scope	DCC will procure an external service provider to run Industry Satisfaction Surveys during the Transition Programme	DCC		Open	
A055	Aug-17	Scope	As part of the CSS Tender Process and evaluation of submissions, DCC will not be required to assess the cost impact on industry	Ofgem		Closed	
A056	Aug-17	Scope	The operations service provider will be responsible for producing internal operational documents during DBT and so these will not be produced during the Transitional Phase	DCC		Open	
A057	Aug-17	Scope	There will be no detailed market engagement activity for the procurement of IM Achievement Assurance, SI, Delivery Assurance, Industry Satisfaction Survey	DCC		Open	
A058	Aug-17	Planning	It is assumed that a certain amount of procurement plan market analysis and the development of procurement options can be done in parallel with CSS User Requirements Spec. However, a final decision cannot be made until there is a firm design.	DCC		Open	
A059	Jan-17	Planning	There will be no User Group or Design Forum review forming part of the formal governance and sign off of products during DLS and Enactment	Ofgem		Open	
A060	Sep-17	Governance	DCC will conduct Design Assurance throughout the production of the CSS Design and the procurement process	DCC		Open	
A061	Jan-17	Planning	During the production of the CSS Design, DCC will engage with the DCC Design Authority and DCC Executive Board to reduce the need for extensive governance during the sign-off process	DCC		Open	
A062	Jan-17	Governance	Any Ofgem consultation responses will have been analysed and sorted before they are shared with DCC	Ofgem		Open	
A063	Jan-17	Planning	When the Procurement Plan is sent to the DCC Programme Board it is for acceptance only and not for review and comment. It will be reviewed by Ofgem prior to submission to the Programme Board.	DCC		Open	
A064	Sep-17	Planning	There will be 4 medium sized procurement projects for the procurement of the CSS	DCC	Changed from 5 as the Design Assurance and SI have been added to the plan as individual projects	Open	
A065	Jan-17	Planning	All planning is based on the Switching Programme Calendar	DCC	This assumes 20 working days per month, no work on Bank Holidays, Good Friday, Easter Monday and between Christmas and New Year	Open	
A066	Sep-17	Planning	There will be 2 procurement projects during the Transitional Phase for the Customer Enquiry Service	DCC		Open	
A067	Jan-17	Governance	External Assurance for procurement is to provide confidence to the SRO that the agreed evaluation methodology has been completed. It is assumed that this will take no longer than 5 days to complete.	Ofgem		Open	
A068	Sep-17	Scope	It is assumed that interfaces are being specified in the CSS requirements	DCC		Open	
A069	Sep-17	Scope	DCC will procure an external service provider to complete Design Proving activity, validating the end-to-end design products, the CSS design products and data synchronisation.		DCC has already procured the service provider for this activity	Closed	
A070	Sep-17	Governance	The TDA will sign off the CSS Design Products prior to the Design Proving Project completing			Open	
A071	Sep-17	Scope	Review of the CSS User requirements spec by Industry will result in only minor updates to the product which can be accommodated in the 10 working days allocated in the September 2017 baseline.	DCC		Open	

Input - Issues

Issues											
Issue ID	Date Created	Raised By	Workstream	Issue	Description	Impact	Owner	Resolution Options / Actions	Last Update	Status	Closed Date
I001	01/07/2017	Ailsa Hawkes	Various	Unapproved Product Descriptions	DCC has started work on a number of Products where Product Descriptions are not approved. There has been some instances where additional work has been requested during the review cycle.	Delay to approval of products and potential delay to programme delivery dates	Ailsa Hawkes	1) DCC is putting in place a tracker to identify which products are due to start without an approved PD 2) going forwards DCC to highlight that work cannot start on any product without an approved PD	15/09/2017	Open	

Dependencies						
ID	Date Raised	Workstream	Dependent activity	Dependency description	Owner	Due Date
OF007	01/11/2017	Programme	Produce Product B-3.3 PIA Version 3 Produce Product B-3.4 IRA Version 3 Support Finalising Design Artefacts post-consultation	Ofgem Provide DB3 Certainty to allow the start of D-4.1.11 E2E Switching Arrangements Design Consolidation to DB3	Ofgem	23/11/2017
OF008	01/11/2017	Design	Develop initial D-4.2.1 CRS Detailed Design	Final Approved Product D-4.1 E2E Switching Arrangement Design Provided by Ofgem and Accepted by Smart DCC	Ofgem	30/10/2017
OF010	01/11/2017	Delivery and Transition	Extract CRS Elements from E2E Delivery Plan and Produce Additional Content for 4.2.4 CRS Delivery Plan(s)	Peer Reviewed Product D-4.3 Overall E2E Delivery Plan Available from Ofgem and Accepted by Smart DCC	Ofgem	17/11/2017
OF011	01/11/2017	Commercial	Update D-7.1 CSS Procurement Plan based on feedback	Ofgem Provide Feedback on D-7.1 Procurement Plan based on Review and Independent External Assurance	Ofgem	26/02/2018
OF012	01/11/2017	Commercial	Update D-7.1 CSS Procurement Plan based on feedback	Ofgem Provide Agreed D-7.1 Procurement Plan by SRO and Ofgem Prog Board	Ofgem	12/03/2018
OF014	01/11/2017	Commercial	Issue Tender Pack for Project 1 to DCC Switching Programme Board	Ofgem to Provide SRO Acceptance of Tender Pack for Project 1	Ofgem	01/08/2018
OF015	01/11/2017	Commercial	Issue Tender Pack for Project 2 to DCC Switching Programme Board	Ofgem to Provide SRO Acceptance of Tender Pack for Project 2	Ofgem	03/07/2018
OF016	01/11/2017	Commercial	Issue Tender Pack for Project 3 to DCC Switching Programme Board	Ofgem to Provide SRO Acceptance of Tender Pack for Project 3	Ofgem	03/07/2018
OF017	01/11/2017	Commercial	Issue Tender Pack for Project 4 to DCC Switching Programme Board	Ofgem to Provide SRO Acceptance of Tender Pack for Project 4	Ofgem	03/07/2018
OF106	01/11/2017	Commercial	Issue SI Tender Pack to DCC Switching Programme Board	Ofgem to Provide SRO Acceptance of Tender Pack for SI	Ofgem	08/08/2018
OF107	01/11/2017	Commercial	Issue Delivery Assurance Tender Pack to DCC Switching Programme Board	Ofgem to Provide SRO Acceptance of Tender Pack for Delivery Assurance	Ofgem	08/08/2018
OF108	01/11/2017	Commercial	Issue CES Tender Pack to DCC Switching Programme Board	Ofgem to Provide SRO Acceptance of Tender Pack for Customer Enquiry Service	Ofgem	12/10/2018
OF042	01/11/2017	Operations	D-4.2.3 CRS Service Management Approach and Methodology Accepted	Ofgem complete review and approval of D-4.2.3 CRS Service Management Approach and Methodology on Behalf of Ofgem	Ofgem	19/01/2018
OF044	01/11/2017	Operations	D-10.1 CRS Service Portfolio accepted	Ofgem complete review and approval of D-10.1 CRS Service Portfolio	Ofgem	16/05/2018
OF045	01/11/2017	Operations	D-10.2 CRS Service Management Detailed Requirements accepted	Ofgem complete review and approval of D-10.2 CRS Service Management Detailed Requirements	Ofgem	17/04/2018
OF046	01/11/2017	Operations	D-10.3 CRS Operational Process Detailed Requirements accepted	Ofgem complete review and approval of D-10.3 CRS Operational Process Detailed Requirements on Behalf of Ofgem	Ofgem	31/05/2018
OF047	01/11/2017	Operations	D-10.4 CRS Service Management Tools accepted	Ofgem complete review and approval of D-10.4 CRS Service Management Tools Requirements on Behalf of Ofgem	Ofgem	23/03/2018
OF048	01/11/2017	Operations	D-10.5 E2E Operating Strategy accepted	Ofgem complete review and approval of D-10.5 E2E Operating Strategy on Behalf of Ofgem	Ofgem	19/01/2018
OF049	01/11/2017	Operations	D-10.6 CRS Operational Approach accepted	Ofgem complete review and approval of D-10.6 CRS Operational Approach on Behalf of Ofgem	Ofgem	23/03/2018
OF019	01/11/2017	Security	D-1.2 E2E Switching Arrangements Security Risk Management Strategy accepted	Ofgem Complete Review and approval for D-1.2 E2E Switching Arrangements Security Risk Management Strategy	Ofgem	20/10/2017
OF067	01/11/2017	Security	D-1.2 E2E Switching Arrangements Security Risk Management Strategy v2 accepted	Ofgem Complete Review and approval for 1.2 E2E Switching Arrangements Security Risk Management Strategy v2	Ofgem	17/04/2018
OF020	01/11/2017	Security	B-3.1 PIA Version 2 accepted	Ofgem Complete Review and approval for B-3.1 PIA Version 2	Ofgem	23/10/2017
OF021	01/11/2017	Security	B-3.2 IRA Version 2 accepted	Ofgem Complete Review and approval for B-3.2 IRA Version 2	Ofgem	20/10/2017
OF024	01/11/2017	Delivery and Transition	D-4.3.1 Design & Build Plan accepted	Ofgem Complete Review and approval for D-4.3.1 Design & Build Plan	Ofgem	31/10/2017
OF025	01/11/2017	Delivery and Transition	D-4.3.3 Testing Plan accepted	Ofgem Complete Review and approval for D-4.3.3 Testing Plan	Ofgem	07/11/2017
OF026	01/11/2017	Delivery and Transition	D-4.3.5 Post-implementation Plan accepted	Ofgem Complete Review and approval for D-4.3.5 Post-implementation Plan	Ofgem	07/11/2017
OF030	01/11/2017	Delivery and Transition	D-4.1.10.2 Security requirements accepted	Ofgem Complete Review and approval for 4.1.10.2 Security requirements	Ofgem	19/10/2017
OF031	01/11/2017	Security	D-4.1.9 E2E Switching Arrangements Service Management Strategy accepted	Ofgem Complete Review and approval for 4.1.9 E2E Switching Arrangements Service Management Strategy	Ofgem	09/11/2017
OF032	01/11/2017	Security	B-3.3 PIA Version 3 accepted	Ofgem Complete Review and approval for B-3.3 PIA Version 3	Ofgem	14/12/2017
OF033	01/11/2017	Security	B-3.4 IRA Version 3 accepted	Ofgem Complete Review and approval for B-3.4 IRA Version 3	Ofgem	14/12/2017
OF035	01/11/2017	Design	D-4.2.1 CRS Detailed Design (Functional Spec)	Ofgem Complete Review and approval for 4.2.1 CRS Detailed Design (Functional Spec)	Ofgem	05/01/2018
OF109	01/11/2017	Design	D-4.2.1 CRS Detailed Design (Technical Spec) accepted D-4.2.1 CRS Detailed Design Approved (IM1)	Ofgem Complete Review and approval for D-4.2.1 CRS Detailed Design (Technical Spec)	Ofgem	05/01/2018
OF110	01/11/2017	Design	D-4.2.1 CRS Detailed Design (Interface Spec) accepted D-4.2.1 CRS Detailed Design Approved (IM1)	Ofgem Complete Review and approval for D-4.2.1 CRS Detailed Design (Interface Spec)	Ofgem	05/01/2018
OF111	01/11/2017	Design	D-4.2.1 CRS Detailed Design (Data Model) accepted D-4.2.1 CRS Detailed Design Approved (IM1)	Ofgem Complete Review and approval for D-4.2.1 CRS Detailed Design (Data Model)	Ofgem	05/01/2018
OF036	01/11/2017	Design	D-4.2.2 CRS Non-Functional Requirements approved	Ofgem Complete Review and approval for 4.2.2 CRS Non-Functional Requirements	Ofgem	08/12/2017
OF038	01/11/2017	Delivery and Transition	D-4.2.4 CRS Delivery Plans approved	Ofgem Complete Review and approval for 4.2.4 CRS Delivery Plans	Ofgem	16/02/2018
OF039	01/11/2017	Design	D-4.2 CRS Design approved	Ofgem Complete Review and approval for 4.2 CRS Design	Ofgem	23/02/2018
OF040	01/11/2017	Security	D-4.1.10.3 E2E Security Assurance Plan and Residual Risk Management Strategy approved	Ofgem Complete Review and approval for D-4.1.10.3 E2E Security Assurance Plan & Residual Risk Management	Ofgem	10/11/2017
OF069	01/11/2017	Security	D-9.8 E2E Security Assurance Plan & Residual Risk Management Plan v2 approved	Ofgem Complete Review and approval for D-9.8 E2E Security Assurance Plan & Residual Risk Management Plan v2	Ofgem	28/06/2018
OF051	01/11/2017	Design	D-4.2.1 CRS Detailed Design (Detailed Requirements) accepted D-4.2.1 CRS Detailed Design Approved (IM1)	Ofgem Complete Review and approval for D-4.2.1 CRS Detailed Design (Detailed Requirements)	Ofgem	05/01/2018
OF054	01/11/2017	Delivery and Transition	Produce D-4.3.9 SI Requirements Produce D-4.3.10 E2E Delivery Assurance requirements	Ofgem provide certainty of SI & Delivery Assurance roles and responsibilities	Ofgem	07/11/2017
OF055	01/11/2017	Design	D-9.1 CES High Level Architecture accepted Produce D-9.2 CES Detailed Requirements	Ofgem Complete Review and approval for D-9.1 CES High Level Architecture	Ofgem	10/04/2018
OF056	01/11/2017	Design	D-9.2 CES Detailed Requirements accepted Draft CES Statement of Requirements	Ofgem Complete Review and approval for D-9.2 CES Detailed Requirements	Ofgem	16/05/2018
OF057	01/11/2017	Security	D-9.5 PIA Version 4 accepted Draft CES Statement of Requirements	Ofgem Complete Review and approval for D-9.5 PIA Version 4	Ofgem	01/05/2018
OF058	01/11/2017	Security	D-9.5 IRA Version 4 accepted Draft CES Statement of Requirements	Ofgem Complete Review and approval for D-9.5 IRA Version 4	Ofgem	01/05/2018
OF059	01/11/2017	Security	D-9.10 CES Security Architecture accepted Draft CES Statement of Requirements	Ofgem Complete Review and approval for D-9.10 CES Security Architecture	Ofgem	07/06/2018
OF060	01/11/2017	Security	D-9.9 E2E Security Requirements v2 accepted Draft CES Statement of Requirements	Ofgem Complete Review and approval for D-9.9 E2E Security Requirements v2	Ofgem	31/05/2018
OF062	01/11/2017	Delivery and Transition	D-9.3 CES Implementation Requirements approved Draft CES Statement of Requirements	Ofgem Complete Review and approval for D-9.3 CES Implementation Requirements	Ofgem	14/06/2018
OF063	01/11/2017	Delivery and Transition	D-9.4 CES Testing Plan approved Draft CES Statement of requirements	Ofgem Complete Review and approval for D-9.4 CES Testing Plan	Ofgem	14/06/2018
OF064	01/11/2017	Commercial	D-4.3.9 SI Requirements accepted Draft SI Procurement Statement of Requirements	Ofgem Complete Review and approval for D-4.3.9 SI Requirements	Ofgem	09/05/2018

Dependencies						
ID	Date Raised	Workstream	Dependent activity	Dependency description	Owner	Due Date
OF065	01/11/2017	Commercial	D-4.3.10 Delivery Assurance Requirements Accepted Draft Delivery Assurance Procurement Statement of Requirements	Ofgem Complete Review and approval for D-4.3.10 E2E Delivery Assurance Requirements	Ofgem	09/05/2018
OF066	01/11/2017	Delivery and Transition	D-4.2.6 CRS Data Migration Strategy & Approach approved	Ofgem Complete Review and approval for D-4.2.6 CRS Data Migration Strategy & Approach	Ofgem	15/02/2018
OF112	01/11/2017	Commercial	D-7.2 Design Procurement Document approved	Ofgem Complete Review and approval for D-7.2 Design Procurement Document	Ofgem	16/04/2018
OF113	01/11/2017	Security	D-4.2.5 CRS Security Approach and Requirements approved	Ofgem Complete Review and approval for D-4.2.5 CRS Security Approach and Requirements	Ofgem	25/01/2018
OF114	01/11/2017	Design	DB3 alignment of Product D-4.2.4 CRS Delivery plans DB3 and DPP Alignment of Product D-4.2.1 CRS Detailed Design	Design Baseline 3: Blueprint decision published, updated IA and final OBC (including refined draft licence mods)	Ofgem	19/01/2018
OF115	01/11/2017	Programme	Provide input to Ofgem draft FBC	Design Baseline 4: DLS finalised	Ofgem	09/03/2018
OF116	01/11/2017	Programme	Develop initial E-2.3 DCC Business Case for DBT Develop Cost Model for DBT	Spring Consultation (draft code mods and licence Stat Con)	Ofgem	28/05/2018
OF117	01/11/2017	Programme	Finalise E-2.3 DCC Business Case for DBT (with alignment to Code require	Consultation Decision Published (draft code mods and licence Stat Con)	Ofgem	25/09/2018

Opportunity Calculations										
Opportunity ID	Status	Category	Opportunity	Description	Potential Impact	Date Opened	Pre-mitigation Scoring	Pre-mitigation Severity	Priority	RAG Status
OP009	Open	Non-scenario opportunity	Procurement approach to be adopted for the CRS solution	<p>Due to the fact that the CRS design is not yet known and the DCC DLS Plan for procurement is based on a competitive tender (not restricted).</p> <p>There is an opportunity that, once more detail of the individual procurement projects and the market appetite is known, it is not appropriate to follow a competitive tender but more appropriate to follow a competitive tender (restricted) process</p>	<p>This could result in;</p> <ul style="list-style-type: none"> - A change in procurement approach resulting in less time and effort, leading to reduced DCC costs and the tender process taking less time - Impacting on the contracts being ready for signature 	12-Jul-16	3 - Possible (20% to <50%)	3 - Moderate		Amber
OP013	Open	Non-scenario opportunity	Simple CRS solution	<p>Due to the fact that the DCC DLS Plan for the CRS Solution is based on the baseline scenario aligned with Reform Package 2 as defined in Appendix F - DCC Switching Target Solution Architecture.</p> <p>There is an opportunity that the CRS solution is less complex than originally foreseen.</p>	<p>This could result in;</p> <ul style="list-style-type: none"> - Reduced time and effort for the design of the CRS solution - Impacting the delivery of the CRS Design activity - Reduced procurement engagement and tender exercise time and/or effort leading to lower DCC procurement costs during the Transitional phase, and/or fewer procurement projects resulting in reduced time and/or effort - Impacting on the delivery of Tender Packs and Contracts 	27-Oct-16	2 - Unlikely (5% to <20%)	3 - Moderate		Amber
OP014	Open	Non-scenario opportunity	Fewer procurement projects	<p>Due to the fact that the DCC DLS Plan for the CRS Procurement is based on the assumption that there will be 5 procurement projects to procure the CRS Solution, and that the components of the CRS solution is not yet known.</p> <p>There is an opportunity that it is possible to procure the CRS in less than 5 procurement projects.</p>	<p>This could result in;</p> <ul style="list-style-type: none"> - Less procurement engagement and tender exercise time and/or effort leading to reduced DCC procurement costs during the Transitional phase - Impacting on the delivery of procurement activity leading up to tender packs being approved and contract signature 	27-Oct-16	2 - Unlikely (5% to <20%)	3 - Moderate		Amber

Total

RAID Guide					
Probability	1 - Insignificant	2 - Minor	3 - Moderate	4 - Major	5 - Catastrophic
1 - Rare (1% to <5%)	Green	Green	Green	Amber	Amber
2 - Unlikely (5% to <20%)	Green	Green	Amber	Amber	Amber
3 - Possible (20% to <50%)	Green	Amber	Amber	Amber	Red
4 - Likely (50% to <70%)	Amber	Amber	Amber	Red	Red
5 - Almost Certain (70% to <90%)	Amber	Amber	Red	Red	Red