

Business Case



Includes **Mandate, Outline Business Case and Full Business Case** documents

A. PROJECT SUMMARY INFORMATION

Project Name:	Remove P750 & AIX from the estate (the server and operating system)		
Project ID (if known):	17-EN-72		
Cabinet Member:	Cllr Cheney	Lead Officer (Sponsor):	Simon Oliver
Directorate(s):	Resources (but also impact on other service areas)	Associated service areas:	Various
Report lead author(s):	Mandate: Sian Houdmont (Change Business Partner) Outline Business Case: Barry Scrase (IT Project Manager)		
Report recipients:	Simon Oliver – Director, Digital Transformation; Denise Murray – Director, Finance; Resources EDM, Cabinet		

B. ORGANISATIONAL CONTEXT

Alignment to corporate theme(s):	Corporate - supports the IT strategy (essential replacement)
Project category:	<input type="checkbox"/> Saving delivery <input checked="" type="checkbox"/> Compliance / Statutory <input checked="" type="checkbox"/> Risk reduction <input type="checkbox"/> Cost avoidance <input type="checkbox"/> Improved outcomes <input checked="" type="checkbox"/> Enabling
Council Budget saving delivery:	N/A

C. DOCUMENT CONTROL

Sections complete:	<input type="checkbox"/> Mandate <input checked="" type="checkbox"/> Outline Business Case <input type="checkbox"/> Full Business Case																						
Document status:	<input type="checkbox"/> Draft <input checked="" type="checkbox"/> Final																						
Document owner:																							
Version control	<table border="1"> <thead> <tr> <th>Version</th> <th>Author(s)</th> <th>Description</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>V00_01</td> <td>Barry Scrase</td> <td>First draft</td> <td>13/12/19</td> </tr> <tr> <td>V00_02</td> <td>Barry Scrase</td> <td>Changes following the BC Assurance Report, and comments received from both Gavin Arbuckle, and Lee Ford</td> <td>6/1/20</td> </tr> <tr> <td>V00_03</td> <td>Barry Scrase</td> <td>Achieving budget added</td> <td>9/1/20</td> </tr> <tr> <td>V00_04</td> <td>Barry Scrase</td> <td>Final amendments</td> <td>23/1/20</td> </tr> </tbody> </table>			Version	Author(s)	Description	Date	V00_01	Barry Scrase	First draft	13/12/19	V00_02	Barry Scrase	Changes following the BC Assurance Report, and comments received from both Gavin Arbuckle, and Lee Ford	6/1/20	V00_03	Barry Scrase	Achieving budget added	9/1/20	V00_04	Barry Scrase	Final amendments	23/1/20
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EXECUTIVE SUMMARY: DECISION REQUIRED

This outline business case sets out the need to replace the IBM/AIX P750 server and operating system (here after referred to as the P750), which is at its end of life.

The Corporate Leadership Board (CLB) on 7th January 2020 is asked to accept this outline business case to agree £530k for the replacement of the P750. This figure includes all associated costs, including the re-hosting of the Revenue and Benefits systems, and remaining systems detailed below, to the Azure Cloud.

This is essentially a lift and shift exercise for the majority of systems on the P750. However, the Revenues and Benefits systems are subject to a re-procurement exercise, which has its own outline business case.

Please note that the Project Manager has not written a full options appraisal as the options described below, are so stark.

This will be used to:

- Replace the P750 with 2 new LINUX servers, with one based in City Hall, and the other based in John Cousins House. These servers will then be networked and configured to host the Revenue and Benefits system in order to offer the maximum performance, resilience and disaster recovery, securing 99% uptime.
- Migrate the IDOX and ESRI ArcGIS systems to the Azure Cloud under LINUX, in line with ITTP.
- Migrate legacy data from Kana Lagan and OHMS to the new Data Lake, again in line with ITTP.

The above will allow Bristol City Council to move IDOX, ESRI ArcGIS, Kana Lagan and OHMS to cloud-based solutions, in line with its IT strategy, whilst securing a medium term solution (5-7 years) for Revenues and Benefits (business critical systems – please see context below), to allow the Council to identify and procure, cloud-based solutions for Revenues and Benefits as well.

These moves will also remove the use of AIX and the P750 from the Bristol IT estate, to LINUX, where the Council has these skills, and to end its reliance on Celerity to maintain the P750.

CLB is also asked to agree in principle the creation of an additional IT post (BG12) within the Server team, funded from Celerity savings, to increase the quantity of staff with LINUX skills, to maintain these critical systems. The team currently has two posts, and will need three for adequate cover (leave, training, sickness). This will be funded from Celerity savings.

OUTLINE BUSINESS CASE

Project context summary:

The P750 currently hosts the:

- Northgate iWorld system, for Revenues and Benefits. These are **critical** systems for the Council, which are used to collect circa £600m of local taxes, and paying £200m of housing benefits payments.
- IDOX Local land and property gazetteer (LLPG) product – Local land and property gazetteer - property management service dealing with local land searches.
- IDOX Total Land Charges (TLC) – system to manage charges for land searches.
- ESRI - ARC GIS – Geographical information system which provide mapping services to Bristol

Council and other Local Authorities.

- Legacy Housing Mgmt System (OHMS) used for audit and reporting purposes for Housing.
- Kana Lagan, system that holds legacy data related to the building regulations and planning team.

The P750 is maintained and supported through a third party supplier, Celerity, which it is anticipated that Bristol City Council will not be able to renew beyond June 2021. In addition to this Bristol City Council does not currently have the in-house skills to maintain this AIX platform, underpinning all of the above systems. Therefore, it is essential that the Council identifies and implements a replacement solution before this date. There is also a risk that this server could fail at any time, risking the Council's ability to collect its revenues and pay housing benefits in a timely manner, which adds another level of urgency.

Re-procurement of iWorld

The Revenue and Benefits systems are also currently being re-procured which is a subject of its own outline business case. It is envisaged that following this re-procurement process that Bristol City Council will still require an on premises server to host the Revenue and Benefits systems. Over the last 12 months, the P750 has been down for at least 6 days, causing considerable operational difficulties for the Revenue and Benefits services in responding to Bristol's citizens. Whilst the Council's IT strategy commits the Council to moving to cloud-based solutions wherever possible, following a market testing exercise conducted during the summer of 2019, the Council was unable to identify a ready-made solution that it could implement without risk, which other Councils' have already tried and tested. The result of this is that the move to a cloud-based solution, for Revenues and Benefits, at this stage would introduce significant risks to the Council, risking in its ability to collect its revenues and pay benefits, which would almost certainly take longer than June 2021. Therefore, the conclusion is that the Council needs to invest in a replacement for the P750 now.

Options considered

The Options that have been considered are:

1. Do nothing: under this option we would do nothing.

- The benefits of accepting this option is that the Council would not have to change or invest money in this infrastructure, and this project could be discontinued at this point.
- The risks are that the P750 is at the end of its life, and that Bristol City Council does not have the AIX skills to maintain the base operating system which underpins that infrastructure. The P750 could potentially breakdown at any time, leaving the Council with no capacity to run the systems which currently are hosted on it.
 - During 2019 the P750 suffered a power outage, which resulted in it being out of use for 6 days.
 - To put this into context the impact on our 900+ iWorld users, that they were unable to access the Revenues and Benefits information, meaning that they were unable to: deal with enquiries from members of the public; carry out any changes to the information it holds, such as carrying out apportionments for movers, changes as a result of any agreed council tax reductions due to disability facilities discounts or any other changes in property values caused by extensions etc. This leads to delays in making changes requested by the public, businesses or solicitors; the Council being unable to administer its benefits processes, which leads to delays in the Council assessing, making, and stopping housing benefits. The consequences of which is that benefit claimants may be unable to pay their landlords and may get into debt. The

Revenue and Benefits service has also commented that any future downtime could result in direct debit payment runs not being processed that would have a significant impact on revenue collection to the Council and could result in the Council needing to borrow money to cover the delays in cash flow. In terms of the impact on staff, the non-availability of these systems leads to backlogs which in turn add pressure to staff teams when these systems come back, having to catch-up.

- The impacts on IDOX users when the P750 is down is: the Licensing Team are unable to process and issue licenses (The Council issues licences for all premises, street trading, taxis, scrap metal operators, sexual entertainment venues, hypnotism services, event licences, etc. Last year (2019) the Council issued almost 5880 licences. There is 18 staff that uses the system on a daily basis); Estates Management are prevented from collecting commercial rents in a timely manner, which is over £14m per year; IDOX is a business critical system for planning and building control, the loss of the P750 leads to staff being unable to have access to their workload, they would not be able to view plans and documents, and process applications; staff would not be able to carry out statutory duties such as neighbour consultation and issuing decision notices within statutory periods; members of the public and statutory consultees would not be able to view planning applications online and submit comments.
 - The loss in data connectivity between ESRI ArcGIS and the P750 stops spatial data to view through web maps, impacting internal users of Pinpoint (e.g. Planning/Land Charges team, Corporate Property) and bespoke maps as well as public facing web mapping applications that rely on this data, such as the locations of resident parking areas/licencing areas for landlords of HMO and the type of licence required that has been integrated into online web form. Locations of Polling Stations and find nearest functionality that relies on this data. There are over 200 plus spatial datasets in the Oracle database so there would be a critical impact.
 - Lagan is used for our Planning and Building Control Services. It is used primarily to contact Planning & Building Control officers. It is also used to review updates from those officers and inform customers of relevant activity. When Lagan is unavailable, the contact centre would have to resort to emailing Planning & Building Control officers direct. This contact would not be visible to all staff. Also if a planning officer needed to update the case or comment, they would not be able to. Customers would therefore be disadvantaged when contacting the Council as customer advisors will not be able to appropriately update them about their request. This will lead to an increase in outbound customer contact/email, and more chasing from the customer advisors to planning officers. Enquiries will therefore take longer to resolve, and repeat contact is likely which will increase call volumes and associated costs.
2. On Premises Hyper-converged Solution. Make use of the Hyper-converged System being developed by IT. This would be achieved by buying an additional 2 Blades for the system on which to house the Revenue and Benefits systems. IDOX, ArcGIS, Lagan and OHMS would then be moved to the cloud, and the data lake for Lagan and OHMS.
- The benefits of this is that this would allow IT to concentrate all of their skills and resources on the maintenance of one on premises system which it is already committed to purchasing, whilst moving other systems to the cloud in line with the Council's IT strategy.

- The significant dis-benefit of this is that placing the Revenue and Benefits systems on the Hyper-converged is that this option would cost the Council an additional £6m. This is because of the way Oracle charges for its licences, in that it charges for each and every core on the hardware, regardless of whether they are being used by the Oracle system. The £6m estimate has been calculated based on a quote provided by Oracle and number of cores that is expected to form the hyper-converged solution. Oracle would also charge for cores subsequently added to the system, regardless of whether they are accessed by Oracle or not. **This is not an option, due to cost.**
3. Hybrid Solution (no SQL Server migration for ArcGIS). With this solution the Council would purchase two new servers to re-host the Revenues and Benefits systems, whilst migrating IDOX, ArcGIS, Lagan and OHMS to the cloud and achieving facilities. **This is the preferred option**, as it reduces the risk of the P750 breaking down, as the servers would be configured across two physical sites, so in the event that the main server goes off-line the second server will immediately become available.
 - The benefits of this is that it is £6m less than the Hyper- converged option detailed above, whilst essentially offering the same capabilities. In addition to this, this will stop the need for the Council to maintain the AIX operating system for which it has no in-house skills. The new servers would be LINUX based, which the Council uses elsewhere.
 - The dis-benefit is that this does not totally meet with the Council's IT strategy, of Cloud first, but the Director of Digital Transformation has accepted this as the line of best fit, given that we are required to have an on-premises solution.
 4. Hybrid Solution (with SQL Server migration for ArcGIS). With this solution the Council would purchase two servers to re-host the Revenues and Benefits systems, whilst migrating IDOX, ArcGIS, Lagan and OHMS to the cloud and achieving. This is second preferred option, as it reduces the risk of the P750 breaking down, as the servers would be configured across two physical sites, so in the event that the main server goes off-line the second server will immediately become available.
 - The benefits of this is that it is £6m less than the Hyper- converged option detailed above, whilst essentially offering the same capabilities. In addition to this, this will stop the need for the Council to maintain the AIX operating system for which it has no in-house skills. The new servers would be LINUX based, which the Council uses elsewhere.
 - The dis-benefit is that it is more costly than option 3, the preferred option

The proposal

This outline business case set out recommendations to:

- Replace the P750 with two new LINUX servers, with one based in City Hall, and the other based in John Cousins House. These servers will then be networked and configured to host the Revenue and Benefits system in order to offer the maximum performance, resilience and disaster recovery, securing 99.5% uptime.
- Migrate the IDOX and ESRI systems to the Azure Cloud under LINUX, in line with ITTP.
- Migrate legacy data from Kana Lagan and OHMS to the new Data Lake, again in line with ITTP.

The above will allow Bristol City Council to move IDOX, ESRI, Kana Lagan and OHMS to cloud-based solutions, in line with its IT strategy, whilst securing a medium term solution (5-7 years) for Revenues and Benefits, to allow the Council to identify and procure, cloud-based solutions for Revenues and Benefits as well.

These moves will also remove the use of AIX from the Bristol IT estate, to LINUX, where the Council has these skills, and to end its reliance on Celerity to maintain these systems.

This project will:

- Decommission the P750 server which is end of life, and increasing risk that won't be supported beyond June 2021.
- Decommission the use of the AIX operating system which sits on the P750 server which is not in line with IT strategy and other technologies preferred.
- Implement replacement solutions for the 5 services currently sitting on the server/operating system outlined above. Following a full solutions assessment, it is recommended that this includes the:
 - Purchase of two new servers, housed across to Bristol City Council sites, and networked to achieve a resilience level of 99.5% for the Revenues and Benefits systems. It is also expected that the purchase of these servers will lead to an enhance systems performance for staff, with one server being used for the live system, and the other for reporting. Reporting can then be suspended, if there is a need to use the second system as the live system. It will also bring in the disaster recovery under the management of Bristol City Council.
 - Moving hosting arrangements to external hosting or cloud.
 - Archiving the data, allowing the P750 to be decommissioned.

Implementation Risk

- Whilst this OBC sets out the lowest risk/complexity to implement these changes, it should be noted that any change with technology does not come without risk. The implementation of a replacement server and the transition of the revenues and benefits system to it, along with other systems to the Azure Cloud or achieving solution, will inevitably lead to some downtime through its implementation. This will be managed by having robust implementation plans which are agreed with the Revenues and Benefits service, and other affected services, in advance, to minimise disruption to system and service users. The project will also follow robust IT strategies including backups and disaster recovery strategies.

Any key changes since Mandate approval:

- Whilst there have been several irritations of the solutions assessment during the writing of this outline business case, there have been no changes to the scope of the project.

The current total estimated cost of the project is:

- The current total estimated cost for the replacement of the P750 is £530k capital , a breakdown of this is contained within the financial spreadsheet:
- There is currently £500,000 - £600,000 set aside in the IT/LoB initial earmarked reserve to pay for this project. This was agreed by the Corporate Leadership Board on the 10th September 2019. £13,000 of this has already been allocated to the creation of this Outline Business Case.

The current estimated timescale for the project is:

- Whilst the Council potentially has until June 2021 to replace the P750, It is estimated that its replacement will take 6 - 9 months to deliver from the point of outline business case approval, including the re-hosting of the Revenue and Benefits system. This will significantly reduce the risk of not being able to run the Revenue and Benefits Service.

- Although no specific timeline has been agreed for the migration of the remaining apps, excluding the Revenue and Benefits system, to the Cloud, work is currently taking place as part of the ITTP to migrate all apps over the next 10 months (January 2020 to October 2020).

Recommended option to progress to Full Business Case:

It is recommended that Option 3 described above and the Solutions Assessment for the P750 Retirement is adopted and taken forward to the Full Business Case stage. This includes:

- The purchase of two new servers, one to be housed at City Hall, and the other to be housed at John Cousins House. These servers will then be networked and configured to provide increased resilience, up to 99.5% uptime, immediate disaster recovery in the event of the City Hall server going offline, and a testing environment for new releases of the Revenue and Benefits system.
- The transfer of the remaining apps IDOX LLPG and TCL, ESRI ArcGIS to be migrated to the Azure Cloud.
- The anticipated benefits of doing this are as follows:
 - Increased resilience with capacity redundancy. It is estimated that these servers will last a minimum of 5 years.
 - Alignment with the updated platforms and infrastructure being implemented as part of the ITTP, that fits with the IT resources management structure.
 - This option utilises current technologies used within Bristol City Council, which is expected to continue into the future.
 - The offset of Oracle costs for the Revenue and Benefits system with potentially more cost-effective licenses for the other systems such as IDOX on a virtualised infrastructure (the Azure Cloud).
 - The removal of AIX from the Bristol IT estate, and the migration to LINUX-based systems, where Bristol City Council has these skills in-house.
- The dis-benefits are as follows:
 - Potential increased costs for Oracle licenses for the Revenue and Benefits system, as Bristol City Council will no longer benefit from royalty-free licenses.
 - The migration of OMHS and Kana Lagan legacy data to a achieving solution will take a significant amount of effort, which cannot be robustly estimated at this point. This is because the Council has not used this technology before, and more work needs to be carried out with the business to agree the data to be archived and access arrangements. Therefore, the Director of Digital Transformation has agreed for £130k for this task. Any spends to be agreed by the Director Digital Transformation, in consultation with the Director of Finance.
 - This strategy does not entirely fit with Bristol City Council's IT strategy, but is the option of best fit.

Preferred Option: Option 3 Hybrid Solution (no SQL server migration for ArcGIS)

£'000	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Total
Total	(19/20)	(20/21)	(YY/YY)	(YY/YY)	(YY/YY)	(YY/YY)	
New costs	£13,000	£517,000	£'000	£'000	£'000	£'000	£530,000
Opp costs	£'000	£7,500	£'000	£'000	£'000	£'000	£7,500
Ongoing costs	-	£39,685	£39,685	£39,685	£39,685	£39,685	£198,425
Total costs	£13,000	£564,185	£39,685	£39,685	£39,685	£39,685	£735,925
Gross savings		71,500	73,645	75,854	78,130	80,474	£379,603
Net savings	-	-	£33,960	£36,169	£38,445	£40,789	£149,363

NB: The ongoing costs given above do not include any inflationary element. The gross savings are those identified by IT.

Confidence level	Supporting commentary
70%	<ul style="list-style-type: none"> The £7,500 opportunity costs are Revenues and Benefits service testing. The migration of OMHS and Kana Lagan legacy data to the proposed datalake, or another achieve will take a significant amount of effort, which cannot be robustly estimated at this point. This is because the Council has not used this technology before, and more work needs to be carried out with the business to agree the data to be archived and access arrangements. Therefore, the Director of IT and Digital Transformation has agreed for £130k for this task. Any spends to be agreed by the Director of IT and Digital Transformation, in consultation with the Director of Finance. All of the figure and confidence levels on the attached financial spreadsheet have be agreed with task leads in writing.

Identified sources of funding (including any shortfall):

- £500,000 - £650,000 from the IT/LoB initial earmarked reserve, agreed by the Corporate Leadership Board on 7th January 2020.
- Shortfall: £0

Other anticipated key measureable (non-financial) benefits:

- Increased resilience of the Revenues and Benefits systems (99% up-time).
- Enhanced systems performance for staff using the system.
- Disaster recovery of the Revenue and Benefits systems under the management of Bristol City Council, backed by maintenance agreements available beyond June 2021.
- Other hosted systems transitioned to the Cloud, in line with Bristol City Council’s IT Strategy.

Learning from previous work

- Full consultation with IT and CRSM.
- Solutions assessment agreed with ARB.

Any decisions / endorsements already secured:

Decisions requested for Outline Business Case sign-off:

- £500,000 - £650,000 from the IT/LoB initial earmarked reserve was agreed by the Corporate Leadership Board on the 7th January 2020, to fund this work.
- The mandate for this Outline Business Case was agreed by Resources EDM on 25th September 2019.
- The IT Architectural Review Board agreed the solutions assessment on 9th December 2019.
- This Outline Business Case is supported by the Director for IT and Digital Transformation, and the Director of Finance

Total spend to date - New costs:	£13,000
Total spend to date - Opp costs:	£6,466

New costs to deliver FBC:	£517,000
Opportunity costs to deliver FBC:	£7,500
Funding required:	£517,000
Funding source(s):	IT/LoB initial earmarked reserve
Est. timescale for FBC to return for sign-off:	By April 2020

*FBC = Full Business Case

10. Project overview

As noted in the Executive Summary above, the purpose of this project is to replace the IBM P750, which is at its end of life, and for which Bristol City Council is not expected to be able to secure a maintenance agreement for beyond June 2021. The P750 currently hosts the Revenue and Benefits system, which is a critical system for the collection of £0.5bn of local taxes. Without this system, the Council would have no manageable methodology for collecting this money. In addition to this the P750 currently hosts the IDOX LPG/TLC, and ArcGIS, along with Lagan and OHMS systems.

The outline business case is to:

- Replace the P750 with two new servers, based at City Hall, and John Cousins House, to host the Revenue and Benefits system. These servers will be networked in order to provide resilience, disaster recovery, and a test environment for the Revenue and Benefits system. It is anticipated that this configuration will also produce an enhanced level of performance for staff using these systems, with a 99% uptime.
- To re-host the IDOX LLPG/TLC, and ESRI ArcGIS systems into the Azure Cloud.
- Both Lagan and OHMS are due to be retired with the next 6 months, and the proposal is that data from these systems is housed within the Office 365 datalake for reference in the future.

The mandate for this project was agreed by Resources EDM on 25th September 2019, together with a budget of £13,000 to fund the outline business case stage.

The solutions assessment has gone through a number of iterations. The initial recommendation was that this project should make use of the Hyper-converged System currently being procured (subject to Cabinet approval) to host the Revenue and Benefits system. This would have resulted in the purchase of an additional two modules. Following further investigations it has been identified that a significant dis-benefit to this approach would be a significant increase to the Oracle licensing costs as Oracle's charging model is per core of any one device, regardless of whether the Oracle system is accessing all of these cores. The solutions architect, based on the costs of a two server configuration, estimates that this would result in a one-off Oracle charge of £6m, which has been assessed as uneconomical for the solution needed. Given the above the solutions assessment has now been updated, and agreed by the Architectural Review Board, to recommend the purchase of a 2 server configuration as described above.

This project is at the end of its outline business case stage, and it is recommended that the project implements the solution detailed above.

10.1. Scope

In Scope
No change since mandate stage, please refer to Section 3 of the mandate at Appendix B.

Out of scope	Any risks/consequences associated with “Out of scope” items
No change since mandate stage, please refer to Section 3 of the mandate at Appendix B.	No change since mandate stage, please refer to Section 3 of the mandate at Appendix B.

10.2 Objectives

	Specific	Measureable	Timebound
1	The retirement of the P750 server, together with the associated AIX operating system, by the purchase of two new servers, configured as above for the Revenue and Benefits systems.	Two new servers have been purchased and commissioned, and are hosting the Revenue and Benefits systems.	By May 2020
2	The migration of the Revenue and Benefits systems to the new servers described above.	Revenue and Benefits systems are hosted on the new servers, has been fully tested and signed off, and is operational.	By October 2020
3	The migration of IDOX LLPG/TLC, and ArcGIS to the new Azure Cloud.	IDOX LLPG/TLC, and ArcGIS has been fully tested and signed off and is operational within the new Azure Cloud.	By October 2020
4	Lagan and OHMS to be decommissioned, with legacy data hosted within the Office 365 datalake.	Lagan and OHMS have been decommissioned, and legacy data is available from the Office 365 datalake.	By October 2020
5	IBM P750 to be fully decommissioned, and removed from the Bristol IT estate.	The P750 has been fully decommissioned and removed from the Bristol IT estate.	By October 2020
A full project plan is being developed, based on the above delivery dates			

11. Options Appraisal Summary

Option summary: please refer to option in the Outline Business Case section above

1. **Do nothing** – maintain the status quo – keep the P750 on the Bristol IT estate
2. **On Premises – Hyper-converged solution**
3. **Hybrid solution (no SQL server migration for ArcGIS – recommended option as best fit)**
4. **Hybrid solution (with SQL server migration for ArcGIS)**

OPTION EVALUATION MATRIX		Pros summary (will achieve outcomes/objectives/prioritisation criteria?)				Cons summary		Net Annual Ongoing £'000s <small>*If the net figure represents a cost, remove the brackets to indicate that this is a cost rather than a benefit</small>			
Preferred option (Tick box)	Option title	Replace the IBM P750	Provide a hosting environment for the Revenues and Benefits system	Provide a hosting environment for IDOS PPLG/TCL and ArcGIS	Legacy data storage for Lagon and OMHS	Risk level	Total New Costs £'000s	19/20	Ongoing costs	Confidence level (%)	Equalities Impact
<input type="checkbox"/>	1 Do Nothing	No	No	No	No	High	£'000	£71,500	£71,500	100 %	Neutral
<input type="checkbox"/>	2 On Premises Hyperconverged Solution	Yes	Yes	Yes	Yes	High	£6.530m	£39,685	£39,685	70%	Neutral
<input checked="" type="checkbox"/>	3 Hybrid Solution (No SQL Server Migration for ArcGIS)	Yes	Yes	Yes	Yes	Medium	£530,000	£39,685	£39,685	70%	Neutral
<input type="checkbox"/>	4 Hybrid Solution (with SQL Server Migration for ArcGIS)	Yes	Yes	Yes	Yes	Medium	£575,000	£39,685	£39,685	25%	Neutral

12. Preferred Option(s)

Each preferred option should have an accompanying [Project Financial Spreadsheet](#) appended to Appendix B. The spreadsheet should be completed to the maximum level of detail that is possible at this stage, with a summary of this detail incorporated into the tables below:

PRIMARY Preferred Option						
3. Hybrid Solution (no SQL Server migration for ArcGIS), please refer to options considered within OBC section above.						
Would the delivery of this option be different to what was described in the Budget Required						
No						
Financial profile						
	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	19/20	20/21	21/22	22/23	23//24	24/26
New Costs	13,000	517,000	'000	'000	'000	'000
Opp Costs	'000	7,500	'000	'000	'000	'000
Ongoing disbenefit	-	39,685	39,685	39,685	39,685	39,685
Total Costs	13,000	564,185	39,685	39,685	39,685	39,685
Gross savings	-	71,500	73,645	75,854	78,130	80,474
Net Savings/cost (less costs)	13,000	492,685	(33,960)	(36,169)	(38,445)	(40,789)
* - (brackets) indicate a benefit; remove the brackets if the net position is a cost.						
NB: <u>The ongoing costs given above do not include any inflationary element.</u> <u>The gross savings are those identified by IT.</u>						
Confidence level in savings delivery and justification						
25%						
Risk profile of option						
Overall risk level: High						

SECONDARY Preferred Option						
4 Hybrid Solution (with SQL Server Migration for ArcGIS) , please refer to options considered within OBC section above.						
Would the delivery of this option be different to what was described in the Budget Required						
No						
Financial profile						
	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	19/20	20/21	21/22	22/23	23//24	24/26
New Costs	13,000	562,000	'000	'000	'000	'000
Opp Costs	'000	7,500	'000	'000	'000	'000
Ongoing disbenefit	-	39,685	39,685	39,685	39,685	39,685
Total Costs	13,000	609,185	39,685	39,685	39,685	39,685
Gross savings	-	71,500	73,645	75,854	78,130	80,474
Net Savings/cost (less costs)	13,000	537,685	(33,960)	(36,169)	(38,445)	(40,789)
* - (brackets) indicate a benefit; remove the brackets if the net position is a cost.						
NB: <u>The ongoing costs given above do not include any inflationary element.</u> <u>The gross savings are those identified by IT.</u>						
Confidence level in savings delivery and justification						
25%						
Risk profile of option						
Overall risk level: High						

<p>Key risks associated with option:</p> <ul style="list-style-type: none"> The migration of OMHS and Lagan legacy data to the proposed datalake are unknown.
<p>Contingency options to mitigate risks and raise confidence level</p> <p>The migration of OMHS and Lagan legacy data to the proposed datalake, or another achieve will take a significant amount of effort, which cannot be robustly estimated at this point. This is because the Council has not used this technology before, and more work needs to be carried out with the business to agree the data to be archived and access arrangements. Therefore, the Director of IT and Digital Transformation has agreed for £130k for this task. Any spends to be agreed by the Director of Digital Transformation, in consultation with the Director of Finance.</p>
<p>Any residual shortfall against committed savings?</p> <p>No.</p> <p>A contingency of £57,650 has been included within the request, along with the £130k to cover Lagan and OMHS achieving costs.</p>
<p>Key milestones for the Full Business Case stage</p> <p>Plan to be developed and agreed, with resource plan, following Cabinet approval on 4th February, 2020. The key objectives, with dates are given in section 10.2.</p>
<p>Lessons Learned from similar projects/initiatives</p> <p>None identified</p>

<p>Key risks associated with option:</p> <ul style="list-style-type: none"> The migration of OMHS and Lagan legacy data to the proposed datalake are unknown. The SQL Server Migration for ArcGIS costs and benefits have not been totally identified.
<p>Contingency options to mitigate risks and raise confidence level</p> <p>The migration of OMHS and Lagan legacy data to the proposed datalake, or another achieve will take a significant amount of effort, which cannot be robustly estimated at this point. This is because the Council has not used this technology before, and more work needs to be carried out with the business to agree the data to be archived and access arrangements. Therefore, the Director of IT and Digital Transformation has agreed for £130k for this task. Any spends to be agreed by the Director of Digital Transformation, in consultation with the Director of Finance.</p> <p>The SQL Server Migration for ArcGIS costs and benefits would need to be identified, and agreed with the Director of Digital Transformation, in consultation with the Director of Finance.</p>
<p>Any residual shortfall against committed savings?</p> <p>No.</p> <p>A contingency of £57,650 has been included within the request, along with the £130k to cover Lagan and OMHS achieving costs.</p>
<p>Key milestones for the Full Business Case stage</p> <p>Plan to be developed and agreed, with resource plan, following Cabinet approval on 4th February, 2020. The key objectives, with dates are given in section 10.2.</p>
<p>Lessons Learned from similar projects/initiatives</p> <p>None identified.</p>

Summary of Equalities impact
Back office technology change, no identified impact.
Summary of Eco impact
New efficient hardware, leading to Eco benefit.
Summary of Privacy Impact Assessment (PIA) Screening Questionnaire
Screening questionnaire complete.

Summary of Equalities impact
Back office technology change, no identified impact.
Summary of Eco impact
New efficient hardware, leading to Eco benefit.
Summary of Privacy Impact Assessment (PIA) Screening Questionnaire
Screening questionnaire complete.

13 Resource(s) required to progress to the next stage

<Please indicate what type of people resource are necessary for you to progress to the next stage of the business case. This includes individuals from the impacted service area(s), as well as an indication of any people you need from outside of your direct management / service area to provide specific subject matter expertise in relation to eg. communication, consultation, procurement, project management, business analysis, finance, HR etc.

NOTE: For all resource requests please consider whether PPM anywhere licences are required. For latest costs, please contact portfoliomanagementoffice@bristol.gov.uk

NOTE: For all change and transformation proposals it is a mandatory requirement that the contents of this table are reviewed by the PMO Operations Manager (currently Lee Ford) ahead of submission for sign-off. This review will be recorded in the professional views table in Appendix A and is in place to support effective capacity planning across the change portfolio>.

Role	What they will do	Days needed	Cost per day	Total Cost	Opportunity / New	Funding source(s)
Example.... Project Manager	Produce detailed plan to co-ordinate development of the Full Business Case (FBC) Responsible for the day to day execution of the plan overseeing the detailed design work to complete the FBC	10	£240	£2,400	0	Change Capacity Fund
	Please refer to financial spreadsheet for detail					

Total opportunity costs	£7,500
Total new costs	£530,000
Total resource costs	£537,500
Total funding being sought	£530,000

14. Project governance for Full Business Case development

Project Role	Name	Job Title
Sponsor	Simon Oliver	Director – IT and Digital Transformation
Project Executive	Simon Oliver	Director – IT and Digital Transformation
Project User(s)	Denise Murry Martin Smith Kevin Smith Caitlin Flint/Emma Lake - Allison House/Steve Pearce	Director – Finance Head of Revenues Debt Recovery Group Leader Management Information Officer/ Licencing Team Leader, Licencing Project Officer/Group Manager, Development Management – Planning &

	Kate Gold Jo Freer Niall Gannon Rizwan Tariq Paul Horton	Building Control Senior Business Information Officer, Asset Strategy Team, Property Housing Systems Manager Business Support Manager Head of Commercial Services - Lagan GIS/BI & Data Asset Manager
Project Supplier(s)	IT Services – Gavin Arbuckle Procurement – to be determined External suppliers – to be identified in line with procurement policy and regulations	Digital Operations, Transformation Lead
Project Assurance	Charlotte Hopkins	Senior Business Process Analyst
Project Manager	Barry Scrase	Project Manager

Project Board meeting regularly? No, managed through IT DMT – Board to be established for implementation

Project Board ToR's agreed? No, managed through IT DMT – Board to be established for implementation

15. Detail of key stakeholder engagement

Key stakeholder	Date(s) of key engagement	Nature of engagement
Cabinet Member, Cllr Cheney	06/01/2020	Members Briefing, Cabinet Report agreed
IT DMT, Simon Oliver	03/01/2020	OBC options agreed via email
ARB	6/1/2020	Solutions Assessment Agreed
All senior users detailed above	5/11/2019 & 6/1/2020	Various emails, updates, and requests for information

16. Outline Business Case sign off

Name	Job Title	Date circulated
Simon Oliver	Director of Digital Transformation	06/01/2020

Decision making authority	Corporate Leadership Board portfoliomanagementoffice@bristol.gov.uk >
Date seeking endorsement	07/01/2020