

## APPENDIX A – Additional Essential information

### Bottle Yard Studios extension of IT Services contract to 4th year & re-tender

#### 1. Current contractual arrangements (pro-contract):

Contract information <span style="float: right;"> Edit</span>	
<b>Contract visibility:</b> Publicly visible	<b>Display from date:</b> 28/03/2019
<b>Buyer:</b> Bristol City Council	<b>Display until date:</b> 03/07/2022
<b>Department:</b> Place	<b>Start date:</b> 04/07/2019
<b>Title:</b> RES/IT -Provision of Managed Network & Telephony Services for the BottleYard Studios	<b>End date:</b> 03/07/2022
<b>Description:</b> Provision of Managed Network & Telephony Services for the BottleYard Studios	<b>Awarded date:</b> 28/03/2019
<b>Geographical coverage:</b>	<b>Awarded value:</b> Not set
<b>Reference no:</b> DN372387	<b>Review date:</b> 01/05/2022
<b>Estimated total value:</b> £500,000.00	<b>Appraisal date:</b> N/A
<b>Estimated annual value:</b> £250,000.00	<b>Total option to extend:</b> 12 months
<b>VAT not recovered:</b> £0.00	<b>Total contract period:</b> 48 months
	<b>Available extensions:</b> 1 with 0 taken

#### 2. Contract Spend to date (Years 1-3):

Description	Last Updated	Deliv date	Revised Amount Ordered (£)	Amount delivered (£)	Registered invoices (£)	General Ledger paid (£)	invoic
IE BOTTLE YARD STUDIOS - Services contract 1819 DN372387	21/08/2019	28/03/2019	72,000.00	72,000.00	0.00	72,000.00	
			72,000.00	72,000.00	0.00	72,000.00	
BOTTLE YARD STUDIOS - a fees for contract	23/04/2020	20/03/2020	93,220.00	93,220.00	0.00	97,069.92	
			93,220.00	93,220.00	0.00	97,069.92	
BOTTLE YARD STUDIOS - DN372387 - IT Support 2021	22/02/2022	10/05/2021	124,000.00	123,966.95	1,520.62	123,987.34	
			124,000.00	123,966.95	1,520.62	123,987.34	
ITS - IT Support contract 1.4.21 - 31.03.22	15/02/2022	14/02/2022	124,000.00	124,000.00	0.00	93,449.00	
			124,000.00	124,000.00	0.00	93,449.00	
			413,220.00	413,186.95	1,520.62	386,506.26	

3. Original Full Business Case to outsource TBYS IT Services away from BCC, approved by EDM 27/02/2019:

**A. PROJECT SUMMARY INFORMATION**

<b>Project Name:</b>	Provision of Connectivity, Telephony & ICT Support for the Bottle Yard Studios		
<b>Project ID (if known):</b>	<b>18-EN-251</b>		
<b>Cabinet Member:</b>	Marvin Rees	<b>Lead Officer (Sponsor):</b>	Nuala Gallagher
<b>Directorate(s):</b>	Growth & Regeneration	<b>Associated service areas:</b>	Economy & ICT
<b>Report lead author(s):</b>	<b>Mandate:</b> <Name & Role> <b>Outline Business Case:</b> Katherine Nash, Bottle Yard Studios Business Manager, Sian Houdmont <b>Full Business Case:</b> : Katherine Nash, Bottle Yard Studios Business Manager , Michael Ilogu, Project manager		
<b>Report recipients:</b>			

**B. ORGANISATIONAL CONTEXT**

<b>Alignment to corporate theme(s):</b>	Increase funding via commercial activities
<b>Project category:</b>	<input checked="" type="checkbox"/> Saving delivery reduction <input type="checkbox"/> Compliance / Statutory <input type="checkbox"/> Risk <input type="checkbox"/> Cost avoidance <input checked="" type="checkbox"/> Improved outcomes <input checked="" type="checkbox"/> Enabling <Other>
<b>Council Budget saving delivery:</b>	N/A

**C. DOCUMENT CONTROL**

<b>Sections complete:</b>	<input type="checkbox"/> Mandate <input type="checkbox"/> Outline Business Case <input type="checkbox"/> Full Business Case																																														
<b>Document status:</b>	<input checked="" type="checkbox"/> Draft <input type="checkbox"/> Final																																														
<b>Document owner:</b>																																															
<b>Version control</b>	<table border="1"> <thead> <tr> <th>Version</th> <th>Author(s)</th> <th>Description</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>V1_01</td> <td>M Ilogu</td> <td>First draft</td> <td>11/11/18</td> </tr> <tr> <td>V1_02</td> <td>K.Nash</td> <td>2<sup>nd</sup> draft</td> <td>02.02.19</td> </tr> <tr> <td>V1_03</td> <td>M Ilogu</td> <td>3<sup>rd</sup> draft</td> <td>12/02/19</td> </tr> <tr> <td>V1_04</td> <td>M Ilogu</td> <td>4<sup>th</sup> draft</td> <td>18/02/19</td> </tr> <tr> <td>V1_05</td> <td>K.Nash</td> <td>5<sup>th</sup> draft</td> <td>19/02/19</td> </tr> <tr> <td>V1_06</td> <td>M Ilogu</td> <td>6<sup>th</sup> draft</td> <td>20/02/19</td> </tr> <tr> <td>V1_07</td> <td>K.Nash</td> <td>7<sup>th</sup> draft</td> <td>20/02/19</td> </tr> <tr> <td>V1_08</td> <td>M Ilogu</td> <td>8<sup>th</sup> draft</td> <td>21/02/19</td> </tr> <tr> <td>V1_09</td> <td>K.Nash</td> <td>9<sup>th</sup> draft – final financials</td> <td>21/02/19</td> </tr> <tr> <td>V1_09</td> <td>M Ilogu</td> <td>Final copy</td> <td>22/02/19</td> </tr> </tbody> </table>			Version	Author(s)	Description	Date	V1_01	M Ilogu	First draft	11/11/18	V1_02	K.Nash	2 <sup>nd</sup> draft	02.02.19	V1_03	M Ilogu	3 <sup>rd</sup> draft	12/02/19	V1_04	M Ilogu	4 <sup>th</sup> draft	18/02/19	V1_05	K.Nash	5 <sup>th</sup> draft	19/02/19	V1_06	M Ilogu	6 <sup>th</sup> draft	20/02/19	V1_07	K.Nash	7 <sup>th</sup> draft	20/02/19	V1_08	M Ilogu	8 <sup>th</sup> draft	21/02/19	V1_09	K.Nash	9 <sup>th</sup> draft – final financials	21/02/19	V1_09	M Ilogu	Final copy	22/02/19
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# EXECUTIVE SUMMARY: DECISION REQUIRED

## Full Business Case (FBC) stage

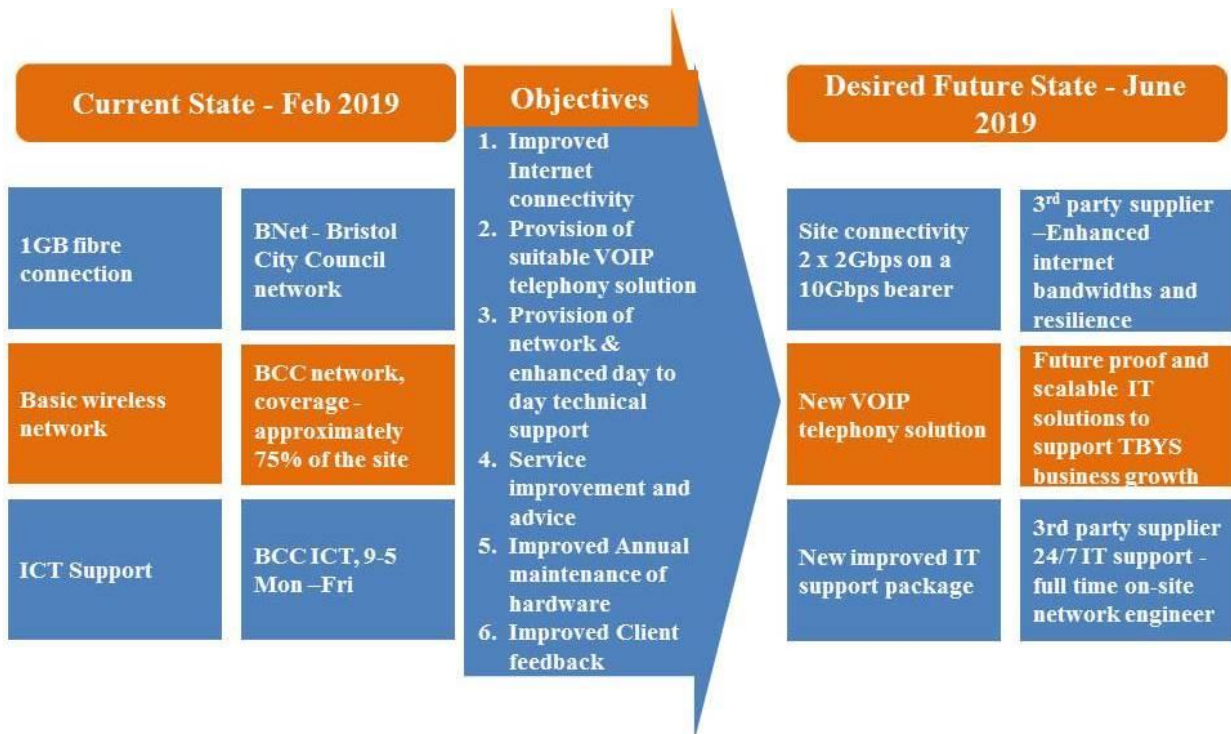
### Decisions requested for Full Business Case sign-off:

- CLB-EDM: Request for full business case approval.
- CLB-EDM: Request to award contract to winning bidder and begin implementation of new services with immediate effect – total contract value to be PO'd = **£440'340**
- CLB-EDM: Request to allocate resources to see project through to completion of full implementation (new costs identified will be met by TBYS cost centre – no funding is required from any other budget).
- CLB-EDM: Determine if project is deemed a Key Decision (N.B procurement process RISK)

### Project context summary:

TBYS's current connectivity and IT support arrangements, currently provided by BCC ICT, do not adequately support the business. TBYS requires an industry standard connectivity, telephony and IT support package that future proofs the business and fulfils the scalable demands of its clients. In order to address the current issues, an improved service provision must be sought to deliver solutions as follows:

- 1) New enhanced connectivity including improved network resilience
- 2) New VOIP telephony solution
- 3) New improved IT support package to include a full time onsite network engineer and out of hours provision.



### Any key changes since Outline Business Case approval:

1. Following an RFI market engagement exercise, specification requirements have been fine-tuned and projected total contract value has increased accordingly.

2. Scope of IT support requirement now includes provision of 1 x FTE, based on site.
3. Purchase of hardware is out of scope and will be procured competitively via existing BCC framework agreements.
4. Contract term has reduced to 3 years (starting after an approx. 5 month implementation period) due to total contract value exceeding drafted budget as per OBC.
5. Due to business demand, TBYS now have a dedicated full time onsite network engineer sourced by Networks team and employed via Guidant. Annual cost to TBYS = £72'800. These costs are captured in 'Gross Savings' within this document and offset against the total contract value.

**Recommended option:**

Preferred Option: Option 3 - Outsource connectivity, telephony, IT support away from BCC.

**Anticipated cost/benefit profile for preferred option delivery:**

**\*\*Please note that the preferred option results in an increase in on-going costs rather than a saving\*\***

£'000	Yr 0 (18/19)	Yr 1 (19/20)	Yr 2 (20/21)	Yr 3 (21/22)	Yr 4 (22/23)	Total
<b>Total</b>						
<b>New costs</b>	£42'171	£37'725	£'000	£'000	£'000	£79'896
<b>Opportunity costs</b>	£1'400	£5'600	£'000	£'000	£'000	£7'000
<b>Ongoing costs</b>	£17,160	£90'885	£121'180	£121'180	£35'595	£386'000
<b>Project costs inc internal resource</b>	£60'731	£134'210	£121'180	£121'180	£35'595	£472'896
<b>*Gross savings</b>	£'000	(£69'785)	(£89'960)	(£89'960)	(£22'490)	(£272'195)
<b>*Net savings</b>	£17'160	£21'000	£31'220	£31'220	£13'106	£113'806
<b>**NET TOTAL COSTS</b>	£60'731	£64'425	£31'220	£31'220	£13'106	£200'701

\*(brackets) indicate a saving figure. If this is a cost remove the brackets.

**\*\* This project does not ultimately result in a saving as the intention of the project is to improve and enhance IT provisions. Taking savings into consideration, a total of £200'701 additional expenditure is required to deliver the contract over a 3 year term, funded entirely by TBYS budget.**

<b>TOTAL CONTRACT VALUE SUMMARY (based on 3 year 'worst case scenario')</b>		
<b>SERVICE</b>	<b>COST</b>	<b>COST CENTRE</b>
1) One off 'on-boarding' / 'set up' costs	£71'500	10249 / P14896
2) Connectivity	£63'720	10249
3) IT support	£205'020	10249
4) VOIP telephony	£54'000	10249
5) Account management	£10'800	10249
6) Exit costs	£5'300	10249
7) Consultancy/projects/emergency call out	£30'000	10249
<b>TOTAL CONTRACT VALUE</b>	<b>£440'340</b>	10249

Confidence level	Supporting commentary
90%	ITT response evaluation completed

**Identified sources of funding (including any shortfall):**

- All new costs will be met by TBYS cc 10249 (TBYS op ex) and/or P14896-1101 (TBYS cap ex). There is no shortfall and no funding required based on the current estimated resource costs.
- All on-going costs will be met by TBYS cc 10249.
- There is no shortfall and no request for funding from any other Council budget.

**Other anticipated key measureable (non-financial) benefits:**

- Significantly improved IT package to the industry will enable TBYS to fulfil connectivity requirements of our clients and attract new permanent bookings within digital platforms not yet represented onsite. This in turn could encourage digital SME's to flourish in South Bristol.
- The new systems and services implemented will provide the business with a robust and resilient IT infrastructure that has been designed to future proof the business.
- The presence of a FTE onsite network engineer will increase customer satisfaction, measured through feedback and contract management information.
- A potential increase in bookings would result in increased TBYS income and business growth.
- Strong alignment with Corporate Strategy to increase income generating activities by being able to sell large bandwidths to our clients.
- Skills and education development via onsite delivery of a Diploma in Media Production (equivalent to 3 x A Levels) from September 2018 alongside work experience opportunities and promotion of industry, with particular focus on getting young people from South Bristol involved.
- Contributing towards Bristol's recently awarded UNESCO City of Film.
- Involvement with Channel 4 bid, resulting in Channel 4's decision to base Digital Hub in the City. It is expected that there will be a direct knock on effect to TBYS enquiries due to Channel 4's relocation; we have already had an increase in enquiries to the business since Channel 4's announcement to relocate to Bristol.
- Improved TBYS staff welfare (lessening the IT load currently being carried by the team).
- Ability to track customer usage of IT systems and internet, enabling analysis of our customers and trends to be identified.

**Any decisions / endorsements already secured:**

- Outline Business Case was approved by DWG on 06/06/2018
- CPG approval - Approved request to invite tenders to procure Managed Network & Telephony Services for The Bottle Yard Studios 24/09/18.
- Budget Holder (Fiona Francombe) has approved project and allocated budget accordingly.
- Service Director (Colin Molton) has approved budgetary figure and solution as outlined in CPG and OBC.

- ICT endorsements – Ian Gale & Steve Somerfield have endorsed outsourcing of services and confirmed that internal ICT cannot meet TBYS’s requirement(s).
- Full cabinet endorsement to continue to run TBYS as a ‘going concern’ was received in October 2016 and £700k capital funds were allocated to invest in infrastructure improvement projects. IT infrastructure was identified as one of these key areas of investment and some of this capital funding will be used to fund this project.
- Purchase of 2<sup>nd</sup> site – BCC purchased the old Kelston Gears premises in Hawkfield Business Park in December 2018, and business planning is underway to seek WECA funding to develop the site for TBYS’s use. The purchase further demonstrates BCC’s commitment to TBYS operations and reinforces the need to implement robust IT solutions for the business.

**Suggested project tolerances:**

- Overall there will be a zero (0%) tolerance set on key milestones; however, there will be +/- 1 Month tolerance on other milestones requiring approval from the Project Board.
- There will be 10% tolerance on new costs. Opportunity costs have a 10% cost on BCC ICT resource cost. The Contract value costs presented are ‘worst case scenario’ and have -/+5% tolerance against it.

<u>Total spend to date - New costs:</u>	(PM & legal)£3’939.79
<u>Total spend to date - Opp costs:</u>	CSRM, networks & SA actual to date– £’10,440.00

<b>New costs to deliver project (inc on-boarding/supplier set up):</b>	£79’896
<b>Opportunity costs to deliver project:</b>	£7’000
<b>Funding required:</b>	£0 – TBYS cc to fund new costs
<b>Funding source(s):</b>	10249 & P14896-1001
<b>Est. timescale for project delivery:</b>	June 2019

# MANDATE And OUTLINE BUSINESS CASE

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See link to Mandate and Outline Business Case: -

Link – [Mandate and outline business](#)



Mandate and Outline  
Business Case

# FULL BUSINESS CASE

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## 17. Project overview

TBYS's current connectivity and IT support arrangements, currently provided by BCC ICT, do not adequately support the business. TBYS requires an industry standard connectivity, telephony and IT support package that future proofs the business and fulfils the scalable demands of its clients. In order to address the current issues, an improved service provision must be sought to deliver solutions as follows:

- 1) New enhanced connectivity including improved network resilience
- 2) New VOIP telephony solution
- 3) New improved IT support package to include a full time onsite network engineer and out of hours provision.

Please see Mandate & OBC papers for further detail regarding the development of this project.

The current progress of the project since OBC award is summarised as follows:

- Working with CSRM, we have completed a full tender competition, via a Restricted OJEU route to market. 6 suppliers were shortlisted via a Pre-Selection tender phase, and invited to full tender.
- Tender bids have been fully evaluated and moderated and TBYS are now ready to contract award following FBC sign off.
- A detailed RFI exercise was undertaken to enable development of the tender specification requirements and contract value confidence prior to publishing tender documentation.
- Completed engagement with BCC legal to develop Contract T&Cs. Document already issued and, subject to final minor adjustments, agreed with preferred supplier/BCC legal.
- Regular engagement with allocated PM resource and project board to oversee project progress, risks, and development of FBC.
- CPG approval granted and budget allocated for all project costs.



## 18. Preferred Option Detailed Case

You can view the preferred suppliers submitted draft implementation plan here.



Detailed project plan  
- TBYS Project.pdf

The supplier is requested to provide a detailed implementation plan within 20 days of Contract Award.

### 18.1 Project scope

In Scope
<ul style="list-style-type: none"> <li>• Site connectivity – 1xprimary and 1xsecondary internet supplies, both delivered over 10GB bearers and delivered over a resilient and secure network design.</li> <li>• IT support; to include 1 x FTE onsite engineer presence and back end support. Out of hours and emergency call outs as required.</li> <li>• New VOIP telephony for clients and TBYS staff</li> <li>• Preventative maintenance of high value hardware (in excess of £10k network asset value)</li> </ul>

Out of scope	Any risks/consequences associated with “Out of scope” items
- IT support for TBYS staff members (8 members of staff)	Staff - Low risk of keeping out of scope. Note that if in future TBYS becomes a separate company this may change. BCC ICT is expected to continue providing support for staff’s desktop, laptops and printers, via a separate BNet link.
- Purchase of hardware	Due to the unknown potential costs that this could add to the contract value, purchase of hardware is out of scope.
- Maintenance of non-core hardware	Equipment with network asset value less than £10k will be swapped out for new if becomes faulty. Maintenance costs not considered value for money.
- Analogue lift telephone line	Lift phone will remain owned by BCC as not connected to any other service. Emergency lift fault function only.

## 18.2 Project objectives

	Specific	Measureable	Timebound
1	Improved Internet connectivity and managed network	<ul style="list-style-type: none"> <li>• Supply, install and provide technical support of enhanced Primary and Secondary internet connection from 1 gbp to 2 x 2 gbps on a 10 Gbps bearer.</li> <li>• Scalability option to enable future growth – increased TBYS clients</li> <li>• Increased network resilience and design – leading to reduced service disruption</li> <li>• Robust, secure and future proofed network-increased TBYS client satisfaction</li> <li>• Ability to charge clients for large bandwidth use = New income stream - TBYS will be able to generate additional income</li> </ul>	October 2019
2	Provision of new VOIP telephony solution	<ul style="list-style-type: none"> <li>• TBYS staff will be able to take advantage of unified communication</li> <li>• Digital billing platform</li> <li>• User friendly portal – Improved user experience</li> <li>• Cloud based – Improved infrastructure</li> <li>• Scalability options to enable future growth – increased TBYS clients</li> </ul>	June 2019
3	Provision of improved IT support package	<ul style="list-style-type: none"> <li>• Provision of 1 x FTE on-site network engineer by supplier to provide back end senior support, remote helpdesk &amp; consultancy services</li> <li>• Dedicated supplier resource to oversee IT related projects onsite</li> <li>• Improved new sitewide LAN/WAN network and on-site support</li> <li>• Secured network</li> <li>• Supplier will provide out of hours and emergency support</li> </ul>	June 2019
4	Service improvement and advice	<p>By bringing in external supplier this will improve</p> <ul style="list-style-type: none"> <li>• Industry specific knowledge and understanding</li> <li>• Future proofing recommendations and on-going advice</li> <li>• Customer facing support</li> <li>• IT consultancy advice for one off improvement projects and/or expansion</li> <li>• Improved TBYS clients contract performance management</li> </ul>	June 2019

		<ul style="list-style-type: none"> <li>• GDPR compliant</li> </ul>	
5	Staff welfare & productivity	<ul style="list-style-type: none"> <li>• TBYS Staff freed up to carry out their core duties</li> <li>• No out of hours call outs as supplier service desk will cover this</li> <li>• Reduced staff stress levels due to increased available IT resources</li> </ul>	June 2019
6	TBYS Client feedback	<p>Improved</p> <ul style="list-style-type: none"> <li>• Client retention.</li> <li>• Client Conversion rate.</li> <li>• Client response and resolution times.</li> <li>• Client satisfaction surveys</li> </ul>	June 2020

### 18.3 Quality expectations – determining how closely your project delivers what it sets out to

Please see the project Board Tor's - [TBYS project Board Tor](#)



TBYS Project Board\_ToR - 141118.

Project deliverable	How will project deliverable be deemed a success?	Delivered as expected assessor
Connectivity	<p>Larger bandwidths available            Ability to sell dedicated large scale bandwidths to clients            Un-contended internet (not throttled by BCC network)            Symmetrical primary and secondary internet supplies            Improved network resilience            Future proofed network design</p>	BCC networks team
IT Support	<p>Fully supported and managed network            Full time dedicated resource onsite            Reactive and flexible support model            Out of hours support available (emergency &amp; planned)            Access to IT consultancy &amp; PM services as required            Continuous service improvement            Co-ordination of IT projects            Customer satisfaction</p>	TBYS team

Telephony	User friendly system Streamlined billing Improved/increased system functionality Customer satisfaction	BCC Networks & TBYS team
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## 18.4 Summary Costs and Benefits

Most Likely Case – Financial Overview – WORST CASE SCENARIO							
(£'000s)	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	3yr Total	
<b>New costs</b>	£42'171	£37'725	£'000	£'000	£'000	£79'896	
<b>Opportunity costs</b>	£1'400	£5'600	£'000	£'000	£'000	£7'000	
<b>Ongoing annual costs</b>	£17'160	£90'885	£121'180	£121'180	£35'595	£386'000	
<b>Project costs</b>	<b>£60'731</b>	<b>£134'210</b>	<b>£121'180</b>	<b>£121'180</b>	<b>£35'595</b>	<b>£472'696</b>	
<b>*Gross savings</b>	(£'000)	(£69'785)	(£89'960)	(£89'960)	(£22'490)	(£272'195)	
<b>*Annual Net Savings:</b>	<b>£17'160</b>	<b>£21'000</b>	<b>£31'220</b>	<b>£31'220</b>	<b>£13'106</b>	<b>£113'806</b>	
<b>**NET TOTAL COSTS:</b>	<b>£60'731</b>	<b>£64'425</b>	<b>£31'220</b>	<b>£31'220</b>	<b>£13'106</b>	<b>£200'701</b>	

\*(brackets) indicate a saving figure. If this is a cost remove the brackets.

\*\* This project does not ultimately result in a saving as the intention of the project is to improve and enhance IT provisions.

## 18.5 Benefits

**Financial benefits: N.B – this project does not result in a cost saving as it relates to the provision of enhanced services and systems for The Bottle Yard Studios.**

Description	Metric	Owner	Assumption(s)
New income stream	Re-sale of dedicated bandwidth to clients, resulting in increased TBYS income.  Strong alignment with BCC corporate Commercialisation Strategy.	Katherine Nash	Assuming that TBYS will continue to have bookings in the future that require large scale dedicated bandwidth requirements.

**Non-financial benefits:**

Description	Metric	Owner	Assumption(s)
Increase in bookings and income	Increase in TBYS permanent clients, particularly those within digital platforms. It is expected	Fiona Francombe	

	that the addition of the new Channel 4 digital hub in the City will attract new business to TBYS. TBYS will be able to support new digital clients via the new IT systems and support implemented.		
Increase in bookings and income	Return bookings and improved reputation obtained by meeting & exceeding client expectations.	Fiona Francombe	
Business Operations	Ability to track clients use of the network and better understand their needs.	Katherine Nash	Assuming relevant MI is received from supplier as per tender submission proposal.
Business operations	Outsourced IT systems and services will enable a smooth transition should TBYS become an arms length company.	Fiona Francombe	Assuming that current business planning results in a recommendation to change TBYS legal status.
Business operations	Access to IT skills and consultancy to engage in development of Business Planning project currently underway.	Fiona Francombe	Subject to business planning project being approved.
Business Expansion	Enhanced IT services and systems will pave the way for smooth expansion into TBYS 2 <sup>nd</sup> site.	Fiona Francombe	Subject to business planning & funding.
Contract Management	Ability to track IT performance and incident resolution (unable to do this with BCC).	Katherine Nash	Assuming relevant MI is received from supplier as per tender submission proposal.
Improved staff welfare	Lessening the IT load currently being carried by the team, resulting in reduced stress levels and increased performance.	TBYS team	
Skills and education development	Ability to provide onsite Diploma students with level of connectivity required.	Fiona Francombe	

## 18.6 Costs & Funding Sources

Funding source	Budget Holder	Cost-Code	Financial Year (or recurring)	Amount
TBYS operational budget	Fiona Francombe	10249	18/19 -some new costs 19/20 onwards - remaining new costs & ongoing costs	£404'840
TBYS capital budget	Fiona Francombe	P14896-1001	1819 only (some new costs)	£35'500

<b>Total funding required</b> (ref S15.3)	<b>£440'340</b>
<b>Total funding secured</b>	<b>£440'340</b>
<b>Variance</b>	<b>£0.00</b>
<b>Variance commentary: N/A</b>	

### 18.7 Key Risks and Issues

ID	Risk or Issue	Description
01	Risk	Delay in fibre installations may result in delayed completion of the overall project delivery. <b>Mitigation</b> – Project to ensure the preferred supplier has a healthy relationship with ISP.
09	Risk	Availability of ICT resource. ICT resources required have other Business as Usual activities. The project is concerned that these resources may not be available when needed in the project. <b>Mitigation</b> - Maintain resource plan for the project and get commitment from the Head of ICT service delivery team to release resources as required.
11	Risk	BNet Ultra Ltd concession agreement with BCC is under review- the outcome of the review may impact on costs and time required by the preferred supplier to procure TBYS connectivity infrastructure from BNet. <b>Mitigation</b> - To avoid any potential impact on procuring TBYS connectivity through BNet Ultra Ltd after the review, BCC to ensure a proviso that they will assume responsibility and support any potential connectivity agreements that may have folded.
12	Risk	Project is deemed a Key Decision and Cabinet pathway required – this approach would incur minimum of 3 months further delay to a project that has taken 3 years to progress to this stage. The procurement exercise undertaken could be significantly compromised should this approach be determined. <b>Mitigation</b> – Project team to complete as thorough and accurate FBC so as to present 'worst case scenario' project costs that fall well within the £500k threshold.

#### 18.7.1 Risk Impact Analysis

All issues and risks apart from BNet Ultra Ltd are being suitably addressed and mitigated. BNet Ultra mitigation is subject to the outcome of the review. However, the project has written to the Council legal team seeking written assurance that there will be no impact on the proposed TBYS connectivity through BNet Ultra Ltd should contractual matters relating to the BNet Ultra Ltd concession and the Council deteriorate.

## **18.8 Contingency Planning**

The project has a 75% confidence level of delivery against its objectives taken in context the implementation approach provided by the preferred supplier. The Preferred supplier will spearhead the implementation of the project.

The project's deliverables will be reviewed on a weekly interval against the specification requirements submitted during tender process. The implementation planned approach is a phased migration of services from BCC to new supplier this will allow for any unforeseen technical issues to be resolved before final switch over.

## **19. Delivery Approach**

### **19.1 Implementation Approach**

The project will follow PRINCE2 principles, with the Project Board ensuring continued business justification for the project, with Business area, User and Supplier interests represented. Day-to-day management of the project will be the responsibility of the Project Manager/Senior user

Weekly project team meetings will be held to ensure progress is closely monitored and issues are addressed in a timely fashion. RAID reviews will be held monthly, aligned with the submission of the monthly highlight reports to ensure these contain the most up-to-date information to support decision-making.

The current implementation planned approach is a phased migration of services from BCC to new supplier over a period of four months. During this period, both systems will be live for resilience and to allow for any unforeseen technical issues to be resolved during on-boarding.

As part of the tender bid submission, the supplier was asked to provide a draft implementation plan which can be found below. Following contract award, the supplier must provide a full implementation plan within 20 days.



Detailed project plan  
- TBYS Project.pdf

## **19.2 Benefits Realisation Approach**

With the implementation of an enhanced IT package at TBYS, a key benefit is that TBYS will be able to offer its clients a managed IT service reflective of that expected at a Film & TV Studio. Clients will be able to move large scale digital content around the globe with ease and benefit from a dedicated full time onsite network engineer to oversee their needs.

The project's deliverables will be reviewed at 3 monthly intervals against the measures outlined against the project objectives and agreed SLA. As well as these measures, we will look to develop a detailed benefit analysis that will help TBYS to understand the full impact of the project delivery.

## **19.3 Procurement Approach**

The procurement route is via the Restricted OJEU process, where suppliers pre-qualify for the tender stage and subsequently tender competitively. The tenders have been individually assessed against quality and price, and then moderated to select a preferred supplier. A contract has been drafted by BCC legal to suit TBYS requirements and the proposed contract length is 3 years. Procurement framework options were considered, but were ruled out on the basis that the scope of the requirements did not fit the framework options available.

## **19.4 Communications and Engagement Approach**

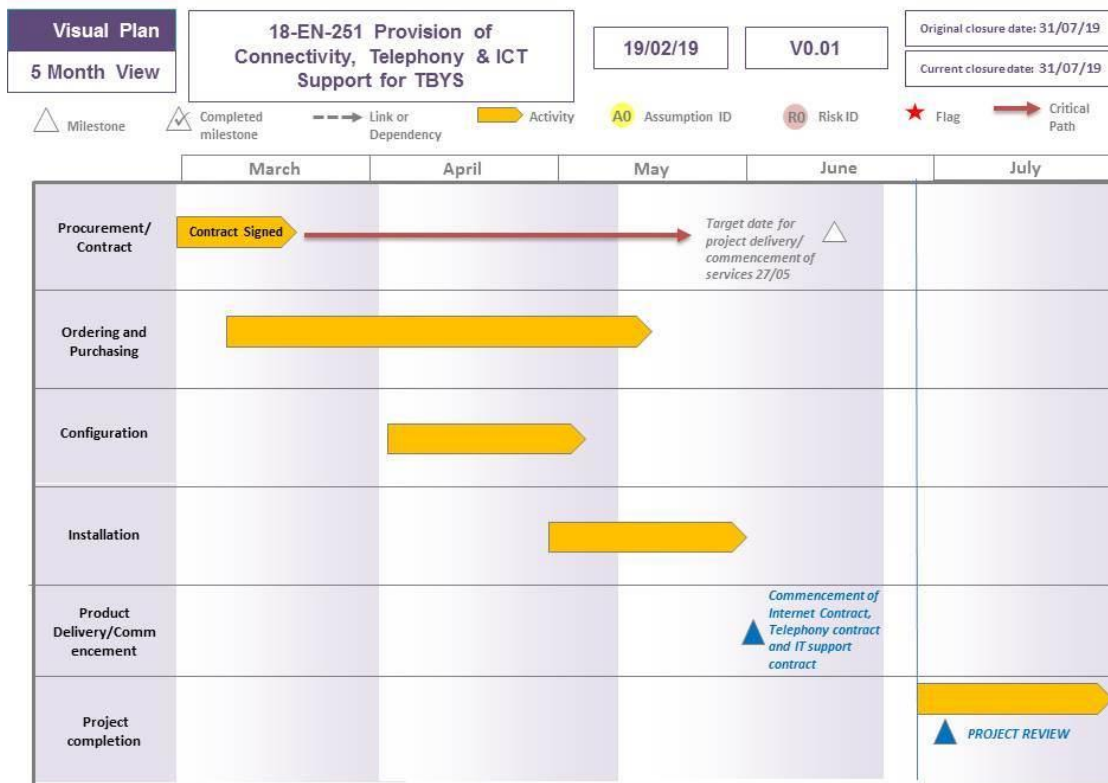
Given that this project will not impact on other Council services the communications and engagement required will be restricted to the Bottle Yard Studios stakeholders only. The communications and engagement work is already managed by (and will continue to be managed) by the Bottle Yard Studios business manager Katherine Nash.

However, the project will communicate to other project key stakeholders using the following methods:

- Monthly Highlight report to PMO and Project Executive
- Quarterly update to CLB
- Nuala Gallagher(Service director) updated by Fiona Francombe(Project Executive)
- Marvin Rees (Cabinet member)will be updated by Nuala Gallagher
- ICT updated by Ian Gale member of the Project board
- Service users communication – TBYS Clients



## 19.5 Timeline and Key Milestones



Preferred Option A: Key Milestones	Target Date
Full Business Case sign off	27/02/2019
Contract Award and signed	12/03/2019
Ordering and Purchasing	20/05/2019
Configuration	06/05/2019
Installation	27/05/2019
Product Delivery(Commencement) & Transition Complete	27/05/2019
Benefits realisation tracking initiated	01/07/2019
Project closed	31/07/2019

## 20. Project governance for implementation

Project Role	Name	Job Title
Sponsor	Nuala Gallagher	Strategic Director
Project Executive	Fiona Francombe	TBYS Site Director
Project User(s)	Katherine Nash	TBYS Business Manager
Project Supplier(s)	Ian Gale	Head of ICT
Project Assurance	Sian Houdmont	PMO office

<b>Project Manager</b>	Michael Ilogu	PMO office
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**Project Board meeting regularly? Yes**

**Project Board ToR's agreed and relevant? Yes**

## 20.1 Project Tolerances & Controls

The table below outlines the BottleYard project's tolerances.

If there is a risk that the project is pushed outside of these tolerances then the Project Board will escalate to G&R EDM for decision.

<b>Tolerance areas</b>	<b>Project level tolerance</b>	<b>Escalation route</b>	<b>Control &amp; tracking document(s)</b>
<b>Time</b> +/- amounts of time on target completion	Over all the project has a zero (0%) tolerance set on key milestones, however, there will be +/- 1 month tolerance on other milestones. +/- 1 month (Project Board) +/-3 months (G&R EDM) Above 3 months (CLB)	See detailed tolerances for escalation routes	Project Plan Highlight Report
<b>Cost</b> +/- amounts of planned budget	Resource 'New costs' have a -/+ 10% tolerance against them. Opportunity costs have a - /+ 10%. (ICT resource) Contract value costs presented are 'worst case scenario' and have -/+5% tolerance against them.  +/- 10% New Costs (Project Board) +/-20% New Costs (G&R EDM) + 20% (CLB)  +/- 20% Opportunity Costs within service area (Project Board) +/- 30% Opportunity Costs within service area (G&R EDM) + 30% CLB		Project Plan Project Budget Highlight Report

	Resourcing specific – Any increase above 10% to support service resource days regardless of costs escalated to CLB		
<b>Quality</b> Defining quality targets in terms of ranges	+/- 10% on planned project Objectives +/- 10% Quality (Project Board)		Tender specification requirements Document Highlight Report
<b>Scope</b> Permitted variation of the scope of a project solution	+/- 10% Variation in scope  +/- 10% Scope (Project Board)		Project Plan Tender specification requirements Document Business Case Highlight Report
<b>Benefits</b> +/- amounts of planned benefit delivery	+/- 10% on planned benefits delivery +/- 10% Benefit (Project Board)		Business Case Highlight Report
<b>Risk</b> Limit on aggregated value of threats and any individual threat (e.g. threat to operational service versus threat to organisation)	+/- 10% and red risks to be escalated to the Risk log  <ul style="list-style-type: none"> <li>Any purple risks to be escalated to G&amp;R EDM risk register for decision</li> <li>If 5 of more RED risks escalate to G&amp;R EDM</li> </ul>		RAID Log Project Plan Business Case Project Budget

## 20.2 Project Team Resource Requirements

Role	What they will do	Days needed	Cost per day	Total Cost	Opportunity Cost	New Cost	Funding source(s)
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ICT Project Manager (Change Services)	<ul style="list-style-type: none"> <li>Project Manage the implementation of the new solution</li> </ul>	10	£240	£2400		£2,400	10249
Contract Manager (CSRM)	<ul style="list-style-type: none"> <li>Provide Support contract award and on-boarding to progress from FBC to implementation</li> </ul>	3	£515.20	£1,545.5		£1,545.5	10249
Networks team - Senior	<ul style="list-style-type: none"> <li>Provide in-house technical assist during implementation</li> </ul>	5	£240	£1200	£1200		10249
Networks – TBYS onsite engineer	<ul style="list-style-type: none"> <li>Provide in-house technical assist during implementation</li> </ul>	20	£280	£5600	£5600		10249
Legal	<ul style="list-style-type: none"> <li>Contract T&amp;Cs</li> </ul>	4	£819.76	£3,279.04		£3,279.04	10249

<b>Total opportunity costs</b>	<b>£7'000</b>
<b>Total new costs</b>	<b>£7'224.54</b>
<b>Total resource costs</b>	<b>£14'224.54</b>
<b>Total funding being sought</b>	<b>£0 – new costs funded by TBYS</b>

## 21. Equalities Impact Assessment (EqIA) Summary of Impact and Key Mitigation



Appendix 1 - Equalities Relevance

## 22. Eco-Impact Assessment Summary of Impact and Key Mitigation

Not applicable

## 23. Privacy-Impact Assessment Summary of Impact and Key Mitigation



Appendix 2 - PIA Relevance Check Ten

## 24. Full Business Case - sign off

<b>Name</b>	<b>Job Title</b>	<b>Date circulated</b>
Nuala Gallagher	Strategic Director	22/02/2019
Fiona Francombe	TBYS Site Director	22/02/2019
		<DD/MM/YYYY>

<b>Decision making authority</b>	Executive Director Meeting (EDM)
<b>Date seeking endorsement</b>	27/02/2019

# APPENDIX

## A. Required commentary and recommended consultation

FULL BUSINESS CASE		
Recommended bodies/individuals for consultation ahead of submission to DWG:	Commentary (if any)	Date
Cabinet Lead		<a href="#">Click here to enter a date.</a>
Executive Director Meeting (EDM)		<a href="#">Click here to enter a date.</a>
Professional Views	Commentary	Date
<b>MANDATORY – and must include confirmation of funding source(s)</b> <b>Finance Business Partner</b> Paul Cook	<u>General commentary:</u> The proposal will improve the operation of the facility.  <u>Confirmation of funding source(s):</u> The costs of the new IT infrastructure can be met by The Bottleyard Studio from Cost Centre 10249	25/02/2019
<b>MANDATORY FOR ALL OUTLINE BUSINESS CASES WITH A RESOURCE REQUEST</b> <b>PMO Operations Manager</b> Lee Ford	Having reviewed the business case, supplier's draft plan and supporting information from the project manager I'm satisfied that the resource requirements and associated costs are a realistic basis to proceed with this important project	22/02/2019
<b>HR Business Partner</b> <Name>		<a href="#">Click here to enter a date.</a>

<p><b>Change Services View</b> Sian Houdmont</p>	<p>The business cases shows evidence of detailed work to cost and scope the delivery of this change. IT commentary supports the outsourcing activity and there appears to be no change in justification for progressing with this work. The preferred supplier has provided a draft plan, and the project team have identified the supporting resources to support however it is unclear how much contingency is built in and whether this is 'best case' - there is a risk that additional IT support is needed if the timescales extend. Overall though, the work appears to be deliverable. A key risk is highlighted in the business case relating to BNet (section 18.7.1) but the consequence of this risk is not fully articulated (financial impact? Contract impact?)- Decision makers may consider approving the business case but subject to the BNet risk being appropriately mitigated to support continued project momentum. There is evidence the team are actively reviewing their risks. Although tolerances are detailed in the business case, the Project Team should give thought to their escalation route from the Board to ensure quick decision making if any risks to tolerances outside of the Board's decision making powers (e.g. role for G&amp;R EDM and CLB).</p>	<p>22/02/2019</p>
<p><b>IT View</b> Ian Gale</p>	<p>TBYS is a specialist enterprise, with specific demands relevant to the market that it is in. BCC is not well equipped to provide these services directly and this is undermining the commercial opportunities of TBYS. This proposal will provide them with the dedicated and commercial IT services and support that they need.</p>	<p>17/02/2019</p>
<p><b>Enterprise / Solution Architecture View</b></p>		<p><a href="#">Click here to enter a date.</a></p>

<Name>		
<b>Property View</b> <Name>		Click here to enter a date.
<b>Legal View</b> Richard Bakewell	<p>Provided the procurement process has been conducted in compliance with The Public Contracts Regulations 2015, and in particular the statutory requirements relating to the award of contracts following a 'restricted procurement procedure', and provided there have been no material changes to the scope of services advertised, or the council's contract terms or requirements in relation to the preferred supplier's tender, the actions set out in the report in relation to the preferred option are lawful and should not give rise to a procurement challenge.</p> <p>Further legal assistance should be sought in relation to finalising the contract with the preferred supplier, including in relation to any third party provider of the telephony solution and completing the GDPR schedule of the contract terms.</p> <p>As the preferred option entails the provision of a new telephony system, a PIA will be required and advice should be sought from the Information Governance Service.</p> <p>At the time of writing these comments, no equalities assessment was available. However, if the issues arising from the proposal in this report raise equalities issues further legal advice may be required and they should be brought to client officers' attention to be addressed as appropriate.</p>	Click here to enter a date.










	<p>As the preferred option requires the supplier to provide at least one full time network engineer dedicated to TBYS for the duration of the contract term, TUPE could apply to this staff member on exit from the contract, i.e. by way of transfer back to the council (or TBYS if a separate legal entity) or to a replacement provider. Further advice should be sought on the implications of TUPE at an appropriate future date.</p> <p>There are no public consultation issues associated with this proposal.</p>	
<b>Commissioning &amp; Procurement View</b> <Robin Coomber>	A competitive Restricted OJEU process has been run to meet the requirements of TBYS which meets local procurement rules and PCR 2015 regulations.	<a href="#">Click here to enter a date.</a>
<b>Information Security View</b> <Name>		<a href="#">Click here to enter a date.</a>
<b>Other consulted parties (as required)</b>	<b>Commentary</b>	<b>Date</b>
		<a href="#">Click here to enter a date.</a>
		<a href="#">Click here to enter a date.</a>
		<a href="#">Click here to enter a date.</a>

## B. Mandatory Project Documents

<It is expected that documents required to support both Outline Business Case (OBC) and Full Business Case (FBC), will be less detailed with lower confidence levels at OBC stage and more detailed with high confidence levels at FBC stage. Please provide a link to the relevant document, insert as an object, or add as an additional Appendix item.>

Document Name (& links to templates)	Stage required	Docu ment Exists? (Yes/ No)	Document Owner	Hyperlink to document
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<a href="#">EQIA Relevance Check For guidance and support in completing the EQUIAR contact Equalities and Cohesion team</a>	Mandate			
<a href="#">Privacy Impact Assessment Relevance check For guidance and support in completing the PIAR contact Information Management</a>	Mandate	n/a as project went straight to OBC stage		
<a href="#">Options Appraisal</a>	OBC	Y	Katherine Nash	
<a href="#">Project Financial Spreadsheet</a> (costs and benefits/ sources of funding/ benefits contracts)	OBC & FBC	Y	Katherine Nash	OBC  Appendix 3 - Financial Spreadsheet FBC  Copy of Appendix 1 - Financial Spreadsheet
<a href="#">RAID Log</a>	OBC & FBC	Y	Katherine Nash	FBC  Appendix 4 - Project RAID log The Bottle Y
<a href="#">Project Plan</a>	FBC	Y	Michael Ilogu	FBC  Bottle Yard Studio plan 200219.pdf
<a href="#">EQIA For support with completing your EQUIA contact the Equalities and Cohesion team Please make sure that the Equalities and Cohesion team have added their comments/views to the business case before submission.</a>	FBC	Y	Duncan Fleming	 Appendix 1 - Equalities Relevance (
<a href="#">EcoIA</a>	FBC	Y		

<p>Info: <a href="#">General Data Protection Regulation</a></p> <p><a href="#">Privacy Impact Assessment template</a></p> <p><a href="#">For support in completing the PIA contact Information Management</a> . Please <a href="#">make sure that Information Management have added their comments to the Business Case before submission.</a></p>	FBC	Y	Lynne Miller	 Appendix 2 - PIA Relevance Check - TI
Project Board Terms Of Reference	FBC (Recommended OBC)	Y	Michael Ilogu	 TBYS Project Board_ToR - 141118.
<b>Solution Design</b> <i>(No template – this should be unique in content/ structure/ detail for each project)</i>	FBC	Y	Supplier	

### C. Timeline of approvals and any associated conditions

#	Meeting	Date	Action / Decision / Condition	Date for completion (If applicable)	Owner
1					
2					
3					

