

## Full Business Case (FBC)

### ***Pier Approach Beach Catering Redevelopment (000382)***

**Service Unit:** Tourism & Corporate Communications

**Risk:** Medium

**Prepared by/Project Manager:** Chris Saunders  
**Date:** 08/01/12

**Document Approvals** - All Business Cases for projects over £25k must be approved by the following people listed in this table prior to being approved by the Transformation Board and Executive Gateway Board (EGB).

Officer/Member/Group	Name	FBC Approval Date	PID Approval Date
Project Owner	Mark Smith	14/01/2013	
Executive Director	Bill Cotton		
Portfolio Holder	Cllr Rod Cooper	14/01/2013	
Portfolio Holder comment	Cllr Cooper is supportive of the development and the improvements to Pier Approach		
Transformation Board (Transformation Projects Only)			N/A
Executive Gateway Board		6/2/13	N/A
Cabinet			N/A
Project Board		N/A	

#### Other Elected Members & Officers Consulted

Name	Position	Date
Cllr John Beesley	Leader of the Council	

#### Document Revision History

Version	Author	Changes	Date

## 1 Executive Summary

The Council is currently redeveloping the Waterfront site to create a new public outdoor events area.

'Gulliver's' the Council's beach catering kiosk is situated in a prominent position in Pier Approach in front of the Waterfront site, creating a physical barrier between the new events area and Pier Approach, restricting the future use of this prime seafront events site. Gulliver's is a poorly presented wooden frame structure erected approximately 15 years ago.

This proposal seeks to demolish Gulliver's kiosk and relocate the beach catering offer to the nearby flyover in order to provide an improved catering service and safeguard the revenue generated from its operation. The location identified is shown on the attached plan and is freehold Council land. Therefore it is not subject to the restrictions of the Meyrick Estate leasehold or Lower Gardens Trust land.

The proposal also seeks to make aesthetic improvements to Pier flyover structure

## 2 Strategic Fit: The Strategic Case

### 2.1 Business Needs and Project Background

This proposal is a result of the direct consequence of the redevelopment of the Waterfront site and the need to reinvest in the Council's buildings.

Retaining the existing Gulliver's kiosk would limit the use and success of the new Waterfront site, restricting the type and size of events that could be hosted.

The Waterfront site is being redeveloped over the Winter 12/13 period with the new events area completed by mid June 2013, it is an aspiration to remove and relocate the beach catering kiosk before the new events area opens.

This proposal offers the chance to improve the quality of the beach catering facilities and safeguard the revenue generated from its operation. The turnover is currently £340k with a gross profit (net of costs of sales and staffing) annually of approximately £150k.

The current operation is totally take-away based which allows quick turnover and high gross profit margins. Whilst the focus of the new facility will be a higher quality sit down offer (which has lower turnover and gross profit margins) a take away facility will still be provided to help maintain income levels.

Additional ice cream kiosk's will be placed in the Pier Approach area to help improve take away sales.

It has been a long held ambition of the Council to improve the quality of the Pier Approach area including the look of the Pier flyover and the new catering facility will considerably improve the aesthetics. The subsequent works to the pier flyover will further help improve the aesthetic and improve the link between the Lower Gardens and Pier Approach. The Council's long term ambition is to improve the quality of the Pier Approach gateway onto the seafront. A key aspiration is to improve the presentation of the Bath Road flyover. The proposed new catering offer located by the flyover will be the first stage towards improving presentation of the flyover and removing an unsightly bin store and providing a new point of welcome for visitors arriving at the main entry point onto the seafront.

The Gulliver's kiosk is the main site for the beach catering portfolio. There are a further 8 kiosks either side of Bournemouth Pier that are operated by the Council's beach catering team. This portfolio turns over approximately £585k per year. This portfolio changes each year with the catering team taking on responsibility for some units that have been previously private sector operated whilst developments briefs are being prepared. The Seafront Strategy may aim to outsource some of the other kiosks in the future.

The Parks team are making some significant improvements to the catering offer in the lower gardens which includes improving the pedestrian access with Pier Approach and removing the kiosk nearest the flyover which will be replaced by a less formal pavement cafe type offer.

The Pier flyover will also be improved as part of this scheme, the key points in relation to this are below;

- Flyover underpass is main gateway onto seafront for majority of visitors.
- Unsightly bin store on eastern side will be masked / relocated as part of this development, improving presentation
- Gillespies will look at presentation of flyover on both sides, in conjunction with Parks, as part of Seafront Strategy work. This will build on first stage of improvements delivered through new catering offer
- Turns a blank concrete wall into a welcoming, contemporary catering offer with seating provision and new views across Pier Approach/ Waterfront Event site, encouraging visitors to linger rather than hurry through.

## 2.2 Benefits, Objectives and Strategic Alignment

Council Strategic Objective / Corporate Priority (taken from Corporate Plan, Service Plans etc...)	Project Outcome	Benefits expected as a result of achieving outcomes
A Thriving Economy	The project contributes to 'Bournemouth promoted as Britain's premier coastal resort' outcome in the corporate plan through an: Improved visitor experience and resort reputation, increased visitors and visitor spend Revenue position protected. Improved quality catering offer	Sustain levels of catering spend and safeguard revenue
An Improving Environment	'Improved facilities for visitors and residents'  Better looking flyover and main tourist route  Seafront Strategy project	New undercover seating area and extended year round trading.  Improved aesthetics of the Pier approach area  Improved Energy Efficiency of new facility with on- going energy savings  The development is a key stepping stone towards realising the Council's ambitions through the Seafront Strategy.

## 2.3 Scope: (In/Out)

### Inclusions:

Demolition of existing beach catering kiosk and making good/re-paving  
 Design of new catering facility  
 Integration of flyover bin store  
 Provision of internal seating area to improve year round catering offer  
 External Seating area  
 Submission of planning application  
 Utility service relocations/connections  
 Procurement of Building works  
 Ice Cream kiosk  
 Construction  
 Internal fit to include all fixtures and fittings plus furniture  
 Flyover Improvements - Lighting/Signage/Design/Soft Landscaping  
 Soft Landscaping to improve link between new catering facility and the Waterfront site

### Exclusions:

Wider Pier Approach public realm improvements - these are being picked up in Seafront Strategy by Gillespies.

## 2.4 Strategic Risk

Risk	Mitigation Strategy	Owner
Failure to obtain Planning Permission	Seek Pre-Planning advice	Chris Saunders
Relocation reduces footfall/loss of income	Concentrate on design, visibility and accessibility of new facility and position as near as possible to main footfall	Chris Saunders
Running concurrently with The Waterfront Project - is it achievable within this project timeframe - High Risk	Progress relocation plans, do not demolish existing kiosk until new facility ready. Linked to Waterfront Project for monitoring.	Chris Saunders/Sarah May
New facility is not open by end of June 2013.	Provide mobile catering offers in immediate area. Budget for proportional loss of income.	Chris Saunders

## 3 Options Appraisal: The Economic Case

### 3.1 Summary of Approach

Officers have considered a range of options in order to relocate the catering offer whilst safeguarding the revenue.

### 3.2 Options Appraisal

#### Option 1 - Do nothing

Total Expected Financial Benefit (£k)	Total Expected Financial Cost (£k)
£0	£0
Expected non Financial Benefit	High level Breakdown of Costs
	£0
Strengths (Including opportunities)	Weaknesses (Including threats)
Established trading position with steady income stream.	Tired facility Lack of investment Limited catering offer/income growth Weather dependant offer
Risk	Mitigation Strategy
Barrier to linking the Waterfront Events area and Pier Approach. Limits use of space for future events.	Run a programme of smaller events only.
Timeline	Indicative Funding Source
N/A	N/A

#### Option 2 - Relocate Beach Catering Kiosk

Total Expected Financial Benefit (£k)	Total Expected Financial Cost (£k)
£0 Protects current revenue position	TOTAL £492k
Expected non Financial Benefit	High level Breakdown of Costs
Improved aesthetic to Pier approach. Opens up events link to Waterfront site Improves flyover aesthetic and links to the lower gardens First stage to wider improvements to presentation of Pier Approach public realm, to be developed further through the Seafront Strategy	Demolition & repaving £10,000 Construction costs £150,000 Internal fit out £100,000 External seating/ tables/ canopies £22,000 Signage £5,000 Equipment £16,000 (most rented or covered from revenue) Ice Cream Kiosk £15,000 Fees £14,000 Utilities £15,000 Sub total £347,000 Contingency £45,000 Flyover Improvements £100,000 Grand Total £492,000

Strengths (Including opportunities)	Weaknesses (Including threats)
Safeguards revenue for 2013/14 financial year	Change of location could impact footfall and income generation.
Risk	Mitigation Strategy
Timescale Slips - New kiosk is not open by end of June, loss of catering income. Existing kiosk is not demolished in time.	Bring in mobile catering units to counter act loss of income.
Timeline	Indicative Funding Source
January 2013- June 2013	Capital

### Option 3 - Outsource the beach catering offer

Total Expected Financial Benefit (£k)	Total Expected Financial Cost (£k)
Negative effect of approx £50k per annum based on previous experience of tendering this facility	Redundancy costs - £20k
Expected non Financial Benefit	High level Breakdown of Costs
Improved aesthetic to Pier approach. Opens up events link to Waterfront site Improves flyover aesthetic and links to the lower gardens	Demolition £10,000 1 x FTE Redundancy TBC
Strengths (Including opportunities)	Weaknesses (Including threats)
Removes kiosk to create larger Waterfront/Pier Approach events area Doesn't require capital investment from the council	Undermines the Councils revenue position Breaks up beach catering portfolio and removes the ability to flexibly operate in house as required Investment required will require a long term lease which will prejudice future plans and schemes for Pier Approach. Unable to deliver within the timescale given
Risk	Mitigation Strategy
Loss of Income	None
Timeline	Indicative Funding Source
Spring 2014	Private sector investment, Council to underwrite the budget pressure created by the loss of income.

### 3.3 Preferred Option

#### Option 2 - Relocate Beach Catering Offer

This option enables the Council to provide a superior beach catering service; it safeguards the revenue position and improves the aesthetics of the area.

## 4 Affordability: The Financial Case

### 4.1 Quantification of Risk and Associated Contingency

The build and fit out costs are fairly standard and no new technology is involved. The risks in this respect are minimal. It is proposed the works are carried out by the Housing Landlord building maintenance team and have costed the scheme against their competitive schedule of rates.

### 4.2 Running Costs

The running costs for the site will change, for example we envisage using more temporary staff to help with waiting and clearing tables. However we will be able to mitigate these increases by being able to charge increased prices for a better quality of product. The new ice cream kiosk will be fundamental to maintaining the revenue stream.

The catering team, are currently working on the business plan.

The design of the new catering outlet will be more energy efficient and we will work with Building services to identify on-going energy savings opportunities.

### 4.3 Savings

No financial savings are anticipated. Every effort will be made to ensure the revenue position is maintained.



#### 4.4 Spend Profile and Cash Flow

All figures in £k	Description	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Total
<b>CAPITAL COSTS</b>	Project manager		5					5
	Construction		150					150
	Internal fit out		100					100
	Demolition/repaving		10					10
	New ice cream kiosk		15					15
	External fixtures & fittings		22					22
	Internal fixtures & fittings		16					16
	Utility connections, etc.		15					15
	Signage		5					5
	Fees		9					9
	Flyover improvements			100				100
<b>Capital Total</b>			<b>347</b>	<b>100</b>				<b>447</b>
<b>REVENUE COSTS</b>	Additional staff		5	8	8	8	8	37
	Replacement tables & chairs					15		15
	Printing & Marketing		10	10	10	10	10	50
	Additional NNDR cost		2	2	2	2	2	10
	Additional insurance cost		1	1	1	1	1	5
<b>Subtotal</b>			<b>18</b>	<b>21</b>	<b>21</b>	<b>36</b>	<b>21</b>	<b>117</b>
<b>REVENUE INCOME</b>	Additional revenue		-20	-30	-30	-30	-30	-140
<b>Subtotal</b>			<b>-20</b>	<b>-30</b>	<b>-30</b>	<b>-30</b>	<b>-30</b>	<b>-140</b>
<b>Net Revenue implications</b>			<b>-2</b>	<b>-9</b>	<b>-9</b>	<b>6</b>	<b>-9</b>	<b>-23</b>
Contingency @10% of Capital cost			35	10				45
<b>Total Costs</b>			<b>380</b>	<b>101</b>	<b>-9</b>	<b>6</b>	<b>-9</b>	<b>469</b>

**Assumptions:** NNDR will increase slightly because it will be a slightly larger enterprise.  
Assumes nil inflation for both costs and income.



#### 4.5 Source of Funding

Source of Funding	Total (£k)
Council capital funding	£492k
<b>Total</b>	<b>£492k</b>

## 5 Achievability: The Project Management Case

### 5.1 Project Approach

This project will be managed in-house with certain work packages such as demolition and construction works contracted out. The building works will be procured through Housing Landlord services building maintenance team.

### 5.2 Evidence of Similar Projects

This project will be managed by Chris Saunders and Sarah May, who are both experienced at delivering projects of this nature e.g.

- The Waterfront
- Westover & Bournemouth Rowing Club
- Solent Beach Complex

### 5.3 Resources Required

Existing staff and resources will be utilised to deliver this project. Some help will be required from

This project does not require additional Legal, HR or ICT resources.

### 5.4 Benefit Realisation

Benefit	How will the benefit be Measured?	Frequency of Measurement
Service Improvement	Wider menu choices Customer Satisfaction surveys Maintain revenue stream	Annually
Aesthetics	Customer satisfaction surveys	Bi Annually

### 5.5 Critical Success Factors

- Delivery of this project in tandem with the Waterfront project timeframe.
- Improved catering offer
- Increased customer & stakeholder satisfaction
- Increased revenue

## 5.6 Assumptions & Constraints

### Assumptions

That revenue levels will be maintained as a result of a relocated and improved service, potentially grown.

### Constraints

Timeframe - completed by June 2013

Proximity to Waterfront project site.

## 5.7 Interdependencies

IN/ OUT	Project, person or resources that you are dependant upon (IN) or that are dependant upon this project (OUT)	Description of dependency (e.g. the complete rollout of the project or the development of a particular part of it)
IN	The Waterfront	This project defined need for the proposed service change in order to support the Waterfront's key project outcome of being a successful outdoor events area.
IN	Seafront Strategy	Proposals for public realm improvement to pier approach and further flyover presentation, as well as changing visitor flows (people lingering rather than passing through) will influence and shape strategy proposals for pier approach.

## 5.8 Key Stakeholders

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Stakeholder or Stakeholder group	Relevance to project
Seafront Contractors	Existing nearby traders, competitors
Seafront Visitors	Need to inform of service change, new facility
Staff	New working location, positive change for staff, improved equipment and welfare facilities

## 5.9 Project Management Organisational Structure

Project Team	Name	Appropriate Skills and Experience
Project Manager	Chris Saunders	Previous Project Manager
Project Board	Name	Appropriate Skills and Experience
Project Owner (SRO)	Mark Smith	
Project Assurance	Martin Wilkins / Andrew Emery	
Senior Supplier	Sarah May	
Senior User	Andrew Brown / Ian Kalra	
Portfolio Holder	Cllr Rod Cooper	

## 5.10 Timescales and Project Plan

Project Start Date	Project End Date
December 2012	For Catering facility - End July 2013 For Pier Flyover - March 2014

<<Outline the main project phases or activities along with indicative start and end dates >>

ID	Phase / Activity	Estimated Start	Estimated End
1	Submit Planning application	21 Jan 12	11 Mar 12
2	Construct Kiosk	12 Mar 12	26 May 12
3	Relocate Catering offer to new kiosk	27/05/12	30/05/12
4	Demolish existing kiosk	03/06/12	07/06/12

## 5.11 Progress Monitoring and Reporting Process

The project will report on a regular basis following the Council's mandatory project management process. It will use the standard progress report that captures progress against the key activities / milestones, top risks and issues, progress against benefits targets and an overall summary

# 6 Appendices

### Business Case

- Initial Risk Assessment (Template available on PPMO BIZ Pages)
- Equality Impact Needs Analysis (Template available on BIZ - contact Sam Johnson for advice)
- Health & Safety Impact Assessment - submit to [h.safety@bournemouth.gov.uk](mailto:h.safety@bournemouth.gov.uk)
- Whole Life Costing (if applicable) (Template available on PPMO BIZ Pages)

## Full Business Case (FBC)

### *Hill View Primary School Additional Places*

**Service Unit:** Community Learning and Commissioning

**Risk:** Medium

**Prepared by/Project Manager:**      **Date:** 19 December 2012

Sally Lissenden/Anita Ellis

**Document Approvals** - All Business Cases for projects over £25k must be approved by the following people listed in this table prior to being approved by the Transformation Board and Executive Gateway Board (EGB).

Officer/Member/Group	Name	FBC Approval Date	PID Approval Date
Project Owner	Neil Goddard		
Executive Director	Jane Portman		N/A
Portfolio Holder	Councillor Nicola Greene		N/A
Portfolio Holder comment	This business case allows the much needed temporary expansion of Hill View School, demonstrating good value for money and leaving the School with a legacy of improvements.		
School Place Planning Programme Board		24 Jan 2013	N/A
Executive Gateway Board		06 Feb 2013	N/A
Cabinet			N/A

#### Other Elected Members & Officers Consulted

Name	Position	Date

#### Document Revision History

Version	Author	Changes	Date

## 1 Executive Summary

There is currently a significant shortfall of primary school places in Bournemouth caused by a dramatic increase in births over the last five years.

Hill View Primary School currently offers 90 places per year group, and is regularly oversubscribed. The school building is currently the appropriate size for a 630 place primary school, but does benefit from several ancillary rooms such as a music room, library and ICT room, as well as two halls and a dining hall. External space at the school is limited.

In March 2012, Cabinet agreed that the school will offer 120 places for Reception in September 2013. In order to accommodate this extra class, some internal remodelling works are required. A project has been developed in full consultation with the school. The existing library, which is adjacent to existing Reception classrooms, will be remodelled into an additional classroom suitable but not limited to Reception age children. The new classroom and last of the three existing Reception classroom will also be made fully accessible. Additional toilets will be provided within the current Reception classrooms. The library will be relocated to an area currently used for independent work and circulation. The total cost of the project is £85,000 including all professional fees and a 10% contingency. This will be funded from the currently unallocated Basic Need grants allocated to Bournemouth Borough Council for the purpose of providing additional school places.

The previous head teacher and governors of the school originally voiced some concerns about the principle of taking additional pupils, but the new head and staff have been fully involved in the development of the project and are in agreement that this is the most appropriate way to accommodate the additional pupils. The solution will be a significant improvement to the Reception classrooms and will be of long term benefit to the school.

Both the School Place Planning Programme Board and the councillor-led Task and Finish Group overseeing the provision of new school places are fully supportive of this project. Responses to the question in the School Admissions consultation regarding the temporary expansion of Hill View Primary School were predominantly from existing parents, and therefore not supportive as there were concerns about the size of the school, and the disruption to the children already at the school. However, the School Place Planning Programme Board and the councillor-led Task and Finish Group felt that the statutory duty to provide sufficient places and the needs of children and parents of pre school children who would be seeking a place at Hill View for September 2013 overwhelmed the objections of existing parents.

## 2 Strategic Fit: The Strategic Case

The Council has a statutory duty to provide sufficient school places for the resident children of Bournemouth. The birth rate in the Borough has been rising rapidly since 2005, leading to a need for a significant number of additional primary school places. A shortfall of 270 places was identified for September 2013. A full range of options for providing these additional places was investigated and consulted on.

Both the School Place Planning Programme Board and the councillor-led Task and Finish Group recommended that the option to temporarily expand Hill View Primary School for September 2013 was pursued.

### 2.1 Business Needs and Project Background

This project will provide additional, temporary school places at a popular and successful school, while improving facilities of the existing school and without compromising the external space.

## 2.2 Benefits, Objectives and Strategic Alignment

Council Strategic Objective / Corporate Priority (taken from Corporate Plan, Service Plans etc...)	Project Outcome	Benefits expected as a result of achieving outcomes
<b>Statutory Duty</b>	The provision of additional school places to meet statutory duty of providing sufficient, suitable school places.	Higher levels of parental satisfaction, reduced home to school car journeys, lower level of appeals for Hill View Primary School.
<b>An Efficient Council and Community Action</b> Best value and best use of resources Ensuring sufficient suitable school places in appropriate locations Maximising the use of space and quality of stock Development of high quality buildings that meet accessibility requirements and are sustainable	The project will provide additional school places at relatively low cost, while improving the design of the school. The project will maximise the use of the existing school building without compromising the external space.	Reduced pressure on capital budgets as economical way of providing additional places. Higher levels of parental satisfaction, lower level of appeals for Hill View and other schools. School will maintain existing external play areas. Coherent school design will ensure operational issues are minimised.
<b>An Improving Environment</b> Increased promotion of sustainable modes of transport Increased activity to respond and adapt to the effects of climate change	Good quality school provision School places located close to demand to minimise journeys	Higher levels of parental satisfaction Reduced emissions and congestion, and reduced pressure on home to school transport budget.

## 2.3 Scope: (In/Out)

### Inclusions:

- Conversion of the existing library to a multi-use classroom with accessible access.
- Relocation of the library.
- Provision of two pupil toilets within each of the three existing Reception classrooms.
- Accessible access to Reception classroom B.035.

### Exclusions:

- Further alterations to the existing school building.

## 2.4 Strategic Risk

Risk	Mitigation Strategy	Owner
Costs escalating causing additional pressure on capital budget allocations for creating new school places	Close project management by Schools' Estate Development Team	Schools' Estate Development Team
Sudden and dramatic reversal of population growth trend	Close monitoring of population trends. Flexibility to reduce admission number at school if necessary	School Organisation Team
Government grant withdrawn due to delays in spending grant funding	Commitment currently available. Basic Need funding to be utilised by scheme as soon as possible	School Organisation Team
New government policy means delivery of major school building projects is carried out by central body rather than local authority	Complete scheme before current capital delivery proposals are finalised and implemented	Schools' Estate Development Team

## 3 Options Appraisal: The Economic Case

### 3.1 Summary of Approach

All options for the provision of additional school places have been fully investigated by the School Place Planning Programme Board and councillor-led Task and Finish Group. The temporary expansion of Hill View Primary School is supported by these groups and the school has been fully involved in the development of the project.

The options for providing the additional classroom have been discussed with the school and are outlined below.

### 3.2 Options Appraisal

#### Option 1 - Do nothing

Total Expected Financial Benefit (£k)	Total Expected Financial Cost (£k)
£0	£0
Expected non Financial Benefit	High level Breakdown of Costs
Strengths (Including opportunities)	Weaknesses (Including threats)
No capital expenditure incurred	Admission number for the school has already legally been set at 120, and the school admissions process is currently open, but there are not currently sufficient Reception classrooms in the school.
Risk	Mitigation Strategy

The operation of the school and the delivery of the curriculum would be negatively impacted.	
Timeline	Indicative Funding Source

**Option 2 - Implement mobile ICT in school, convert ICT room to library and use library as additional classroom.**

Total Expected Financial Benefit (£k)	Total Expected Financial Cost (£k)
£0	Estimated at £100,000
Expected non Financial Benefit	High level Breakdown of Costs
	£20,000 conversion of ICT room £20,000 conversion of library £50,000 upgrade of ICT infrastructure and provision of laptops/tablets
Strengths (Including opportunities)	Weaknesses (Including threats)
Provides the school with additional, more flexible ICT technology	Requires the conversion of two classrooms Does not allow for much needed additional toilet provision in Year R Not preferred option of school
Risk	Mitigation Strategy
May restrict the way in which the school could teach ICT	

**Option 3 - Relocate library facilities, convert library to classroom, add toilets to 3 Reception classrooms and make 2 classrooms fully accessible.**

Total Expected Financial Benefit (£k)	Total Expected Financial Cost (£k)
£0	£85,000 - See section 4.4 for breakdown of costs
Expected non Financial Benefit	High level Breakdown of Costs
Strengths (Including opportunities)	Weaknesses (Including threats)
School places provided close to demand, increasing parental satisfaction and reducing home to school journeys. Project would be of long term benefit to the school. Preferred option of the school.	
Timeline	Indicative Funding Source
February - August 2013	Basic Need Capital Grant



### 3.3 Preferred Option - Option 3

The preferred option is Option 3, to relocate the library to create a classroom suitable for pupils from Reception age, add toilets to the three existing Reception classrooms and make two classrooms fully accessible. This has the full support of the school and will provide the required places whilst leaving the school with a tangible long term legacy.

## 4 Affordability: The Financial Case

It is proposed that this project is funded from the Basic Need allocations received by Bournemouth Borough Council for the purpose of providing additional school places. There is presently approximately £9 million of this grant unallocated. The cost of this project represents good value for money by providing additional places without compromising the already limited external space of the school and improving existing facilities at the school.

### 4.1 Quantification of Risk and Associated Contingency

The budget costs have been prepared by an experienced project manager in consultation with a building surveyor. A 10% contingency has been included, which is generous for a scheme of this relative simplicity and size. The Schools' Estate Development Team has proven experience in completing projects of this nature within time and budget.

### 4.2 Running Costs

This project will not make significant changes to the running costs of the school. The additional running costs required because of additional pupils at the school will be met through the Dedicated Schools Grant.

### 4.3 Savings

Not applicable

### 4.4 Spend Profile and Cash Flow

Cost	Description	2012/13	2013/14	Total
25,000	Relocation of library	13,000	12,000	25,000
27,700	Addition of toilets to three Year R classrooms		27,700	27,700
20,800	Accessibility works		20,800	20,800
3,000	Fees	1,500	1,500	3,000
8,500	Contingency		8,500	8,500
<b>Total Costs</b>				<b>£85,000</b>

### 4.5 Source of Funding

Source of Funding	Total (£k)
Basic Need Grant	£85,000
<b>Total</b>	<b>£85,000</b>

## 5 Achievability: The Project Management Case

### 5.1 Project Approach

The project will be managed by an experienced project manager from the Schools' Estate Development Team, in consultation with the school, and with technical advice from a Mouchel building surveyor. The building works will be delivered by Buildings Maintenance Partnership.

### 5.2 Evidence of Similar Projects

The Schools' Estate Development Team has considerable experience in successfully delivering a range of building projects at schools, including several of this size ranging up to multi million pound schemes, and a good track record of both working well with schools, providing good quality facilities and keeping within budgets. The project officer for this scheme, although new to Bournemouth Borough Council, has several years experience in delivering successful projects of this nature.

### 5.3 Resources Required

The project officer from the Schools' Estate Development Team will manage the project, with support, if required from a Mouchel building surveyor. The anticipated cost of fees is included with the budget.

### 5.4 Benefit Realisation

Benefit	How will the benefit be Measured?	Frequency of Measurement
Statutory duty of providing sufficient school places met	Monitoring of school places against number on roll	At least quarterly
Higher level of parental satisfaction.	% of first preferences being allocated	Annual
Lower level of appeals for Hill View Primary School	Number of appeals for school	Annual
Reduce emissions and congestion, and reduce pressure on home to school transport budget.	Monitoring of home to school transport budget	Annual
Reduced pressure on capital budgets as cheapest way of providing additional places	Via capital monitoring process and School Place Planning Programme Board	Monthly
School will maintain existing external play areas.	Site survey	Project completion
Coherent school design will ensure school operational issues are minimised.	Post project evaluation with school	Post project completion

### 5.5 Critical Success Factors

- All four Reception classrooms must be available for the school to use from September 2013

## 5.6 Assumptions & Constraints

### Assumptions

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### Constraints

- Some works may only be able to be carried out when the school is unoccupied, during school holidays.
- If works are carried out when the school is occupied, the school must continue to be operational.

## 5.7 Interdependencies

IN/OUT	Project, person or resources that you are dependant upon (IN) or that are dependant upon this project (OUT)	Description of dependency (e.g. the complete rollout of the project or the development of a particular part of it)
IN	Grant funding from Department for Education	Whole project reliant on grant funding as no alternative sources of funding. However, sufficient grant funding has already been received.
OUT	School children, parents, governors and staff	Reliant on project completion to enable provision of additional places at the school

## 5.8 Key Stakeholders

Stakeholder or Stakeholder group	Relevance to project
Existing pupils at the school	Potential minor disruption to school operation
Parents of children wishing to secure a place at the school	Reliant on availability of school places
Staff and governors of the school	Users of building
School Place Planning Programme Board	Responsible for securing additional school places

## 5.9 Project Management Organisational Structure

Project Team	Name	Appropriate Skills and Experience
Project Manager	Anita Ellis	Significant experience in delivering school build projects of this nature
Project Board	Name	Appropriate Skills and Experience
Project Owner (SRO)	Neil Goddard	Service Director and responsible owner of School Place Planning Programme
Project Assurance	Kim Burton	Schools Estate Development Manager
Senior User	Amanda Jones	School Head Teacher
Portfolio Holder	Councillor Nicola Greene	

**5.10 Timescales and Project Plan**

Project Start Date	Project End Date
February 2013	August 2013

**5.11 Progress Monitoring and Reporting Process**

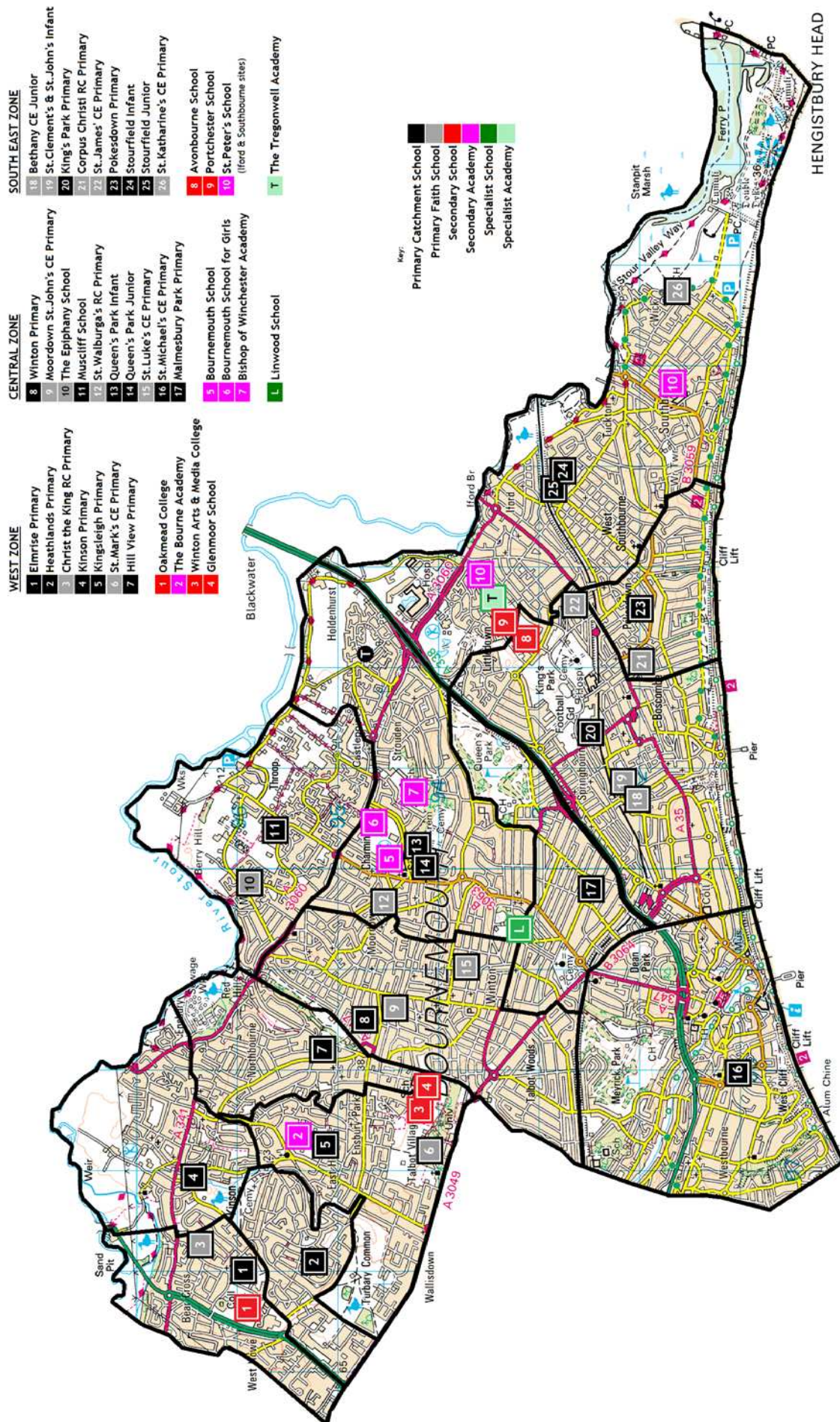
The project will report on a regular basis following the Council's mandatory project management process. It will use the standard progress report that captures progress against the key activities/milestones, top risks and issues, progress against benefits targets and an overall summary. This project will also be monitored on a regular basis by the School Place Planning Programme Board.

## 6 Appendices

**Business Case**

- a. Initial Risk Assessment
- b. Map of Bournemouth Schools

## Appendix b - Map of Bournemouth Schools



## Full Business Case (FBC)

### Tribal Unity (000376)

**Service Unit: Adult and Children's Directorate**

**Risk: Medium**

**Prepared by/Project Manager: Robert Young**

**Date: 30/01/2013**

**Document Approvals** - All Business Cases for projects over £25k must be approved by the following people listed in this table prior to being approved by the Transformation Board and Executive Gateway Board (EGB).

Officer/Member/Group	Name	FBC Approval Date	PID Approval Date
Project Owner	Neil Goddard	16 Nov 2012	
Executive Director	Jane Portman	16 Nov 2012	N/A
Portfolio Holder	Cllr N Greene	29 Nov 2012	N/A
Portfolio Holder comment	This update is important to ensure that a key system which enables us to track data for our schools is fit for the future and continues to operate effectively.		
Transformation Board (Transformation Projects Only)			
Executive Gateway Board		6/2/13	N/A
Cabinet			N/A
Project Board		N/A	

#### Other Elected Members & Officers Consulted

Name	Position	Date

#### Document Revision History

Version	Author	Changes	Date
0.1	R Young	Draft	21/10/12
1.0	R Young	Updated following consultation with Strategic Services	05/11/12
2.0	R Young	Update following release to review group	28/11/12
2.1	R Young	Diagram reflecting Option 3	09/01/13





## 1 Executive Summary

The Councils continued investment into the Tribal Suite of applications is critical to the delivery of a stable and accurate Case Management System (CMS) across the Adult and Children Directorate (ACD).

The timescale of the proposed project is 12 months, and would include:

- Upgrading to a new server hosting platform - referred to as infrastructure
- Implementation of the Tribal 'Unity' application, to enable automatic imports of school pupil data
- Upgrade of the Microsoft Reporting Service platform to deliver enhanced reporting to staff

The Tribal application has been operating on the same underlying infrastructure for the last 6 years without a major outage however it is now time to invest to ensure

- The continued delivery of the application
- To ensure future upgrades are possible
- To enhance the service through dynamic importing of School's data
- To enhance the reporting engine / service

### Preferred Option - **Option 3 - Full service refresh & Tribal Unity**

The preferred option would enable the purchase and installation of the replacement server and software environment, the Tribal Unity module and the development of the reporting service.

The financial expenditure would be:

- The proposed total investment is £65,010 Capital (inc 10% contingency) and £5,000 revenue.

The potential financial avoidance would be:

- The employment of an additional member of staff (1 x FTE as per Option 2) would be £29,000 (Incl super & NI)

In addition to the financial aspect of the project, the benefit to the Council would be:

- Reduced risk in the delivery of the Adult and Children's Directorate CMS due to an updated platform
- Introduction of automated data importing from school / academies, enabling staff to enhance their use of the data
- Expansion of the functionality of the current reporting service

### Future Service Developments

The Tribal Unity application is not limited to the automated data collection from schools Management Information System (MIS), but any modern CMS such as the Children Social Care application (currently RAISE) or Children Centre CMS.



## 2 Strategic Fit: The Strategic Case

### **Strategic Fit:**

In brief, the proposed project would support the Council's future ICT strategy of using core applications to deliver and manage Service functions.

The project would continue to ensure the Tribal suite of applications would be operating on a modern and fully supported hosting platform, which would be scalable to deliver the next 3 - 5 years growth.

The Tribal Unity application enables the Council to be smarter with regards to the collection of data from Schools / Academies, as the process can now be automated during out of hours, rather than a member of staff manually importing the data during the normal working day.

Continuing with the use of Microsoft Reporting Services for the delivery of reports from the Tribal suite of applications has enabled the Council to develop and deploy reports quickly and to remote locations. The project includes the upgrade to the latest version, again to enable the continued delivery of the service, to ensure future technical support, and to enable the Council to take advantage of the new functionality.

### 2.1 Business Needs and Project Background

#### **Business Needs**

##### **Modern Hosting Platform**

The proposed solution will enable the service to operate (including growth) for the next 3 - 5 years without further investment. The implementation of a modern hosting platform will ensure the risk of an outage is minimised, that the Council can operate on current and supported versions of software and also so we can meet the minimum specification level to enable Tribal software upgrades

##### **Tribal Unity**

It has now become clear from the topics being raised by the (Bournemouth) Tribal user group meetings that the change in depth and frequency of the data being collected from schools is increasingly being identified as the root cause of a number of issues

- Additional work to clarify / update data
- Confusion by staff as to what is the latest status / information
- Incorrect and additional communication being made to schools / parents
- Increased risk of the Council due to the Council making decisions based on out of date data

Therefore the proposal removes the need to increase the current FTE, by automating the data importing process. The frequency of the imports would also be increased to ensure changes within the school are reflected within the Councils CMS.

##### **Modern Reporting Service**

The reporting platform being used, offers staff to develop their own reports, can be quickly developed, and deployed to multiple sites with no local installation required. The Council has previously invested in the development of a number of reports and staff training. It is proposed that the solution is migrated to a modern hosting platform and an up to date version of the Microsoft application.





## **Project Background**

### **Single Adult and Children Services CMS**

Adult and Children Services made a strategic decision to invest in a central Case Management System (CMS) for the management and delivery of the “Education” service of school aged pupils back in 2002/3. Since the original decision being made, the use of the CMS has expanded to include all young people aged between 0 and 18, and also includes the delivery of a number of on-line services to Bournemouth citizens and private service providers.

ACD currently operates a suite of applications from Tribal Technology that together deliver a comprehensive CMS to internal and external customers. The core module (Synergy) holds a single data record per child that is then referenced by all “sub-modules”. Within each “Sub-module” additional, more service specific data is relationally attached to the core data set, such as:-

- Admissions (ADM)
- Special Education Needs (SEN)
- Pupil Support Service (PSS)
- Children Information Service (CIS)
- Early Years Service (EYS)

The greater efficiency of the CMS and its strategic strength is based on the single view of the young person, with all data (core and service specific) being accurate and up to date available. This then enables the correct decision to be made based on accurate data in a timely manner.

Over the last 2 - 3 years, the level of resourcing available to manage this aspect of the business process has reduced, and therefore a decision was made to only import the termly School Census export. The census files are released as per the below dates, and contain only the basic demographic data about the young person.

- January
- May
- October

### **Schools MIS - Cloud Based Service**

In 2009 a project was undertaken to migrate Bournemouth Primary Schools away from locally installed MIS School (Management Information Systems) over to a cloud based environment, therefore offer the schools “any time, anywhere” access to their data. The project was completed in 2010, with the majority of the Primary (and Junior and Infant) schools moving over to the new cloud based service (RM G2).

The completion of this project has enabled

Single export template for all schools on cloud based MIS

No resource requirements on the school to implement or maintain the data feed



## 2.2 Benefits, Objectives and Strategic Alignment

The objective is to achieve a greater level of efficiency through

- The continued stability and full support of the hosting platform
- The automation of the collection and importing of the data from schools
- The continued delivery and enhancement of the reporting function
- Greater accuracy of data being shared to other service areas

This would result in the following benefits to both ACD and the Schools

- Minimise the potential of the ACD CMS being unavailable to staff
- Ensure technical support and upgrades are available
- Allow for more frequent up to date imports with no extra resources or FTE
- Reduction in the number of errors, due to the increased frequency of updates
- Reduction in the communication with the schools to identify the current location of Young People
- A reduction in the time spent communicating with other services to identify the correct / current location of Young People
- Flexibility of staff to add value to the data and the CMS rather than focus on manual importing of the records, which could be reflected in their personal development plans
- The continued delivery and enhancement of the reporting function across the CMS suite

Council Strategic Objective / Corporate Priority (taken from Corporate Plan, Service Plans etc...)	Project Outcome	Benefits expected as a result of achieving outcomes
1.2 - Increased efficiency of services through the implementation of the Transformation Programme	Automating data collection, validation and importing	Reduced time (by Council staff) to import the data from the schools in to the Case Management System Allow for more regular imports without impacting on officer time
	Improved data accuracy	More timely update of any changes in the young person's record and distribution across all ACD service areas / teams
	Improved data accuracy	More accurate communication due to the data being updated on a regular basis
	Improved confidence in data being held	Greater confidence in the core data being held within the Tribal application
	Improved data ownership through smarter working	Time to focus on failed records, rather than the (manual) import process to ensure all data is correct
1.3 -Improved skills and flexibility within the Council's workforce	Automating data collection, validation and importing	Through the automation of the importing of the data, the staff will be able to utilise their skills in transforming data into Knowledge and information that can be shared / utilised across other services.



Council Strategic Objective / Corporate Priority (taken from Corporate Plan, Service Plans etc...)	Project Outcome	Benefits expected as a result of achieving outcomes
2.2 Vulnerable adults and children safeguarded	Improved data accuracy	Basing decisions on more accurate data Release of staff's time in order to assist with investigation into the impact and outcomes

## 2.3 Scope: (In/Out)

### Inclusions:

- Project management to enable the delivery and co-ordination of the required work across all stakeholders (ACD, ICT Mouchel, Tribal Technology, Schools / Academies)
- Technical and Application consultancy to enable the delivery of the required work across all stakeholders, BBC, Mouchel and Tribal
- Upgrading of the existing Tribal hosting, and reporting services platform
- The upgrading of any Tribal modules in order to enable the delivery of the new service
- Installation / configuration of the Tribal Unity components (Diagram in Appendix 1)
  - Web Services
  - Server side components
  - School side components
- Installation / Configuration of the service to import and validate 3 key pupil files structures
  - Starters
  - Leavers
  - Attendance
- Training of staff to enable in-house management / development of the Tribal Unity application
- Update training for BBC staff on the reporting services application
- The transition from project to Business As Usual (BAU)

### Exclusions:

- The re-design or implementation of any new Business Processes within the Sub-Modules or Services areas
- The development of the school MIS (Management Information System) unless required to enable delivery of the Unity Application
- The updating / management of the data within the Schools MIS or the Councils CMS unless required to enable delivery of the Unity Application
- The development / deployment of any additional reports not related to the User Acceptance Testing (UAT) of the Unity implementation
- The integration into other Service applications - each future request would be undertaken as a separate project



## 2.4 Strategic Risk

Risk	Mitigation Strategy	Owner
<b>Business / Strategic</b>		
Loss of confidence in the data being held within the ACD	The promotion of this business case to improve data accuracy	Neil Goddard - Service Director CLC
Building Service Plans on inaccurate data	The implementation of the proposed business case to improve data accuracy	Neil Goddard - Service Director CLC
Data being out of date	The implementation of the proposed business case to improve data accuracy	Neil Goddard - Service Director CLC
<b>Technical</b>		
Outage of CMS due to hosting platform failure	Update hosting platform and ensure built in resilience	Peter Marshall - Mouchel
Lack of technical support due to age of hosting platform	Update hosting platform to ensure operating version is fully supported	Peter Marshall - Mouchel
Outage of CMS during installation and testing	New infrastructure being built and tested within a POC (Proof of Concept) environment, therefore no risk to existing service	Peter Marshall - Mouchel
Outage of CMS during service migration from Test to Live	Current and proposed infrastructures can be run in parallel; therefore in the event of the transfer of the Live service encountering any issues, all connections will be re-pointed to the current infrastructure.	Peter Marshall - Mouchel
Loss of data when transferring to new infrastructure	The last action prior to Go Live, would be to take a copy of the current Live database and transferred over to the proposed infrastructure - therefore ensure the latest data is taken across	Peter Marshall - Mouchel



## 3 Options Appraisal: The Economic Case

### 3.1 Summary of Approach

The approach towards a solution has been to

- 1) Do Nothing (base line)
- 2) Full service refresh & Increase resource (1 x FTE)
- 3) Full service refresh & Tribal Unity

#### 1 - Do Nothing

- Continue on the existing hosting platform, with the acceptance that the risk of outage will increase, and future technical support will not be available
- Continue with existing Business Process / Model of data management
  - Census imports
  - Termly in frequency (Updated every 4 months)
- Reduction in accuracy of core data
- Increased fragmentation of data ownership and communication with schools
- Increased risk of making decision based on inaccurate / out of date data
- Not addressing the underlying cause of the inefficiency - manual data import

#### 2 - Full service refresh and Increase resource level (1x FTE)

- The full refresh of the hosting and reporting services platform
- Employment of an additional member of staff for the purpose of the management of the manual importing of the schools data

#### 3 - Full service refresh and Tribal Unity implementation

- The full refresh of the hosting and reporting services platform
- Implementation of the Tribal Unity application and required infrastructure
- Establish the automation of the importing of the schools data

### 3.2 Options Appraisal

#### Option 1 - Do Nothing

Total Expected Financial Benefit (£k)	Total Expected Financial Cost (£k)
£0	£0
Expected non Financial Benefit	High level Breakdown of Costs
£0	£0
Strengths (Including opportunities)	Weaknesses (Including threats)
No change to current business process No development or further financial expenditure	Increase in risk of outage Increase in risk of no technical support from either Microsoft or Tribal Technology Not addressing the underlying issue of manual data imports and checking of data quality Decision and allocation of resources will be based on inaccurate data
Risk	Mitigation Strategy
Continued reduction in the accuracy of the data No single point of data ownership, or communication with the schools Fragmented use of the ACD Case Management System Increased ownership per team of the core data	Internal Tribal user group to minimise the variation from the Adult and Children Services strategic use of the CMS



Timeline	Indicative Funding Source
N/A - no change proposed	N/A

### Option 2 - Full Service Refresh & Increase Resource (1 x FTE)

Total Expected Financial Benefit (£k)	Total Expected Financial Cost (£k)
£0	£31,000 - Staff + Overheads £30,000 - Capital  (£61,000 Total)
Expected non Financial Benefit	High level Breakdown of Costs
<p>Replacement hosting service, minimising the risk of service outage</p> <p>More timely update of any changes in the child's information and distributed across all ACD service areas / teams</p> <p>More accurate communication due to the data being updated on a more regular basis</p> <p>Greater confidence in the core data being held within the CMS</p> <p>Time to focus on failed records, than the import process</p>	<p>Staff Costs</p> <ul style="list-style-type: none"> <li>• Staff member - £29,000</li> <li>• Staff Overheads - £2,000</li> </ul> <p>Infrastructure Development</p> <ul style="list-style-type: none"> <li>• Hosting Infrastructure - £18,000</li> </ul> <p>Tribal Technology</p> <ul style="list-style-type: none"> <li>• Additional Tribal Licence / Training £5,000</li> <li>• Project Management / Consultancy - £2,000 (2 Days)</li> <li>• On-Site Technical Consultancy - £5,000 (5 Days)</li> </ul> <p>ICT Mouchel - Utilising Unallocated Core</p> <ul style="list-style-type: none"> <li>• Application Support - 5 Days</li> <li>• Network Support - 2 Days</li> <li>• Server Support - 5 Days</li> <li>• Project Manager - 2 Days</li> <li>• 14 days Total (covered under unallocated core contract)</li> <li>• £6,300 - estimated based on £450 per day, as per ICT partnership agreement</li> </ul>
Strengths (Including opportunities)	Weaknesses (Including threats)
<p>Additional resource to manage the core data</p> <p>Single point of data ownership</p>	<p>Implementation of a single point of failure - new member of staff</p> <p>Reliant on a manual process</p> <p>Still requires time and resource within school</p> <p>Multiple export files / templates from school</p>
Risk	Mitigation Strategy
<p>Introducing a single point of weakness in the business process - this being the single member of trained staff, and point of contact for the schools / other internal teams</p>	<p>The service is built on a resilient infrastructure e.g. no single points of hardware / software failure</p> <p>A support agreement is supplied by both ICT Mouchel and Tribal Technology</p>
Timeline	Indicative Funding Source



6 Months in total 3 months - Staff selection / Training 3 months - Establish data export routine	CLC Service - Staffing Costs
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### Option 3 - Full service refresh & Tribal Unity

Total Expected Financial Benefit (£k)	Total Expected Financial Cost (£k)
£0 (Project is based on cost avoidance of employing 1 x FTE)	Total Capital - £65,010 (inc contingency) Total Revenue - £5,000 (variable increase each year)
Expected non Financial Benefit	High level Breakdown of Costs
<p>Replacement hosting service, minimising the risk of service outage</p> <p>Reduced time to import the data from schools in to the Case Management System</p> <p>More timely update of any changes in the child's information and distributed across all ACD service areas / teams</p> <p>More accurate communication due to the data being updated on a more regular basis</p> <p>Greater confidence in the core data being held within the CMS</p> <p>Time to focus on failed records, than the import process</p>	<p>Infrastructure Development</p> <ul style="list-style-type: none"> <li>• Hosting Infrastructure - £18,000</li> <li>• SSL Certification - £900</li> </ul> <p>Tribal Technology</p> <ul style="list-style-type: none"> <li>• Unity - Licence (1 off) £20,000</li> <li>• School Adaptor £3,200</li> <li>• Project Management / Consultancy - £2,000 (2 Days)</li> <li>• On-Site Technical Consultancy - £15,000 (15 Days)</li> </ul> <p>ICT Mouchel - Utilising Unallocated Core</p> <ul style="list-style-type: none"> <li>• Application Support - 15 Days</li> <li>• Network Support - 5 Days</li> <li>• Server Support - 15 Days</li> <li>• Project Manager - 2 Days</li> <li>• 37 days Total (covered under unallocated core contract)</li> <li>• £16,650 - estimated based on £450 per day, as per ICT partnership agreement</li> </ul> <p>Tribal Technology Revenue</p> <ul style="list-style-type: none"> <li>• Annual Unity Support - £5,000</li> </ul>
Strengths (Including opportunities)	Weaknesses (Including threats)
<p>Delivery of an automated importing function, with the ability to expand the data set and frequency of collection with minimal resources</p> <p>Built upon established technology and application</p> <p>No further investment in the schools MIS application to enable the data transfer</p>	<p>Requires additional administration</p> <p>Reliant upon the majority of the schools remaining with the RM G2 MIS application</p>
Risk	Mitigation Strategy
Failure of the service, resulting in no data being imported	<p>The service is built on a resilient infrastructure</p> <p>A support agreement is supplied by both ICT Mouchel and Tribal Technology</p>
Timeline	Indicative Funding Source



<p>Estimated timescale for full Implementation -  <b>12 Month Period</b></p> <p>Feb- Project Initiation  March - Detailed Project Planning  April - Orders Placed for hosting platform  May - Build new infrastructure and detailed planning of service migration  June - Migration of Test environment and UAT of new infrastructure  July - Migration of Live and UAT  August - Change freeze due to UAT of Admissions on-line  Sep - March - Admission on-line LIVE  Oct - Nov  Implementation of Unity in Test and establish data transfer from schools  Nov - Dec  Migration of Unity service to Live  Jan - Review transfer and increase frequency to weekly  Feb - Close Project</p>	<p>Capital / Risk Bid</p>
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### **Preferred Option - Option 3 - Full service refresh & Tribal Unity**

Full service refresh & Tribal Unity implementation includes the following:

- The full refresh of the hosting and reporting services platform
- Implementation of the Tribal Unity application and required infrastructure
- Establish the automation of the importing of the schools data

Diagram of proposed solution included as Appendix 1

The proposed solution is the only long term solution to the removal of the requirement to manually importing data from Bournemouth schools, increasing the frequency and accuracy of the data being held in the ACD Case Management System, working in a smarter means through Tribal Unity.

The preferred option (Option 3) removes the proposal (Option 2) to employ an additional member of staff, to work alongside the current 1 x FTE to cover the following tasks:

- 0.3 FTE - reduction in time taken to import
- 0.4 FTE - reduction in checking of data accuracy
- 0.3 FTE - reduction in additional communication with schools

## **4 Affordability: The Financial Case**

### **Funding Source**

The Council is being requested to fund the proposed project, based on the following financial breakdown in section 4.4.

### **Risk Funding**

If applicable, the proposal would be to fund (part or full) the replacement of the hosting platform costs from the Risk fund, as failure to replace this, and the impact to ACD an outage would cause.

### **Commitment to date**





To date there has been no commitment (resource or financial) to the delivery of the project, outside of initial scoping / research with supplier over the Business Case, therefore if ACD were not successful in securing the requested funding, the Council would not be exposed to any future commitment.

#### 4.1 Quantification of Risk and Associated Contingency

The risks with the proposed solution have been minimised by

- The implementation of a test system and established UAT stakeholder group
- Established in-house knowledge
- Based on standard Microsoft Technologies
- Phased implementation / migration planned
- Change freeze prior to Admissions on-line (high priority service)

#### 4.2 Running Costs

The Tribal suite of applications is included within the Mouchel support contract, therefore there would be no additional cost due to the proposed refresh.

The Unity applications annual support would be - £5,000 per annual with a variable increase each year

#### 4.3 Savings

No direct cashable savings are being proposed, rather the greater efficiency in the use of experienced officer time, increase accuracy of data, reduced resource commitment by school staff, staff able to focus on knowledge management as opposed to manual data importing

The proposed solution removes the requirements to employ an additional member of staff, to work alongside the current 1 x FTE to cover the following tasks:

- 0.3 FTE - reduction in time taken to import
- 0.4 FTE - reduction in checking of data accuracy
- 0.3 FTE - reduction in additional communication with schools



#### 4.4 Spend Profile and Cash Flow

All figures in £k	Description	2012/13	2013/14	2014/15	2015/16	2015/16	Total
Costs to date	BBC, Tribal & Mouchel research No charge - Covered by Tribal or Mouchel	£0	NA	NA	NA	NA	£0
Mouchel Staff	Mouchel - ICT Staff will be covered by Unallocated Core 37 days Total (covered under unallocated core contract) £16,650 - estimated based on £450 per day, as per ICT partnership agreement	£2,000	£14,650	NA	NA	NA	£16,650
Equipment	Hosting Platform	£6,000	£12,900	NA	NA	NA	£18,900
Internal Staff	CLC Service Staff	£0	NA	NA	NA	NA	£0
External Resource	Tribal Consultancy (including Local Training)	£5,000	£12,000	NA	NA	NA	£17,000
Capital Costs	Tribal Unity Licences	£5,000	£18,200	NA	NA	NA	£23,200
Other	NA	£0	NA	NA	NA	NA	£0
<b>Sub-Total Costs</b>		<b>£18,000</b>	<b>£57,750</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>£75,750</b>
Contingency @10%	not including unallocated core costs	£1,600	£4,310	NA	NA	NA	£5,910
<b>Total Costs</b>		<b>£19,600</b>	<b>£62,060</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>£81,660</b>

\*\*\* Any projects that involve office moves must be approved by Roger Ball and associated costs built into the business case prior to progressing this business case for approval as detailed in the [policy](#)



#### 4.5 Source of Funding

Source of Funding	Total (£k)
Capital / Risk Bid	£65,010
Unallocated Core	16,650
<b>Total</b>	<b>£81,660</b>

#### Previously Awarded Feasibility Funding

Date Awarded	Description of Funding Usage	Total (£k)
NA	Feasibility funding not previously requested	£0

## 5 Achievability: The Project Management Case

### 5.1 Project Approach

The project would be a combination of the following “approaches”

#### Brought ‘off the shelf’

The Tribal Unity application is a fully developed and tested application, with installations within other Councils.

#### Based on specific technologies

The hosting platform required for the implementation and delivery of the service is based on the proposed ICT architecture within Bournemouth Council, and therefore is fully compatible.

#### Made to measure

The Tribal Unity application allows Bournemouth to define the data included in the exports / imports and the frequency of transfer. The application also allows Bournemouth to establish local rules for validation, importing and outcome triggers.

### 5.2 Evidence of Similar Projects

The previous hosting platform migration was completed by staff still retained within either ACD, ICT (now Mouchel ICT) and Tribal. Therefore it is proposed to review the previous project documentation, and recent migrations / installation undertaken by Tribal as part of the project scope.

The new hosting platform is based on the Councils / Mouchel’s preferred technology for database / website hosting and so a number of previous migrations have already been achieved. The lessons learnt from these migrations will also be reviewed

### 5.3 Resources Required

#### Tribal Technology

- Technical (Server and Security configuration)
- Tribal Application (Application migration / installation / configuration)

#### Mouchel - ICT

- Architectural Design
- Technical (Server and Networks)
- Microsoft Application (Application installation / configuration)

ACD / Strategic Services - Data and Information Management team



- Management and administration of the Tribal CMS
- Management and administration of pupil level data and exports from schools (or Academies) / schools MIS
- Existing business processes, and the changes required to enable the implementation of the Tribal Unity application

## 5.4 Benefit Realisation

Benefit	How will the benefit be Measured?	Frequency of Measurement
Implementation of a resilient hosting platform	Testing of the fail over service	1 off
Migration of Tribal services over to new hosting platform with no loss of service during core hours	No impact to staff during core hours	1 off
Increased frequency of data imports	Achieve weekly imports	1 off
Increase range of data being imported	Achieve a greater range of data fields to that offered by the census import	1 off
Reduce the time taken to import the data files	Achieve full import of school files during out of hours	1 off
Increase the accuracy of the data imports over a 3 month period from base line to 85%	Set baseline of input rate, and monitor again + 3 months after Unity imports established	1 off
Continued increase of data accuracy above 85%	Review import rates for the number of failures	Bi-Monthly

## 5.5 Critical Success Factors

- Implementation and migration to the proposed updated hosting platform
- Automated export and import of pupil level data from schools
- Reduction in the level (time) of manual involvement by staff
- The increased frequency of data imports
- The reduced time to disseminate changes across the Tribal CMS
- Improved communication (to customer and schools)

## 5.6 Assumptions & Constraints

### Assumptions

- That the schools will assist the Council with the delivery of the project (including Academies)
- That the schools / academies will authorise the collection and storage of the data
- That no other major changes to the Tribal infrastructure / service delivery will be undertaken during the life of this project

### Constraints

The main project constraint will be:

- The delivery of the Admissions on-line service, as this is a critical service to the Council

Further constraints of the outlined benefits are those outside of the control of the Council



- Quality of the data from the Schools MIS will still impact the quality of the data being held in the Tribal CMS

## 5.7

### Interdependencies

IN/ OUT	Project, person or resources that you are dependant upon (IN) or that are dependant upon this project (OUT)	Description of dependency (e.g. the complete rollout of the project or the development of a particular part of it)
IN	NA	NA
Out	NA	NA

## 5.8

### Key Stakeholders

Stakeholder or Stakeholder group	Relevance to project
Schools	Influence - High Support for Project - High Resources Requirements - Low Operational Impact - Low
Tribal Technology	Influence - High Support for Project - High Resources Requirements - Low Operational Impact - NA
Mouchel ICT	Influence - High Support for Project - High Resources Requirements - High Operational Impact - Low
ACD - CSS Data and Information Team	Influence - High Support for Project - High Resources Requirements - Med Operational Impact - Med

## 5.9

### Project Management Organisational Structure

Project Team	Name	Appropriate Skills and Experience
Project Manager	Robert Young	ICT Client Manager
Project Board	Name	Appropriate Skills and Experience
Project Owner (SRO)	Neil Goddard	Service Director with experience of the delivery of the Case Management System
Senior Supplier	Robert Young / Gary Burt	ICT Client Manager / Data and Process Management Officer responsible for the management and delivery of the Tribal applications
Senior User	Jane Trevett / Dawn Simpson	Senior Information Management Officer currently responsible for the quality and delivery of the data for ACD
Portfolio Holder	Cllr N Greene	Portfolio holder for the Service area most impacted by the proposed development



## 5.10 Timescales and Project Plan

Project Start Date	Project End Date
Feb 2013	Feb 2014

ID	Phase / Activity	Estimated Start	Estimated End
	Project Initiation	Feb	Feb
	Detailed Project Planning	March	March
	Order Placed for hosting platform	April	April
	Build new infrastructure and detailed planning of service migration	May	May
	Migration of Test environment and UAT of new infrastructure	June	June
	Migration of Live and UAT	July	July
	Change freeze due to UAT of Admissions on-line	August	August
	** Marker ONLY ** Admission on-line LIVE	Sep	March
	Implementation of Unity in Test and establish data transfer from schools	Oct	November
	Migration of Unity service to Live	Nov	December
	Review transfer and increase frequency to weekly	Jan	Feb
	Close Project	Feb	Feb

## 5.11 Progress Monitoring and Reporting Process

The project will report on a regular basis following the Council's mandatory project management process. It will use the standard progress report that captures progress against the key activities / milestones, top risks and issues, progress against benefits targets and an overall summary




# 6 Appendices

## Business Case

- Initial Risk Assessment (Template available on PPMO BIZ Pages)
- EINA - contact Sam Johnson for advice
- Health & Safety Impact Assessment - submit to [h.safety@bournemouth.gov.uk](mailto:h.safety@bournemouth.gov.uk)
- Whole Life Costing (Template available on PPMO BIZ Pages)

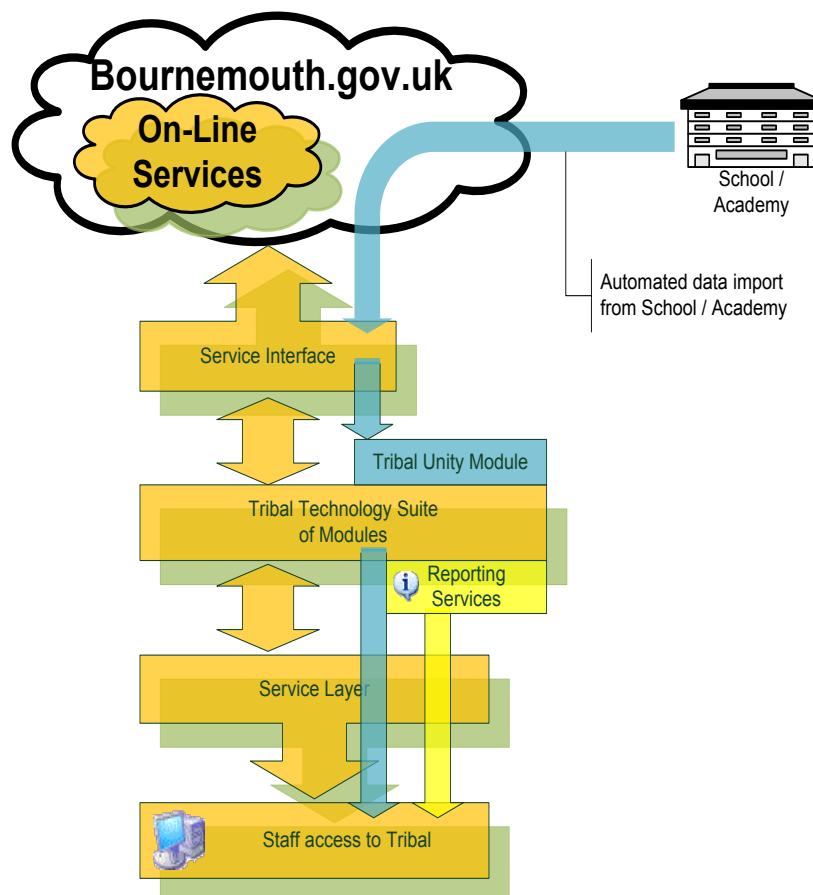
## Appendix 1 - Option 3 - Full service refresh & Tribal Unity

### Tribal Technology Unity Project Option 3 - Full service refresh & Tribal Unity

Phase 1 – Hardware / Software upgrade   
Phase 2 – Importing from School's / Academies   
Phase 3 – Update Reporting Services 

This proposal offers the Councils

- A platform that will support the Tribal Case Management system for the next 5 years
- The ability to automatically import data from schools / academies
- An improved reporting tool set, building on the current tool set



## Full Business Case (FBC)

### Opti Time - Scheduling Engine (000376)

**Service Unit: Strategic Services**

**Risk: Low**

**Prepared by/Project Manager:** Robert Young  
**Date:** 02/10/2012

**Document Approvals** - All Business Cases for projects over £25k must be approved by the following people listed in this table prior to being approved by the Transformation Board and Executive Gateway Board (EGB).

Officer/Member/Group	Name	FBC Approval Date	PID Approval Date
Project Owner	Robert Young	16 Nov 2012	
Executive Director	Liz Wilkinson	16 Nov 2012	N/A
Portfolio Holder	Cllr J Beesley		N/A
Portfolio Holder comment			
Transformation Board (Transformation Projects Only)			N/A
Executive Gateway Board		6/2/13	N/A
Cabinet			N/A
Project Board		N/A	

#### Other Elected Members & Officers Consulted

Name	Position	Date

#### Document Revision History

Version	Author	Changes	Date
Draft	R Young	Initial Version	02/10/2012
2	R Young	Update following release to review group	28/11/2012
2.1	R Young	System diagram for Option 2 and 3 (Appendix 1)	08/01/2013



# 1 Executive Summary

This business case sets out the reasoning for the allocation of resources that will enable the Council to take a strategic decision in delivering a corporate level scheduling service.

When researching the need as to how to enable channel shift away from face to face, telephone or paper based for the booking or renewal of a service, one aspect was a scheduling engine that could be adapted to meet the many variations (time, cost, services, location etc) being requested by the customer.

In order to understand how this could be delivered, the supplier of the existing scheduling application used within Housing Landlord Service was approached. After a review of the application and the development of a technical specification, it was established that their application and current version would be able to deliver the required outcomes - Opti-Time Version 5.

The implementation of the Opti-Time Version 5, the preferred software application will enable the implementation of a single scheduling engine that can then be used by other services area across the Council for example (but not limited to)

- Housing Landlord Service (HLS)
- Sea Front Services
- Parks
- Adult Services
- See Appendix A for a diagrammatical view of the solution

The Opti-Time application in conjunction with service development has the potential to deliver a number of enhanced internal and on-line services.

The Council / Mouchel has existing in-house experience with the Opti-Time application as this is a central application within HLS, and it is proposal to build on this experience and expand its current use across the Council in order to enable the delivery of

- Migration of Housing Landlord Services to the same platform
- Delivery of a new on-line beach hut booking service
- Delivery of an enhanced on-line booking system for Queens Park Golf course
- Scheduling platform for Adult services

The requested resources for delivery of the recommended Option are;

## Preferred Option - Option 3 - Opti-Time Version 5

The purchase and installation of a replacement server and software environment to host the initial HLS, Seafront and Parks projects

Capital expenditure - **£32,175 (inc 10% contingency)**

- Hardware hosting (Infrastructure) - £11,750
- Opti-Time Version 5 Software - £14,250
- XMBrace Consultancy (Supplier) - £3,250
- Mouchel ICT Staff -
  - 40 days (covered under unallocated core contract)
  - £18,000 - estimated based on £450 per day, as per ICT partnership agreement

## Strategic Fit: The Strategic Case

### 1.1 Business Needs and Project Background

When researching the need as to how to enable channel shift away from face to face, telephone or paper based for the booking or renewal of a service, one aspect was a scheduling engine that could be adapted to meet the many variations (time, cost, services, location etc) being requested by the customer.

In order to understand how this could be delivered, the supplier of the existing scheduling application used within Housing Landlord Service was approached. After a review of the application and the development of a technical specification, it was established that their application and current version would be able to deliver the required outcomes, these being:

- A stable / proven application - currently being used in Housing Landlord Services.
- An application that will enable the hosting and deliver of multi scheduling services, all driven by a single “engine”.
- A scalable solution that can be expanded above the initial 3 projects.
- An application that can be integrated into the Councils Lagan Customer Relationship Management application (CRM).
- An application that can be linked into on-line services (e.g. the Council Web Site), so enhancing the customer experience.

### 1.2 Benefits, Objectives and Strategic Alignment

Council Strategic Objective / Corporate Priority (taken from Corporate Plan, Service Plans etc...)	Project Outcome	Benefits expected as a result of achieving outcomes
3.1 Improved facilities for visitors and residents	To expand the range of channels services can be delivered over (Face 2 Face, Telephone, Mobile App, On-line service)	Greater accessibility of Councils services by Customers / Citizens
1.4 Increased returns from the management of Council assets	Channel shift to on-line services	Cost reduction to the Council for the delivery through the expansion of available channels e.g. mobile application and on-line services
1.2 Increased efficiency of services through the implementation of the Transformation Programme	The project will enable the greater efficiency of booking and scheduling services - Initial project the on-line beach hut booking service	Saving in staff time
1.2 Increased efficiency of services through the implementation of the Transformation Programme	Migration of the HLS application over to the new infrastructure / Opti-Time engine	Closure of the old HLS hosting service

### 1.3 Scope: (In/Out)

The project inclusion the provision and implementation of  
**Inclusions:**

- Purchase and installation of the hardware that can deliver the initial 3 projects, but can then be up-scaled to deliver further projects

- Purchase and the installation of the Opti-Time Version 5 software
- Mouchel ICT Service (Project Management, Technical, Transition)
- Integration into the Lagan CRM
- Integration in to the on-line Beach Hut booking service
- Scoping the Housing Landlord Services migration
- Scoping of the Queens Park Golf Course on-line service

#### Exclusions:

- Migration of the HLS over from Version 4 to Version 5 - to be managed as a separate project
- Integration and development of the Queen's Park Golf course on-line service - to be managed as a separate project
- Development of the service as part of any Core Service Transformation proposal

### 1.4 Strategic Risk

Risk	Mitigation Strategy	Owner
Councils ICT Strategic	Close working relationship with Mouchel and BBC Strategic ICT Leads	R Young - ICT Client Manager
Councils Transformation Agenda	Close working relationship with Mouchel (J Atkinson) and BBC (TBC)	R Young - ICT Client Manager

## 2 Options Appraisal: The Economic Case

### 2.1 Summary of Approach

The approach taken to date has been to review and learn from existing scheduling applications currently in operation within the Council, or the extension of existing applications.

### 2.2 Options Appraisal

#### Option 1 - Do Nothing

Total Expected Financial Benefit (£k)	Total Expected Financial Cost (£k)
£ 0	£0 The services will continue to meet the cost of alternative service provision
Expected non Financial Benefit	High level Breakdown of Costs
Unknown	£0 No additional expenditure proposed - Services will continue to meet existing costs
Strengths (Including opportunities)	Weaknesses (Including threats)
No change or risk to the services	Continued expenditure for service delivery No change in accessibility to services by Customers / Citizens
Risk	Mitigation Strategy

Costs are unsustainable for face to 2 and telephone service provision Quality of service degrades Accuracy of service provision reduces over time	Implementation of channel shift per Service unit, through using disparate software applications Implementation of additional staff to cover key periods of year for scheduling of services
Timeline	Indicative Funding Source
NA	£ NA

### Option 2 - Individual Opti-Time Version 4 Installations

Total Expected Financial Benefit (£k)	Total Expected Financial Cost (£k)
Estimated Housing Landlord - £0 - Existing Service Sea Front - Staff Time £5,000 Queen Parks - Staff Time £2,500 Removal of old software - £3,000 Additional Income due to greater accessible booking service - TBC	£18,500
Expected non Financial Benefit	High level Breakdown of Costs
A central Council wide platform to enable the implementation of scheduling in multiple service areas across the Council A service that can be utilised to deliver both internal and customer focused solutions (e.g on-line)	Infrastructure - £9,000 Opti-Time V4 Software - £21,000 XMBrace Consultancy - £2,000 Mouchel ICT Staff - <ul style="list-style-type: none"> <li>50 days (covered under unallocated core contract)</li> <li>£22,500 - estimated based on £450 per day, as per ICT partnership agreement</li> </ul>
Strengths (Including opportunities)	Weaknesses (Including threats)
A direct replication of the Councils existing Opti Time Version 4 installation Independent installation for each scheduling service Ability to collect and report on a greater range of Management Information data (MI) See Appendix 1 for system diagram	Increase resource management and cost due to multiple installations Is not the latest version, and therefore would need upgrading in the near future (12-18 months) See Appendix 1 for system diagram
Risk	Mitigation Strategy
Version will be end of life within the next 12 - 18 months Staff time to test proposed version	Implementation of Version 5
Timeline	Indicative Funding Source
December 2012 - March 2013	Capital Bid

### Option 3 - Central (Single) Opti Time Version 5 Installation

Total Expected Financial Benefit (£k)	Total Expected Financial Cost (£k)
---------------------------------------	------------------------------------

Estimated Housing Landlord - £0 - Existing Service Sea Front - Time £5,000 Queen Parks - Time £2,500 Removal of old software - £3,000 Additional Income due to greater accessible booking service - TBC	£29,250
Expected non Financial Benefit	High level Breakdown of Costs
A central Council wide platform to enable the implementation of scheduling in multiple service areas across the Council A service that can be utilised to deliver both internal and customer focused solutions (e.g on-line)	Infrastructure - £11,750 Opti - Time Software - £14,250 XMBrace Consultancy - £3,250 Mouchel ICT Staff - <ul style="list-style-type: none"> <li>40 days (covered under unallocated core contract)</li> <li>£18,000 - estimated based on £450 per day, as per ICT partnership agreement</li> </ul>
Strengths (Including opportunities)	Weaknesses (Including threats)
A scalable solution that can offer a scheduling service to the wider Council A solution that is based upon an existing application The ability to host multiple, independent scheduling service e.g. Sea Fronts, HLS, Parks Enhanced connectivity to enable the delivery of on-line service scheduling Ability to collect and report on a greater range of Management Information data (MI) See Appendix 1 for system diagram	Running duplicate installations until HLS are migrated to Version 5 (3 - 5 month window) Reliance on a single application (being Opti Time) See Appendix 1 for system diagram
Risk	Mitigation Strategy
Disruption to the existing services during implementation Staff time to test proposed version	Application versions run in parallel to enable testing Robust governance / Project Management Bi-weekly highlight reports to SRO
Timeline	Indicative Funding Source
December 2012 - March 2013	Capital Bid

#### Option 4 - Lagan Scheduling Service

Total Expected Financial Benefit (£k)	Total Expected Financial Cost (£k)
Estimated Housing Landlord - £0 - Existing Service Sea Front - Staff Time £5,000 Queen Parks - Staff Time £2,500 Removal of old software - £3,000 Additional Income due to greater accessible booking service - TBC	£52,000
Expected non Financial Benefit	High level Breakdown of Costs

Improved service provision with regards to service scheduling and were applications / services are integrated into the Lagan application	Infrastructure - £15,000 Lagan Module - £25,000 Lagan Consultancy - £7,000 Lagan Training - £5,000 Mouchel ICT Staff - <ul style="list-style-type: none"> <li>• 55 days (covered under unallocated core contract)</li> <li>• £24,750 - estimated based on £450 per day, as per ICT partnership agreement</li> </ul>
Strengths (Including opportunities)	Weaknesses (Including threats)
A scheduling service driven from the Lagan CRM application would enable the scheduling of services or applications integrated into Lagan	All applications would need to connect to Lagan - a complex and expensive task Utilisation of the scheduling engine to deliver on-line service would need further investigation
Risk	Mitigation Strategy
Increases the reliance of a single application	Infrastructure and resilience of the design has been increased to reflect this - at additional cost
Timeline	Indicative Funding Source
TBC - 4 months + (depends on availability of Lagan consultants and Project Manager)	Capital Funding

### 2.3 Preferred Option

The preferred and therefore proposed option is:

#### **Option 3 - Central (Single) Opti Time Version 5 Installation**

This option, includes the following items

- Purchase and installation of the hardware that can deliver the initial 3 projects, but can then be up-scaled to deliver further projects
- Purchase and the installation of the Opti-Time Version 5 software
- Mouchel ICT Service (Project Management, Technical, Transition)
- Integration into the Lagan CRM
- Integration in to the on-line Beach Hut booking service
- Scoping the Housing Landlord Services migration
- Scoping of the Queens Park Golf Course on-line service

## 3 Affordability: The Financial Case

### 3.1 Quantification of Risk and Associated Contingency

The Council has negotiated a fixed cost with XMbrace (UK supplier of Opti-Time) for the implementation of Version 5, the on-line connectivity required for the Beach Hut project and potentially the migration of the HLS installation from Version 4 to Version 5

### 3.2 Running Costs

The running costs of the services are the same as individual implementations.

### 3.3 Savings

The short term saving is from operating a single infrastructure, management and future upgrades.

The medium to long term savings is from the utilisation of a scheduling engine to improve both internal and external (customer facing) services

### **Spend Profile and Cash Flow**

All figures in £k	Description	2012/13	2013/14	Total
Costs to date	Mouchel consultation - establish business case	Delivered as part of the partnership agreement - No cost to Council	£0	£0
Equipment	New Hardware to host the application	£4,000	£7,750	£11,750
Mouchel Staff	40 Days - Mouchel ICT 40 Days @ £450 per day £18,000 - total staff cost  Delivered through Unallocated Core	£2,000	£16,000	£18,000
External Resource	XMBrace Consultancy	£1,200	£2,050	£3,250
Capital Costs	Opti-Time Software	£4, 250	£10,000	£14,250
Other				
<b>Sub-Total Costs</b>		<b>£11,450</b>	<b>£35,800</b>	<b>£47,250</b>
Contingency @10%		£945	£1,980	£2,925
<b>Total Costs</b>		<b>£12,395</b>	<b>£37,780</b>	<b>£50,175</b>

\*\*\* Any projects that involve office moves must be approved by Roger Ball and associated costs built into the business case prior to progressing this business case for approval as detailed in the [policy](#)

### **3.4 Source of Funding**

Source of Funding	Total (£k)
Capital Bid	<b>32,175</b>
Unallocated Core	<b>18,000</b>
<b>Total</b>	<b>£50,175</b>

## 4 Achievability: The Project Management Case

### 4.1 Project Approach

The proposed solution requires the following staff / resources

Mouchel

- James Rolleston - ICT Project Management
- Various Staff - Technical Services

BBC Staff time

- BBC - Charmaine Denny - Sea Front Services
- BBC - R Young - ICT Client Manager

External

- Various Staff - XMBrace

### 4.2 Evidence of Similar Projects

The Opti Time scheduling application is currently in use by the Council (HLS Version 4), and therefore the supplier / application are known to Mouchel in terms of development and support.

XMBrace (Opti Time supplier) and Lagan have a proven history of integration, with a number of Councils utilising the Opti Time engine as their preferred scheduling engine

The development of the integration between Opti Time, Lagan and on-line service provision is a new development, and therefore has been investigated between all parties to ensure the requirement can be delivered.

### 4.3 Resources Required

The provisional Councils resource commitment to the project is;

Capital Funding - £32,175

BBC Staff time

- BBC - R Young - ICT Client Manager

### 4.4 Benefit Realisation

Benefit	How will the benefit be Measured?	Frequency of Measurement
Enable delivery of fully transactional on-line services	Reduction in the manual intervention required to complete a transaction end to end	Cost per transaction review
Enable greater channel shift to on-line	Provision of an on-line service with a scheduling service	Annual for a period of 5 years
Cost reduction in service delivery	Utilisation of the existing Opti-Time engine will reduce future project costs	Per project cost
Improved perception of service delivery by the customer	Annual satisfaction survey	Annual Survey



#### 4.5 Critical Success Factors

A clear and fit for purpose scheduling application that is

- A proven application
- An application that will enable the hosting and deliver of multi scheduling services
- Hosted on a scalable solution
- An application that can be integrated into the Councils Lagan CRM
- An application that be embedded into on-line service, so enhancing the customer experience and enabling channel shift

#### 4.6 Assumptions & Constraints

##### Assumptions

Resources - The required staff will be available during the life of the project

##### Constraints

Time - as integration into the Beach Hut booking project is dependent upon the opening of the new season

#### 4.7 Interdependencies

IN/ OUT	Project, person or resources that you are dependant upon (IN) or that are dependant upon this project (OUT)	Description of dependency (e.g. the complete rollout of the project or the development of a particular part of it)
In	BBC Sea Front Staff	Development and design
In	Mouchel ICT Staff	Technical development of the hosting platform and interface
In	BBC HLS Staff	Scoping of the HLS transfer from V4 to V5

#### 4.8 Key Stakeholders

Stakeholder or Stakeholder group	Relevance to project
Charmaine Denny - Sea Front Services	Beach Hut - on-line Booking Project
Housing Landlord Services	Proposed migration of existing service to Version 5
James Rolleston	Mouchel Project Manager

#### 4.9 Project Management Organisational Structure

Project Team	Name	Appropriate Skills and Experience
Project Manager	J Rolleston	Mouchel Project Manager
Project Board	Name	Appropriate Skills and Experience
Project Owner (SRO)	R Saunders	Service Director
Project Assurance		
Senior Supplier	R Young	ICT Client Manager

Senior User	C Denny	Sea Front service officer, included in design and scoping of project
Senior User	HLS - Staff	Identified closure to the time of delivery
Senior User	QP Golf Course	Identified closure to the time of delivery
Portfolio Holder	Cllr J Beesley	Leader of the Council

#### 4.10 Timescales and Project Plan

Project Start Date	Project End Date
Dec 2012	September 2013

ID	Phase / Activity	Estimated Start	Estimated End
1	Implementation of infrastructure and Opti Time V5	Feb 12	Feb 12
2	Provision of Web Services	March 13	March 13
3	On-Line Service integration	March 13	March 13
4	Service Testing	April 13	April 13
5	Service Live	May 13	May 13
6	Service Enhancements	May 13	June 13
7	HLS Project Scoping	June 13	July 13
8	Queens Park Golf Course Project Scoping	June 13	July 13
9	Adult Service Project Scoping	TBC	TBC

#### 4.11 Progress Monitoring and Reporting Process

The project will report on a regular basis following the Council's mandatory project management process. It will use the standard progress report that captures progress against the key activities / milestones, top risks and issues, progress against benefits targets and an overall summary

## 5 Appendices

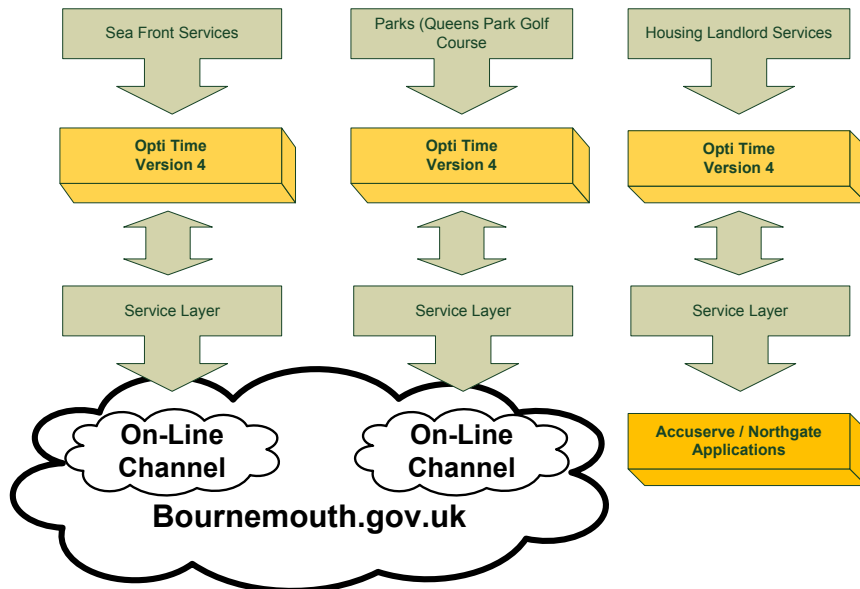
### Business Case

- Initial Risk Assessment (Template available on PPMO BIZ Pages)
- Equality Impact Needs Analysis (Template available on BIZ - contact Sam Johnson for advice)
- Health & Safety Impact Assessment - submit to [h.safety@bournemouth.gov.uk](mailto:h.safety@bournemouth.gov.uk)
- Whole Life Costing (if applicable) (Template available on PPMO BIZ Pages)

## Appendix 1- System Diagram for Option 2 and 3

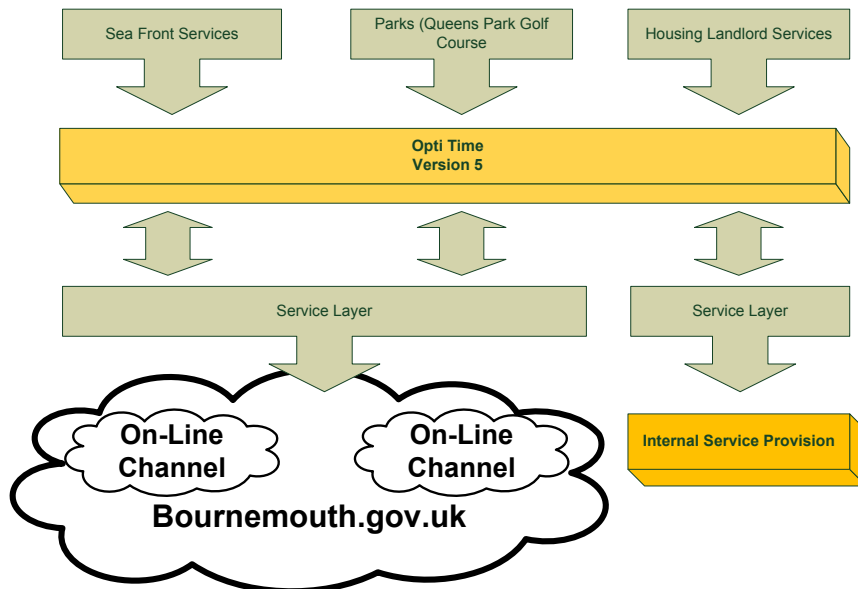
### Option 2 – Separate Opti Time Version 4 Installations

Opti Time Version 4 (Current version) requires multiple installations to enable multiple service delivery



### Option 3 – Single Version 5 Installation

Enables a single installation of Opti Time Version 5 and a simplified service layer



## Full Business Case (FBC)

**Project Name:** RECREATE (Previously 'The CURE')

**Project Hub No:** 000326

**Service Unit:** Tourism & Corporate Communications

**Risk:** High

**Prepared by:** Chris Morgan

**Date:** 25.01.2013

Officer/Member/Group	Name	FBC Approval Date	PID Approval Date
Project Owner	Chris Morgan, Service & Strategy Manager, Arts & Heritage	25.01.2013	
Executive Director	Bill Cotton, Executive Director - Environment & Economy		N/A
Portfolio Holder	Councillor Jane Kelly Councillor Rod Cooper	22.01.2013 23.01.2013	N/A
Portfolio Holder comment	<p>Councillor Jane Kelly - Securing INTERREG partnership funding has given us can an incredible opportunity. RECREATE addresses many of the visions, aims and objectives of the Boscombe Regeneration Partnership, fits so well with the ethos of the Gladstone Mews project, and will start to bring economic vitality to Boscombe. Creative industry and the harnessing of the expertise of our arts and media students are at the heart of the regeneration of Boscombe, alongside the provision of homes that young working families can afford to buy, and RECREATE alongside the Gladstone Mews development, will be an amazing way to start to bring our visions of Boscombe to reality. Once RECREATE is under way and starting to be sustainable, it will pave the way for other, similar schemes to start, to give many more budding entrepreneurs a chance to start their own businesses, and contribute to the economy of Bournemouth as a whole.</p> <p>Councillor Rod Cooper - Excellent project</p>		
Transformation Board (Transformation Projects Only)			N/A
Executive Gateway Board			N/A

Cabinet		N/A
Project Board	N/A	

### Other Elected Members & Officers Consulted

Name	Position	Date
Mark Smith	Director - Tourism & Corporate Communications	11.01.2013
Sue Bickler	Head of Community Regeneration	11.01.2013
Matthew Bassett	Senior Accountant	11.01.2013
Cat McMillan	Community Regeneration Officer	11.01.2013
Debbie Clifton	Bournemouth 2026 Development Manager	14.01.2013

### Document Revision History

Version	Author	Changes	Date
1	Chris Morgan		10.01.2013
2	Chris Morgan	Incorporates feedback from Director of Tourism and Corporate Communications & Head of Community Regeneration	14.01.2013
3	Chris Morgan	Incorporates feedback from Matthew Basset, Senior Accountant	15.01.2013
4	Chris Morgan	Incorporates feedback from Jane Perry, Business Partner, Corporate Finance	20.01.2013
5	Chris Morgan	Incorporates feedback from PMO	24.01.2013

## 1. Executive Summary

RECREATE is a European Union (EU) INTERREG cross-border partnership project. It will harness the potential of the creative industries sector to stimulate job creation, economic growth, social regeneration and prosperity in declining city and urban centres. The partnership comprises 16 partners across the south and east coasts of England and northern France. The total value of the project is €7,539,283 (£6,282,735), including €3,769,641 (£3,141,367) INTERREG grant funding. RECREATE will run from February 2013 to June 2015.

In Bournemouth RECREATE will be led and managed by the council's community regeneration and arts teams and focus on Boscombe. It will:

- Transform the Listed part of the former Boscombe Centre for Community Arts (BCCA) and adjoining studio into a new creative industries enterprise and business hub;
- Provide 'pop up' studio, exhibition & selling opportunities in vacant town centre spaces;
- Deliver creative industries business start-up, growth & support services & programmes;
- Employ a creative industries project post to manage the delivery of RECREATE;
- Deliver new international opportunities for networking, partnership and collaboration;
- Produce a design for a public realm space with international partners, creative enterprises, practitioners and local people.

RECREATE has strong, local and sub regional strategic fit. It will support the council's vision, its 'An Improving Environment' and 'A Thriving Economy' priorities and its 'Backing Boscombe' commitment. It will help deliver 'a thriving creative industries sector' and contribute to the regeneration, economic growth and prosperity of the town. Beyond Boscombe, it dovetails with and supports the Dorset Local Enterprise Partnership's vision, objectives and delivery priorities for the creative industries sector and its potential to contribute to "a strongly performing, productive and sustainable economy..." It will maximise opportunities to work in partnership, exploit synergy and connect with and support complimentary projects and activity on the ground, including building on existing local activity.

Importantly RECREATE will enable and support the Gladstone Mews housing development. The transformation of the Listed part of the former BCCA complex and adjoining studio into a creative industries enterprise and business hub, will deliver on the commitment to provide an arts, culture and creative hub, with services and facilities available to local people.

RECREATE will help deliver the following benefits for Boscombe:

- New creative industries office/ workspace, exhibition and selling space;
- New incoming and local creative industries enterprises & businesses;
- New creative industries jobs;
- New creative industries business start-ups and associated jobs;
- Local graduates staying-on to start up businesses;
- New international, UK and local creative business partnerships;
- Increased levels of footfall and economic activity;
- Positive impact on other local retailers and businesses.

Bournemouth's project budget is £415,000. The main areas of expenditure will be the repair and refurbishment of the Listed part of the former BCCA complex and adjoining studio and its conversion into the hub at £133,000 and, £25,000 for furniture, equipment, fittings, ICT and AV equipment; the creative industries business start-up, growth & support services and programmes at £83,000; and, the creative industries post at £65,000. The remaining £109,000 will be for the pop-up' scheme; the ICT virtual creative industries community and forum; the public realm design project; project review, analysis and evaluation; marketing and communications; travel, subsistence and hospitality; consumables and partnership costs and the value of the council's internal contribution.

The funding framework is INTERREG: £208,000; Bournemouth 2026 (former LPSA funding): £130,000; Community Action Fund (Ex Creative Bournemouth): £35,000; council internal contribution: £42,000.

Securing a sustainable future and 'exit strategy' will be a fundamental part of RECREATE. Sustainable business and governance models will continue to be developed with partners and stakeholders. The business model will ensure that the forecast £44,000 running costs for the new hub will be balanced by maximizing income and fundraising potential, therefore providing no new financial liability for its future management and operation. The governance model is also key. The emerging proposal is that the ownership of the hub will be transferred to Bournemouth 2026 during/ at the end of RECREATE and that the hub will be managed and operated by a new social enterprise organization. The creative industries project post is currently only intended to run for the duration of RECREATE and a forecast exit cost has been included.

An alternative option to RECREATE is presented. Option 2 proposes to withdraw from RECREATE and to continue to use existing resources to develop the creative industries sector in Boscombe and to identify and secure new project and funding opportunities that harness its potential. The preferred and proposed option is Option 1 - RECREATE. This offers the opportunity to use £208,000 of secured INTERREG funding to make an immediate start on harnessing the potential of the creative industries sector to help stimulate job creation, economic growth, social regeneration and prosperity in Boscombe.

## 2. Strategic Fit: The Strategic Case

### 2.1 Business Needs and Project Background

**Summary:** The RECREATE project will harness the potential of the creative industries sector to help stimulate job creation, economic growth, social regeneration and prosperity in Boscombe.

RECREATE is a European Union (EU) INTERREG IVA Channel Programme cross-border partnership project. In response to the challenging economic climate, it will harness the potential of the creative industries sector to stimulate job creation, economic growth, social regeneration and prosperity in declining city and urban centres. The partnership comprises 16 partners across 11 areas on the south and east coasts of England and in northern France. These are Medway (lead and accountable partner), Bournemouth, Brighton & Hove, Eastleigh, Ipswich, Margate, Amiens, Calais, Flers, La Ferte Mace and Lens-Lievin. The total value of the project is €7,539,283 (£6,282,735). This includes €3,769,641 (£3,141,367) INTERREG grant funding, awarded in November 2012. RECREATE will run from February 2013 to June 2015.

Across the partnership areas RECREATE will stimulate, nurture and develop the local creative industries sector and ecology and create the conditions required for a thriving and vibrant creative economy and job creation. It will:

- Attract new creative businesses, entrepreneurs and graduates and retain local talent by bringing empty commercial and cultural spaces back to life and transforming them into new enterprise and business hubs, co-working office and studio space, exhibition and selling space.
- Nurture and support the start up, development and growth of creative industry micro and small businesses by designing, developing and delivering tailored cross-border business start-up, growth and support services. Bournemouth Borough Council will be the lead partner for this 'work package'.
- Up-skill and realise the potential of the creative industries workforce by designing, developing and delivering continuing professional development and workforce development programmes.
- Create a cross-border physical and virtual creative industries community and forum for networking, developing creative enterprise partnerships and collaborations and for exchanging and combining innovation, knowledge, skills and expertise. It will do this by providing cross border exchange opportunities and by inter-connecting new creative industries spaces with high speed broadband, social media and multimedia technologies.
- Support the creation of quality, creative and distinctive city and urban centre spaces which capture and convey a sense of place. It will do this through cross-border partnerships and collaborations focused on creating cultural events and animating spaces. These will bring together local planning authorities, creative enterprises and practitioners and local communities to produce public realm design proposals.

In Bournemouth RECREATE will be led and managed by the council's community regeneration and arts teams and will focus on Boscombe. Bournemouth's £415,000 allocation of the total project budget and £208,000 INTERREG grant funding will be used to:

- Transform the Grade II Listed part of the former Boscombe Centre for Community Arts (BCCA) complex and adjoining studio into a new creative industries enterprise and business hub. This will offer flexible co-working office/ work space, meeting, activity and exhibition space and be the hub for nurturing and supporting creative industries growth and activity in spaces and places across the town.
- Provide 'pop up' studio, exhibition and selling opportunities in vacant town centre units and spaces, including opportunities for cross border exchange.



- Deliver tailored creative industries business start-up, growth and support services and continuing professional development and workforce development programmes.
- Employ a creative industries project post to manage the delivery of RECREATE and support the development of the local creative industries sector with key partners and stakeholders.
- Deliver exciting new international physical and virtual opportunities for networking, partnership and collaborative working and for exchanging and combining innovation, knowledge, skills and expertise.
- Provide the opportunity to work with cross channel partners, creative enterprises, practitioners and local people to produce a design proposal for a key public realm space.

RECREATE has strong, local and sub regional strategic fit. It will support the delivery of the council's vision and its 'An Improving Environment' and 'A Thriving Economy' priorities. More specifically, it will support its 'Backing Boscombe' commitment through the Boscombe Regeneration Partnership. It will support the Partnership's vision and in particular the 'Employment and Enterprise' and 'Environment' goals and their objectives and aims. It will help deliver 'a thriving creative industries sector' and remove barriers to employment and enterprise, increase opportunities for employment and training, reduce the number of empty shops on the high street and increase the number of creative enterprises and businesses operating and thriving in Boscombe. It will also help to improve Boscombe's public spaces, making the environment more enjoyable to be in. ...". RECREATE will maximise opportunities to work in partnership, exploit synergy and connect with and support complimentary economic, community and environmental regeneration projects and activity on the ground, including building on existing local activity. Examples of partnership opportunities are with Bournemouth 2026 and Bournemouth's universities.

Importantly RECREATE will enable and support the Gladstone Mews housing development. The transformation of the Listed part of the former BCCA complex and adjoining studio into a creative industries enterprise and business hub, will deliver on the project's commitment to provide an arts, culture and creative hub, with services and facilities available to local people. It will also provide a complimentary and sustainable asset at the 'gateway' to the development.

RECREATE also supports the delivery of Bournemouth's Arts Strategy, its vision, aims and priority themes. Specifically, it supports its goals to develop the local creative industries sector and to realise its potential as a catalyst for greater economic prosperity and regeneration.

Beyond Bournemouth, it dovetails with and supports the Dorset Local Enterprise Partnership's vision, objectives and delivery priorities. This identifies the creative industries sector's potential to contribute to "a strongly performing, productive and sustainable economy...". It has now identified the creative industries as one of three key sectors to be included in the Key Sector Strategy.

There is clear and demonstrable need for RECREATE on the ground. Research into the sub regional creative industries sector shows good correlation between the development needs of the sector and the aims and outcomes of this project. This includes the need to develop the right conditions for creative businesses to cluster and thrive in urban centers, to build strong confident and productive networks, to generate exchange and partnership activity and to attract, retain and nurture creative talent. Also, the community facilities audit in Boscombe will provide a clearer picture of the local creative industries sector and its needs.

The local 'exit strategy' for RECREATE will be to secure the future sustainability of the creative industries enterprise and business hub, its business start-up, growth and support services and programmes and the wider creative industries development activity that RECREATE will help facilitate across Boscombe. This will be achieved by continuing to

develop robust and achievable business and governance models with partners and stakeholders. The business model will provide clear focus and efficiency and will maximize income and fundraising potential. The main focus here will be the income generation potential of the creative industries enterprise and business hub and spaces and places across Boscombe. Creative businesses, entrepreneurs and graduates will be charged to use spaces, facilities and services. There will be a flexible, market focused and affordable pricing tariff, including charges for membership packages, office/ work space, meeting, activity, exhibition and selling space and for business start-up, growth and support services and programmes. A creative workshops and events programme will also generate income. The future governance model is also key. The current emerging proposal is that the ownership of the hub will be transferred to Bournemouth 2026 during/ at the end of RECREATE and that the hub will be managed and operated by a new social enterprise organisation. The creative industries project post is currently only intended to run for the duration of RECREATE and a forecast exit cost has been included.

Failure to deliver RECREATE will result in the missed opportunity to progress the delivery of local, borough and sub regional economic and social strategic priorities and to maximise opportunities to work in partnership, exploit synergy and connect with and support complimentary projects and activity on the ground. Importantly, a significant opportunity will be lost to stimulate, develop and nurture the continuing development of the local creative industries sector in Boscombe and ultimately to contribute to the regeneration, economic growth and prosperity of the town.

## 2.2 Benefits, Objectives and Strategic Alignment

Council Strategic Objective / Corporate Priority (taken from Corporate Plan, Service Plans etc...)	Project Outcome	Benefits expected as a result of achieving outcomes
RECREATE will meet the 'Improved facilities for visitors and residents' outcome in the corporate plan under the 'An Improving Environment' priority.	A new creative industries enterprise and business hub established in the Grade II Listed part of the former BCCA complex and adjoining studio.  'Pop up' studio, exhibition and selling opportunities in vacant Boscombe town centre units and spaces.	Minimum of <b>20</b> creative businesses, entrepreneurs and/or graduates establish full or virtual office bases at the hub.  Pop-up scheme delivered providing a minimum of <b>16</b> pop-up spaces for incoming UK and cross border businesses, entrepreneurs and graduates.
RECREATE will meet the 'Increased regeneration of those areas most in need' outcome in the corporate plan under the 'A Thriving Economy' priority.	Growth of creative industries sector and associated economic activity, job creation and employment opportunities in Boscombe.	See: 'Project review, analysis and evaluation' below. SMART benefits will be established by this 'work package'.
RECREATE will meet the 'Increased employment opportunities through stronger partnerships with the local business community' outcome in the corporate plan under the 'A Thriving Economy' priority.	The Boscombe creative industries development group/ task force will be developed incorporating local creative businesses representation.	See: 'Project review, analysis and evaluation' below. SMART benefits will be established by this 'work package'.
RECREATE will meet the	Growth of creative	See: 'Project review, analysis and

Council Strategic Objective / Corporate Priority (taken from Corporate Plan, Service Plans etc...)	Project Outcome	Benefits expected as a result of achieving outcomes
'Increased graduate retention and local employment' outcome in the corporate plan under the 'A Thriving Economy' priority.	industries sector, increased job creation and new employment opportunities for local creative graduates and talent in Boscombe.	evaluation' below. SMART benefits will be established by this 'work package'.

**Project review, analysis and evaluation** - A key element of RECREATE is its work package to evaluate and demonstrate impact and benefit. This will provide a clear picture of the creative industries sector and economic activity across partner areas before, during and after the project. This will include reviewing and analysing the current situation, collating and establishing baseline data, producing common performance indicators and targets for each partner, collating and analysing performance data and will culminate in the delivery of a project evaluation report. Brighton & Hove City Council will co-ordinate this work. It will evaluate the following across the partner areas:

- The numbers of creative enterprises and jobs coming into partner city and urban centres following the launch of new enterprise and business hubs, co-working office and studio space, exhibition and selling space.
- The numbers of new creative business start ups and new jobs created.
- The number of graduates staying on and starting up businesses.
- The number of new cross-border and local business partnerships.
- The qualitative success of cross-border exchanges networks, partnerships, and collaborations exchanges involving businesses, entrepreneurs graduates and students.
- The levels of footfall and economic activity in city and urban centre zones directly affected and the resulting impact on surrounding retailers and businesses.

It is anticipated that the review, analyses, establishment of baseline data, creation of performance indicators and setting of targets will be completed by October 2013. The project evaluation report will be produced by June 2015.

### 2.3 Scope: (In/Out)

#### Inclusions:

- Conversion of the Grade II Listed part of the former BCCA complex and adjoining studio into a new creative industries enterprise and business hub. This will provide flexible co-working office, meeting, activity and exhibition space for new incoming creative businesses, entrepreneurs and graduates and local talent. It will include basic:
  - Repair, refurbishment and reconfiguration of the interior and exterior of the building, including mechanical and electrical services and associated fees
  - ICT and AV fit out
  - Furniture, fittings and equipment
  - Signage
- 'Pop up' studio, exhibition and selling opportunities in vacant town centre units and spaces in Boscombe, including support for incoming UK and cross border creative businesses, entrepreneurs and graduates and local talent.
- Tailored creative industry business start-up, growth and support services and continuing professional development and workforce development programmes, including small support packages for new incoming creative businesses, entrepreneurs and graduates and local talent.
- Creative industries project post and associated costs to manage the local delivery of RECREATE, participate in and contribute to the RECREATE partnership and manage grant

administration. This includes the provision of basic ICT and office equipment, consumables and subsistence expenses.

- Physical and virtual opportunities for new incoming creative businesses, entrepreneurs and graduates and local talent for networking, partnership and collaborative working and for exchanging and combining innovation, knowledge, skills and expertise across RECREATE partner areas and beyond.
- Opportunity to work with cross channel partners, creative enterprises, practitioners and local people to produce a design proposal for a key public realm space.
- Basic project marketing and communications.

#### **Exclusions:**

- Demolition of the former BCCA complex and the reinstatement of the south elevation of the retained Grade II Listed element and adjoining studio.
- All external works associated with the 'Gladstone Mews' housing development, including access road, paths, car park, fencing/walling, lighting, hard and soft landscaping.

### **2.4 Strategic Risk**

Risk	Mitigation Strategy	Owner
Shift of local and sub-regional economic priorities away from the creative industries sector.	<p>Continued advocacy, active engagement with members and senior officers.</p> <p>Continued advocacy, active engagement with and participation in the Dorset Local Enterprise creative industries sector board and with the LEP Board through the creative industries representative.</p> <p>Effective and regular marketing and communications celebrating successes.</p>	Project owner - Service & Strategy Manager, Arts & Heritage

## **3. Options Appraisal: The Economic Case**

### **3.1 Summary of Approach**

Two options are presented. Option 1 - RECREATE builds from the 'The CURE' Interreg funding application' Project Brief approved by Executive Gateway Board in January 2012. This secured permission to take part in a cross-border partnership application for EU INTERREG funding to harness the potential of the creative industries to act as a catalyst for social and economic regeneration in urban centres. This application has now been successful and funding for the project, now renamed RECREATE, has been awarded. Option 1 seeks to deliver the council's part of RECREATE in Boscombe. Option 2 proposes to withdraw from the RECREATE project and to continue to use existing resources to develop the creative industries sector in Boscombe and to identify and secure new project and funding opportunities which harness the sector's potential to help stimulate job creation, economic growth, social regeneration and prosperity.

### 3.2 Options Appraisal

#### Option 1 - RECREATE

Participate in RECREATE, deliver Bournemouth's part of the project and harness the potential of the creative industries sector to help stimulate job creation, economic growth, social regeneration and prosperity in Boscombe.

Total Expected Financial Benefit (£k)	Total Expected Financial Cost (£k)
£208,000(EU INTERREG match funding)	£415,000
Expected non Financial Benefit	High level Breakdown of Costs

<p>Stimulates job creation, economic growth, social regeneration and prosperity in Boscombe.</p>	<p>Conversion, repair and refurbishment of the Grade II Listed part of the former BCCA complex and adjoining studio and its transformation into a new creative industries enterprise and business hub: £133,000</p> <p>Creative industries enterprise and business hub furniture, equipment,  fittings, ICT, AV equipment: £25,000</p> <p>Development and delivery of creative industries business start-up, growth &amp; support services and programmes: £83,000</p> <p>New staff: £72,000 (This includes a shared partnership cost of £7,000 for a project coordination post based at Medway Council)</p> <p>'Pop-up' and cross border exchange scheme: £10,000</p> <p>Contribution to partnership ICT solution/ web-site/ multimedia platform development and delivery for virtual creative industries community and forum: £5,000</p> <p>Public realm design project: £2,000</p> <p>Project review, analysis and evaluation: £5,000</p> <p>Marketing and communications: £15,000</p> <p>Travel, subsistence and hospitality: £7,000</p> <p>Translation: £3,000</p> <p>Consumables and other costs: £13,000</p> <p>Council internal contribution: £42,000 (This cost includes the council's contribution for the part value of the Grade II Listed part of the former BCCA complex and for council staff time)</p> <p><b>TOTAL: £415,000</b></p>
Strengths (Including opportunities)	Weaknesses (Including threats)

<p>£208,000 EU INTERREG match funding secured.</p> <p>Immediate project start.</p> <p>Delivers key council, partner and sub regional priorities.</p> <p>Harnesses the potential of the creative industries sector to help stimulate job creation, economic growth, social regeneration and prosperity in Boscombe and uses external match funding to drive this forward.</p> <p>Uses external match funding to attract new creative businesses, entrepreneurs and graduates to Boscombe and retain local talent by bringing vacant buildings back into use for the creative industries.</p> <p>Enables and supports the Gladstone Mews housing development by providing a creative industries enterprise and business hub and delivering on the project's commitment to provide an arts, culture and creative hub in the Listed part of the former BCCA complex, with services and facilities available to local people. Also provides a complimentary and sustainable asset at the 'gateway' to the development.</p> <p>Uses external funding to nurture and support the start up, development and growth of creative businesses by providing tailored business start-up, growth and support services and continuing professional development and workforce development programmes.</p> <p>Uses external match funding to build staff capacity and capability to support the development and growth of the creative industries sector in Boscombe.</p> <p>Uses external match funding to create an international physical and virtual creative industries community and forum for networking, developing creative enterprise partnerships and collaborations and for exchanging and combining innovation, knowledge, skills &amp; expertise.</p> <p>Provides the opportunity to work with international partners, creative enterprises, practitioners and local people to improve the public realm in Boscombe and to use external match funding to support this work.</p> <p>Opportunity for cross-border partners to exchange and combine knowledge, skills and expertise, including working with sector leaders such as Brighton &amp; Hove.</p>	<p>Some resource must be committed to supporting and actively participating in the RECREATE cross-border partnership and delivering wider partnership outputs.</p>
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Risk	Mitigation Strategy
Failure of the RECREATE cross-border partnership.	Commitment to and active participation in the cross-border partnership and delivery of Bournemouth's elements of the project.
Former BCCA complex listed as an 'asset of community value' under the Localism Act, 2011.	<p>Current nomination to Council unsuccessful. The mitigation strategy for any future nominations is:</p> <p>Option 1: Develop a robust and sustainable community/social governance model in partnership with local stakeholders and creative businesses for the future management and operation of the creative industries enterprise and business hub.</p> <p>Option 2: Relocate the creative industries enterprise and business hub to an alternative vacant building in Boscombe.</p>
Failure to secure Listed Building Consent for works to the Grade II Listed part of the former BCCA complex.	Relocate the creative industries enterprise and business hub to an alternative vacant building in Boscombe.
Failure to secure planning consent for the change of use of the Grade II Listed part of the former BCCA complex and adjoining studio from D1 to B1.	Relocate creative industries enterprise and business hub to alternative vacant building in Boscombe.
Failure to deliver to specification, budget and programme the repair, refurbishment and conversion of the Grade II Listed part of the former BCCA complex and adjoining studio into a new creative industries enterprise and business hub.	<p>Provide a project management team with sufficient capacity and the right knowledge, skills and expertise.</p> <p>Budgeted cost for these works based on cost estimate provided by the council's facilities management team. This includes a 15% contingency sum.</p> <p>Realistic delivery programme in place</p> <p>Effective project and financial management.</p>
Failure to deliver other key elements of RECREATE to specification, budget and programme	<p>Provide a project management team with sufficient capacity and the right knowledge, skills and expertise.</p> <p>Realistic budget in place based on estimated costs.</p> <p>Realistic delivery programme in place, matched with available resources.</p> <p>Effective project and financial management.</p>



<p>Failure to deliver a sustainable project, including a sustainable expenditure and income model.</p>	<p>Provide a project management team with sufficient capacity and the right knowledge, skills and expertise.</p> <p>Work with partners and stakeholders to continue to develop and deliver robust and achievable business &amp; governance models.</p> <p>Clear, simple marketing and communications plan to engage the creative industries sector and attract new incoming creative businesses, entrepreneurs and graduates and local talent to hire/ buy services and facilities.</p> <p>Clear, simple marketing and communications plan to attract local people to participate in creative workshops and events programmes.</p> <p>Continued, advocacy active engagement with and participation in the Dorset Local Enterprise creative industries sector board.</p> <p>Continued advocacy and active engagement with the sector through effective and regular communications with creative businesses, entrepreneurs, HE institutions and sector organisations, bodies and representatives.</p> <p>Boscombe creative industries development group/task force developed incorporating local creative businesses representation.</p>
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<p>Failure to develop and deliver a strong package of creative industry business start-up, growth and support services and continuing professional development and workforce development programmes, tailored specifically to incoming and local creative businesses', entrepreneurs' and graduates' needs.</p>	<p>Provide a project management team with sufficient capacity and the right knowledge, skills and expertise.</p> <p>Primary and secondary research to identify need through the RECREATE Project review, analysis and evaluation, the Boscombe community assets audit and existing research.</p> <p>Secure the right partner/ provider to deliver this part of RECREATE.</p> <p>Continued, advocacy active engagement with and participation in the Dorset Local Enterprise creative industries sector board.</p> <p>Continued advocacy and active engagement with the sector through effective and regular communications with creative businesses, entrepreneurs, HE institutions and sector organisations, bodies and representatives.</p> <p>Boscombe creative industries development group/task force developed incorporating local creative businesses representation.</p>
Timeline	Indicative Funding Source
February 2013 - June 2015	<p>EU INTERREG: £208,000</p> <p>Bournemouth 2026 (former LPSA funding): £130,000</p> <p>Community Action Fund (Ex Creative Bournemouth): £35,000</p> <p>Council internal contribution: £42,000  (Part value of Grade II Listed part of the former BCCA complex and adjoining studio &amp; staff time)</p> <p><b>TOTAL: £415,000</b></p>

#### Option 2 - Identify and secure new opportunities

Do not participate in RECREATE and continue to use existing resources to develop the creative industries sector in Boscombe and to identify and secure new project and funding opportunities which harness the sector's potential to help stimulate job creation, economic growth, social regeneration and prosperity.

Total Expected Financial Benefit (£k)	Total Expected Financial Cost (£k)
Dependent on project and funding opportunity	Dependent on project opportunity
Expected non Financial Benefit	High level Breakdown of Costs

Stimulates job creation, economic growth, social regeneration and prosperity in Boscombe.	Dependent on project opportunity
Strengths (Including opportunities)	Weaknesses (Including threats)
<p>Opportunity to step-back and focus-in on the evolving creative industries picture in Boscombe, its specific needs, the new and emerging project, partnership and funding opportunities and to seize these.</p> <p>Not drawn into delivering any wider cross border partnership activity and outputs.</p>	<p>Delayed or potentially lost opportunity to maximise the potential of the creative industries sector to help stimulate job creation, economic growth, social regeneration and prosperity in Boscombe and to use external funding to drive this forward.</p> <p>Loss of £208,000 secured INTERREG funding.</p> <p>Delayed or potentially lost opportunity to enable and support the Gladstone Mews housing development and fund the repair and refurbishing of the Listed part of the former BCCA complex and adjoining studio, providing a creative industries enterprise and business hub and delivering on the project's commitment to provide an arts, culture and creative hub.</p> <p>Pressure on existing limited resource to continue to develop the creative industries sector in Boscombe and to identify and secure new project and funding opportunities.</p>
Risk	Mitigation Strategy
Failure to identify appropriate new project opportunities and to secure funding to deliver these.	Continued, advocacy active engagement with Dorset Local Enterprise creative industries sector board, the LEP Board through the creative industries representative, HE institutions and sector organisations, bodies and representatives.
Timeline	Indicative Funding Source
Ongoing	Various such as Arts Council & EU funds e.g. Creative Europe.

### 3.3 Preferred Option

The preferred and proposed option is Option 1 - RECREATE. This offers the opportunity to use £208,000 of secured external EU INTERREG funding to make an immediate start on and progress with harnessing the potential of the creative industries sector to help stimulate job creation, economic growth, social regeneration and prosperity in Boscombe. It also enables and supports the Gladstone Mews housing development by transforming the Listed part of the former BCCA complex and adjoining studio into a creative industries enterprise and business hub and delivering on the project's commitment to provide an arts, culture and creative hub with services and facilities available to local people. It also provides a complimentary and sustainable asset at the 'gateway' to the development.

## 4. Affordability: The Financial Case

### 4.1 Quantification of Risk and Associated Contingency

The three main project costs are:

1. Conversion, repair and refurbishment of the Grade II Listed part of the former BCCA complex and adjoining studio: £133,000
2. Business start-up, growth & support services and programmes: £83,000
3. New creative industries post: £65,000

The key area of financial risk is the repair, refurbishment and conversion of the Grade II Listed part of the former BCCA complex and adjoining studio into a new creative industries enterprise and business hub. This financial risk has been mitigated by basing the budgeted cost for these works on a cost estimate provided by the Council's facilities management team. This includes a 15% contingency sum.

There is a low financial risk associated with the development and delivery of the tailored creative industries business start-up, growth and support services and programmes. These will be designed and delivered to the available budget and incorporate a contingency sum of 10%.

There is also low financial risk associated with staff costs. This cost is for one project post for the duration of the project. It has been costed at the top of the pay scale and includes 'on-costs' and an annual pay award (if applicable). A forecast staff exit cost has also been built-in.

### 4.2 Running Costs

There will be a new annual running cost associated with the operation of the new creative industries enterprise and business hub. This is forecast to be £44,000. This includes standard running costs such as utilities, insurances, NNDR, repairs and maintenance and security and fire prevention. It excludes staff costs, but 'Duty officer' cover for core hours will be provided by the RECREATE funded creative industries post, the creative industries business start-up, growth and support services and programmes partner/provider and by existing staff from the community regeneration and arts teams when necessary. It is intended that the hub operates 24 hours a day, 7 days a week with key access for users.

It is forecast that this running cost of £44,000 will be balanced by income, therefore providing no new financial liability for the management and operation of the hub. As stated in '2. Strategic Fit: The Strategic Case', creative businesses, entrepreneurs and graduates will be charged to use spaces, facilities and services. There will be a flexible, market focused and affordable pricing tariff, including charges for membership packages, office/work space, meeting, activity exhibition and selling space and for business start-up, growth and support services and programmes. A creative workshops and events programme will also generate income.

As stated in '2. Strategic Fit: The Strategic Case', the future sustainability of the hub will be secured by producing and delivering robust and achievable business and governance models for its ownership, management and operation. The current emerging proposal is that the ownership of the hub will be transferred to Bournemouth 2026 during/ at the end of RECREATE and that it will be managed and operated by a new social enterprise organization.

### 4.3 Savings

Not applicable



#### 4.4 Spend Profile and Cash Flow

Description	2012/13	2013/14	2014/15	2015/16	2016/17	Total
<b>EXPENDITURE</b>						
<b>Capital</b>						
Conversion, repair and refurbishment of BCCA and transformation into hub	0	133	0	0	0	133
<b>Total Capital Costs</b>	-	133	-	-	-	133
<b>Revenue</b>						
Creative industries enterprise and business hub furniture, equipment & fittings, ICT, AV equipment	0	25	0	0	0	25
Creative industries project post (new)	0	28	28	9	0	65
RECREATE Project Coordinator (new partnership post based at Medway Council)	0	3	3	1	0	7
Development & delivery of creative industries business start-up & support services and programmes	0	10	58	15	0	83
'Pop-up' and cross border exchange scheme	0	4	5	1	0	10
Contribution to partnership ICT solution/ web-site/ multimedia platform development and delivery for virtual creative industries community and forum	0	3	2	0	0	5
Public realm design project	0	0	2	0	0	2
Project review, analysis and evaluation	0	3	0	2	0	5
Travel, subsistence and hospitality	1	3	2	1	0	7
Translation	0	1	1	1	0	3
Marketing and communications	0	8	6	1	0	15
Consumables & other costs	0	4	7	2	0	13
Creative industries enterprise and business hub running costs	0	44	44	44	0	132
Revenue costs associated with internal contributions	2	28	10	2	0	42
<b>Total Revenue Costs</b>	3	164	170	77	0	414



<b>Total Expenditure</b>	<b>3</b>	<b>297</b>	<b>170</b>	<b>77</b>	<b>0</b>	<b>547</b>
<b>INCOME</b>						
Creative industries enterprise and business hub income	0	-44	-44	-44	0	-132
Grant Income	-2	-127	-63	-16	0	-208
<b>Total Income</b>	<b>-2</b>	<b>-171</b>	<b>-107</b>	<b>-60</b>	<b>0</b>	<b>-340</b>
n/a. No provision for contingency in RECREATE budget; however, built into individual cost items. See 4.1. Quantification of Risk and Associated Contingency						
<b>Cost to Authority</b>	<b>1</b>	<b>126</b>	<b>63</b>	<b>17</b>	<b>0</b>	<b>207</b>

\*\*\* Any projects that involve office moves must be approved by Roger Ball and associated costs built into the business case prior to progressing this business case for approval as detailed in the [policy](#)

#### 4.5 Source of Funding

Source of Funding	Total (£k)
EU INTERREG	£208,000
Bournemouth 2026 (former LPSA funding)	£130,000
Community Action Fund (Ex Creative Bournemouth)	£35,000
Council internal contribution - Part value of Grade II Listed part of the former BCCA complex and adjoining studio & site & council staff time	£42,000
<b>Total</b>	<b>£415,000</b>

#### 4.6 Previously Awarded Feasibility Funding

Date Awarded	Description of Funding Usage	Total (£k)
n/a.		

### 5. Achievability: The Project Management Case

#### 5.1 Project Approach

The initial planning and development of this project has been led and managed in-house by the Council's community regeneration and arts teams in consultation and liaison with other internal teams, the RECREATE partnership and key stakeholders such as Bournemouth 2026, Arts University Bournemouth and Arts Council England. The Council will continue to lead and manage this project through to project close, working with key partners and stakeholders.

#### 5.2 Evidence of Similar Projects

This project is based on the many good practice examples across the UK which successfully harness the potential of the creative industries sector to stimulate job creation and economic growth, social regeneration and prosperity in urban and city centres. Examples include the 'Sharp Project', Manchester; the 'Custard Factory', Birmingham and 'The Shed', Gateshead.

The RECREATE partnership draws expertise from across the south and east coasts of England and northern France with 15 partners delivering similar projects across 11 different areas. This partnership provides a forum for networking, developing, exchanging and combining best practice, innovation, knowledge, skills and expertise. It includes partners from Brighton and Hove which has established a strong reputation and track record in this field and already operates similar successful projects such as 'The Werks' and 'The Skiff'. The Council also brings its own knowledge, skills and expertise to the partnership and that of its local stakeholders such as Arts University Bournemouth and its Enterprise Pavilion or 'eP' and the Local Enterprise Partnership's creative industries sector board.

#### 5.3 Resources Required

The key knowledge, skills and expertise required to successfully deliver this project are available in the in-house community regeneration and arts teams responsible for the initial planning and development of this project. This is reinforced by the knowledge, skills and expertise of the RECREATE partnership and local key partners and stakeholders. Anticipated additional Council resources required are:

- Facilities management: Repair, refurbishment and conversion of the Grade II Listed part of the former BCCA complex and adjoining studio into the new creative industries enterprise and business hub.
- ICT services : Fit-out of the new creative industries enterprise and business hub and supply and installation of ICT and AV. Local support with the development and delivery of the RECREATE virtual creative industries community and forum 'ICT platform'.
- Finance: Support with EU INTERREG financial monitoring, re-profiling & reporting.
- Planning: Advice and support with any listed building and change of use consents.
- Economic development - Provision of general economic development knowledge, skills and expertise.
- Corporate Communications: Advice and support with project communications and PR.
- Legal: Provision of any contracts, partnership agreements and service level agreements. Provision of licence agreements for creative industries enterprise and business hub.

#### 5.4 Benefit Realisation

Benefit	How will the benefit be Measured?	Frequency of Measurement
Minimum of <b>20</b> creative businesses, entrepreneurs and/or graduates establish full or virtual office bases at the new creative industries enterprise and business hub.	Hub client occupancy monitored, recorded and reported.	Quarterly from January 2014.
Pop-up scheme delivered providing a minimum of <b>16</b> pop-up spaces for incoming UK and cross border businesses, entrepreneurs and graduates.	Scheme participation monitored, recorded and reported.	Quarterly from April 2013.
(Target tbc Oct 13) creative enterprises & businesses coming into Boscombe.	RECREATE project review, analysis and evaluation - See 'Project review, analysis and evaluation' below.	To be determined by RECREATE project review, analysis and evaluation.
(Target tbc Oct 13) creative enterprise jobs coming into Boscombe.	As above	As above
(Target tbc Oct 13) new creative business start ups and associated new jobs created in Boscombe.	As above	As above
(Target tbc Oct 13) local graduates staying on and starting up businesses in Boscombe.	As above	As above
(Target tbc Oct 13) new cross-border, UK and local business partnerships established.	As above	As above
(Target tbc Oct 13) success of cross-border exchanges networks, partnerships, collaborations exchanges	As above	As above



Benefit	How will the benefit be Measured?	Frequency of Measurement
involving businesses, entrepreneurs graduates and students.		
(Target tbc Oct 13) increase levels of footfall and economic activity in Boscombe.	As above	As above
(Target tbc Oct 13) impact on retailers and businesses in Boscombe.	As above	As above

**Project review, analysis and evaluation** - As stated in '2.2 Benefits, Outcomes and Strategic Alignment', a key element of RECREATE is its work package to evaluate and demonstrate impact and benefit. It will provide a clear picture of the creative industries sector and economic activity across partner areas before, during and after the project. This will include reviewing and analysing the current situation, collating and establishing baseline data, producing common performance indicators and targets for each partner, collating and analysing performance data and will culminate in the delivery of a project evaluation report. It is anticipated that the review, analyses, establishment of baseline data, creation of performance indicators and setting of targets will be completed by October 2013. The project evaluation report will be produced by June 2015.

### 5.5 Critical Success Factors

These are:

- Mitigate any risk of the former BCCA complex being listed as an 'asset of community value'.
- Secure Listed Building Consent if required for works to the Grade II Listed part of the former BCCA complex.
- Secure planning consent for the change of use of the Grade II Listed part of the former BCCA complex and adjoining studio from D1 to B1.
- Deliver to specification, budget and programme the repair, refurbishment and conversion of the Grade II Listed part of the former BCCA complex and adjoining studio into a new creative industries enterprise and business hub.
- Continue to develop robust and achievable business and governance models with partners and stakeholders, including a sustainable expenditure and income model.
- Develop and deliver a strong package of creative industry business start-up, growth and support services and continuing professional development and workforce development programmes tailored specifically to local sector needs.
- Engage the creative industries sector and local HE institutions in RECREATE, attract participation by new incoming creative businesses, entrepreneurs and graduates and local talent.
- Provide a project team with the capacity and right knowledge, skills and expertise to deliver the project to specification, budget and programme.

### 5.6 Assumptions & Constraints

#### Assumptions

- The Grade II Listed part of the former BCCA complex and adjoining studio will be available to repair, refurbish and convert into a new creative industries enterprise and business hub.
- Suitable vacant units and spaces in Boscombe town centre for the 'pop-up' studio, exhibition and selling space scheme.
- The 'Gladstone Mews' housing development project programme will continue to align with the RECREATE project programme.
- Demolition of the former BCCA complex and the reinstatement of the south elevation of the retained Grade II Listed element and adjoining studio will be part of the 'Gladstone Mews' development and will be funded by that project.
- All external works, e.g. access road, paths, car park, fencing/walling, lighting, hard and soft landscaping will be part of the 'Gladstone Mews' development and will be funded by that project.
- All required planning consents will be granted.

### Constraints

- RECREATE project scope, outputs, budget, programme and completion date of 30 June 2015.
- (EU) INTERREG IVA Channel Programme policy, systems and controls.
- Requirement for the Council to provide 50% match funding.
- Capacity of project team and key partners.

### 5.7 Interdependencies

IN/ OUT	Project, person or resources that you are dependant upon (IN) or that are dependant upon this project (OUT)	Description of dependency (e.g. the complete rollout of the project or the development of a particular part of it)
IN	'Gladstone Mews' housing development.	<p>Alignment of project programmes.</p> <p>Demolition of the former BCCA complex and the reinstatement of the south elevation of the retained Grade II Listed element and adjoining studio.</p> <p>Provision of all external works, e.g. access road, paths, car park, fencing/walling, lighting, hard and soft landscaping.</p>
OUT	'Gladstone Mews' housing development.	<p>Enables and supports the project by providing a creative industries enterprise and business hub and delivering on the commitment to provide an arts, culture and creative hub in the Listed part of the former BCCA complex, with services and facilities available to local people.</p> <p>Secures a sustainable and complimentary new use for the Listed element of the former BCCA complex and adjoining studio at the gateway to the new housing development.</p>

IN/ OUT	Project, person or resources that you are dependant upon (IN) or that are dependant upon this project (OUT)	Description of dependency (e.g. the complete rollout of the project or the development of a particular part of it)
		Alignment of project programmes.

### 5.8 Key Stakeholders

Stakeholder or Stakeholder group	Relevance to project
Bournemouth 2026	Key partner; interdependency between RECREATE and the Gladstone Mews housing development; future ownership of the new creative industries enterprise and business hub may transfer to it; may play a role in the future governance model for the hub.
Boscombe Regeneration Partnership	RECREATE will make a key contribution to its objective to deliver 'A thriving creative industries sector'; 'good news' PR opportunities; liaison and joint working critical to ensure strategic fit, connectivity to complimentary projects and activity on the ground and to maximize opportunities, synergy and benefits.
Boscombe creative industries development group/task force	RECREATE will support its development; anticipated that it will take an increasingly active role in providing strategic steer for the development and growth of creative industries in Boscombe; will play a key stakeholder engagement and communications role; may play a role in the future governance model for the hub.
Dorset Local Enterprise Partnership Creative Industries Sector Board	RECREATE demonstrates progress and activity on the ground to stakeholders; 'good news' PR opportunities; liaison and joint working critical to ensure strategic fit, connectivity to complimentary projects and activity on the ground and to maximize opportunities, synergy and benefits.
Local HE organisations - Arts University Bournemouth, Bournemouth University	Key partners; potential provider of creative industry business start-up, growth and support services and continuing professional development and workforce development programmes; liaison and joint working critical to ensure graduate retention and to ensure strategic fit, connectivity to complimentary projects and activity on the ground and to maximize opportunities, synergy and benefits.
Boscombe Community Interest Group	RECREATE can help it achieve its role to 'drive positive change and regeneration in Boscombe'; liaison and joint working is critical to ensure strategic fit, connectivity to complimentary projects and activity on the ground and to maximize opportunities, synergy and benefits.

### 5.9 Project Management Organisational Structure

Project Team	Name	Appropriate Skills and Experience
Project Manager	Creative industries	To be recruited. Key areas of

	project post	experience, knowledge and skills required: Project leadership, project management, budget management, creative industries, economic and community regeneration, business & enterprise, building refurbishment and conversion, stakeholder engagement and management, marketing and communications.
Other team members	Community regeneration and arts teams	Key areas of experience, knowledge and skills provided: Project management, budget management, creative industries, economic and community regeneration, business & enterprise, stakeholder engagement and management, marketing and communications.
Project Board	Name	Appropriate Skills and Experience
Project Owner (SRO)	Chris Morgan, Service & Strategy Manager, Arts & Heritage	Key experience, knowledge and skills provided: Project leadership, project management, budget management, creative industries, economic and community regeneration, building refurbishment and conversion, stakeholder engagement and management, marketing and communications.
Project Assurance	Programme and project management office	n/a.
Senior Supplier	Nominated representative from facilities management	To provide the experience, knowledge and skills required to manage and deliver the repair, refurbishment and conversion of the Grade II Listed part of the former BCCA complex and adjoining studio into the new creative industries enterprise and business hub.
	Nominated representative from ICT services	To provide the experience, knowledge and skills required to manage and deliver the fit-out of new creative industries enterprise and business hub and the supply and installation of ICT and AV.
	Business start-up growth and support services partner/provider	To provide the experience, knowledge and skills required to develop and deliver tailored creative industry business start-up, growth and support services and continuing professional development and workforce development programmes.
Senior User	Debbie Clifton, Bournemouth 2026 Development Manager	n/a.

	Nominated representative from Boscombe creative industries development group/task force	
Portfolio Holders	Councillor Kelly Councillor Cooper	

### 5.10 Timescales and Project Plan

Project Start Date	Project End Date
February 2013	June 2015

ID	Phase / Activity	Estimated Start	Estimated End
	Recruit and appoint creative industries post.	Feb 13	April 13
	Contribute to the review, analyses, establishment of baseline data, creation of performance indicators and setting of targets as part of the project review, analysis and evaluation.	March 13	Sept 13
	Contribute to the ongoing development and delivery of the RECREATE internet platform/ ICT solution to provide a virtual creative industries community and forum	March 13	March 15
	Continue to develop robust and achievable business and governance models with partners and stakeholders.	April 13	Jan 14
	Continue to develop and support the new creative industries development group/task force and develop and deliver a basic strategy for the development of creative industries in Boscombe.	April 13	March 14
	Deliver 'pop up' studio, exhibition and selling space scheme in vacant town centre units and spaces in Boscombe.	April 13	Dec 14
	Produce the design, construction plans and specification for the creative industries enterprise and business hub.	May 13	June 13
	Secure the business start-up, growth and support services, and programmes partner/ provider and develop offer.	May 13	Sept 13
	Secure Listed building and change of use consent for the former BCCA complex and adjoining studio.	June 13	July 13
	Repair, refurbishment and conservation of the former Grade II Listed part of BCCA complex & adjoining studio and fit out.	Sept 13	Jan 14
	New creative industries enterprise & business hub opens.	Feb 14	
	Deliver business start-up, growth and support services and programmes.	Feb 14	June 15
	Contribute to RECREATE project evaluation and final reporting.	Jan 15	June 15

### 5.11 Progress Monitoring and Reporting Process

The project will report on a regular basis following the Council's mandatory project management process. It will use the standard progress report that captures progress against the key activities / milestones, top risks and issues, progress against benefits targets and an overall summary

## 6. Appendices

- Initial Risk Assessment (Template available on PPMO BIZ Pages)
- Equality Impact Needs Analysis (Template available on BIZ - contact Sam Johnson for advice)
- Facilities management cost estimate for the basic repair, refurbishment and conversion of the Grade II Listed part of the former BCCA complex and adjoining studio into a new creative industries enterprise and business hub.

## Full Business Case (FBC)

### A338 Bridge - Bournemouth Gateway Welcome Sign

**Service Unit:** Tourism and Corporate Communications

**Risk:** Medium (IRA)

**Prepared by/Project Manager:**  
 Jon Weaver

**Date:** 14<sup>th</sup> January 2013

**Document Approvals** - All Business Cases for projects over £25k must be approved by the following people listed in this table prior to being approved by the Transformation Board and Executive Gateway Board (EGB).

Officer/Member/Group	Name	FBC Approval Date	PID Approval Date
Project Owner	Mark Smith	21st January 2013	
Executive Director	Bill Cotton		N/A
Portfolio Holder	Councillor Rod Cooper		N/A
Portfolio Holder comment	Fully supportive of the project		
Transformation Board (Transformation Projects Only)			N/A
Executive Gateway Board		6/2/13	N/A
Cabinet			N/A
Project Board		N/A	

#### Other Elected Members & Officers Consulted

Name	Position	Date
Councillor Rod Cooper	Portfolio Holder Economy Leisure and Tourism	Oct 2012 Dec 2012 Dec 2012
Members of the Bournemouth Tourism Management Board		
Chris Hardy	Project Manager	Dec 2012
Ian Kalra	Transport Services Manager	Dec 2012
Steve Wait	Project Engineer Civil	

## Executive Summary

### 1 Strategic Fit: The Strategic Case

#### 1.1 Business Needs and Project Background

The proposal is to fund a customised Welcome to Bournemouth 3D Illuminated sign on the A338 pedestrian bridge close to Holdenhurst village. The lettering on the north side of the bridge will say “WELCOME TO BOURNEMOUTH” and on the Southside “SAFE JOURNEY” See Appendix A

In its recommendations, the Council’s Signage and Information Strategic framework identifies how important it is for the resort to have the key Strategic Gateway Welcome on the A338 Bournemouth Boundary. The gateway needs to give a strong sense of place, and identity. Further work was undertaken that identified the Pedestrian bridge as the best location and platform for the Gateway Welcome. See Appendix B

The bridge is to be completely repainted and refurbished before the Welcome 3D illuminated signage is attached. This will ensure the maximum visual impact and create a memorable welcome. Utilising the existing bridge in this way will give all the benefits of a prominent overhead welcome without the high cost of building an overhead gantry to house the sign.

#### 1.2 Benefits, Objectives and Strategic Alignment

Council Strategic Objective / Corporate Priority (taken from Corporate Plan, Service Plans etc...)	Project Outcome	Benefits expected as a result of achieving outcomes
A Thriving Economy The Gateway Welcome contributes to the ‘Bournemouth promoted as Britain’s premier coastal resort’ outcome in the corporate plan through an: Improved visitor experience, improved resort reputation, increased visitors and increased visitor spend in the town centre	Reinforces Bournemouth’s aspirations to become a world class resort	Positive perception and satisfaction by residents and visitors to the town
An Improving Environment - Better street scene, and countryside’	Maintains the resort’s reputation of well presented street scene	



### 1.3 Scope: (In/Out)

#### Inclusions:

Capital cost of constructing, installing the Welcome sign and providing power supply.  
Subcontract management costs by the bridge painting contractor to oversee the installation of the signage.

#### Exclusions:

Cost of repainting the bridge including traffic management, this is include as part of a highway maintenance project

### 1.4 Strategic Risk

Risk	Mitigation Strategy	Owner
The Implementation and Costing Plan is inaccurate and costs exceed what is expected	Ensure a contingency is built into the price.	The officer responsible for the procurement and installation of the Welcome Signage

## 2 Options Appraisal: The Economic Case

### 2.1 Summary of Approach

#### Do Nothing

The town needs to be competitive and present itself as a world class resort. For a tourism economy worth over £400 million, this small investment signifies to the millions of people travelling on the A338 that we give them a warm welcome to the Bournemouth and wish them a safe journey, when leaving. The Tourism Industry support for this Gateway Welcome was demonstrated when industry representatives from the Bournemouth Tourism Management Board attended the Council's Planning Board to support planning approval for the Gateway Welcome in January 2012 and again in December 2012. To do nothing could result in a loss of confidence in the Council's ability to deliver on one critical part of the signage and information framework.

Conclusion - Reject

#### Option 1 - Partial Implementation - "Welcome to Bournemouth" only

By not having "Safe Journey" on South facing side of the bridge has the potential to save up to 38% of the cost.

This would reduce the impact to visitors and may even give a negative impact of Welcoming people to the town but not caring when they leave

Conclusion - Reject

#### Option 2 - Full Implementation

Provides a comprehensive welcome and encourages people to return and demonstrates that we care about our visitors both before and after their visit. Also helps local residents to feel proud of their town.

Conclusion - Recommend

## 2.2 Options Appraisal

### Option 1 - Partial Implementation “Welcome to Bournemouth” only

Total Expected Financial Benefit (£k)	Total Expected Financial Cost (£k)
Help to enhance and maintain the tourism economy worth over £400 million per year	55
Expected non Financial Benefit	High level Breakdown of Costs
Further improving Bournemouth’s sense of identity and place with residents and visitors	See detail found in Appendix B for Capital Costs Production, delivery Installation and power supply 47 Manufacture Over sight 4 Contract management 4
Strengths (Including opportunities)	Weaknesses (Including threats)
Provides an effective “Welcome” to the town	This would reduce the impact to visitors and may even give a negative impact of Welcoming people to the town but not caring when they leave
Risk	Mitigation Strategy
Medium	
Timeline	Indicative Funding Source
3 months	Council

### Option 2 - Welcome to Bournemouth and Safe Journey

Total Expected Financial Benefit (£k)	Total Expected Financial Cost (£k)
Difficult to quantify the value from this positive first impression but could be as much as £4 million plus to the local economy over 4 years with just a 0.25% increase in trade.	86
Expected non Financial Benefit	High level Breakdown of Costs
Further improving Bournemouth’s sense of identity and place with residents and visitors	Production, delivery Installation and Power supply 72 Manufacture Over sight 7 Contract management 7
Strengths (Including opportunities)	Weaknesses (Including threats)
Delivers a comprehensive Strategic Gateway Welcome for visitors and increases local pride for residents	

Risk	Mitigation Strategy
Medium	
Timeline	Indicative Funding Source
3 months	Council

### 3 Affordability: The Financial Case

#### 3.1 Quantification of Risk and Associated Contingency

An 11% contingency funding has been allowed to the costs. The built and installation of the illuminated lettering is not seen too be a complex

#### 3.2 Running Costs

Cleaning Welcome lettering and servicing of lighting - £2500 every 2 years

Replacements of lighting “drivers” £500 every 2 years

#### 3.3 Spend Profile and Cash Flow Please detail when the costs will occur and the

All figures in £k	Description	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	Total
Capital Costs	Welcome lettering		86								
Contingency @11%	Already costed in figures supplied										
TOTAL CAPITAL			86								86
REVENUE											
Other	Cleaning and servicing of Welcome				3		3		3		
Total Revenue Costs					3		3		3		

savings will be made. This is required for financial purposes.

\*\*\* Any projects that involve office moves must be approved by Roger Ball and associated costs built into the business case prior to progressing this business case for approval as detailed in the [policy](#)

### 3.4 Source of Funding

Source of Funding	Total (£k)
Executive Gateway Board	86
<b>Total</b>	<b>86</b>

#### Previously Awarded Feasibility Funding

Date Awarded	Description of Funding Usage	Total (£k)
July 2009	Signage and Information Framework and feasibility study of location and design concepts for A338 Gateway Welcome	35

## 4 Achievability: The Project Management Case

### 4.1 Project Approach

The specification and procurement of the lettering and provision of electrical supply to the signage will be under taken by the Council. The painting contractor will manage the site installation of the signage undertaken by the signage contractor

### 4.2 Resources Required

Procurement of lettering and electrical supply will be handled by the Council's electrical engineer.

### 4.3 Benefit Realisation

Benefit	How will the benefit be Measured?	Frequency of Measurement
Better street scene. Increased visitor satisfaction. Positive feedback from tourism & business community. Increased sense of pride in the town for local residents	Survey via stakeholder groups - Bournemouth Tourism Management Board, Chamber of Commerce BID Company's  E Panel Survey	

### 4.4 Assumptions & Constraints

#### Assumptions

The costs quoted are accurate and no other costs have been excluded

The Technical and Design specifications ensure the welcome signage has the maximum visual impact both at night and during the day.

The signs have a life expectancy of up to 15 years so the capital cost of the signs spread over that period equates to £5,700 per annum

### Constraints

The project needs to be implemented in a very short time, by May 2013

#### 4.5 Interdependencies

IN/O UT	Project, person or resources that you are dependant upon (IN) or that are dependant upon this project (OUT)	Description of dependency (e.g. the complete rollout of the project or the development of a particular part of it)
IN	Painting of bridge	The painting contractor completing their phase by late April for the Gateway Welcome to be installed

#### 4.6 Key Stakeholders

Stakeholder or Stakeholder group	Relevance to project
Bournemouth Tourism Management Board	Positive impact on resort, increased visitor satisfaction and spend in the town
Chamber of Commerce	Positive impact on resort, increased visitor satisfaction and spend in the town
The Council	Positive reputational impact for the Council

#### 4.7 Project Management Organisational Structure

Project Team	Name	Appropriate Skills and Experience
Project Manager	Chris Hardy	Experienced Electrical Engineer
Project Board	Name	Appropriate Skills and Experience
Project Owner (SRO)	Mark Smith	Overall strategic responsibility for tourism management and development of the resort
Project Assurance		
Senior Supplier		
Senior User	Jon Weaver	Overseeing the development of the Gateway project from inception in 2009
Portfolio Holder	Councillor Cooper	Overall political responsibility for Tourism

#### 4.8 Timescales and Project Plan

Project Start Date	Project End Date
March 2013	May 2013

ID	Phase / Activity	Estimated Start	Estimated End

<<A full project plan should be attached as an appendix if available >>

#### 4.9 Progress Monitoring and Reporting Process

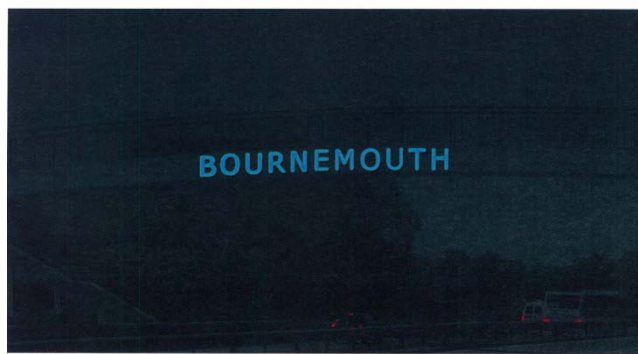
The project will report on a regular basis following the Council's mandatory project management process. It will use the standard progress report that captures progress against the key activities / milestones, main risks and issues, progress against benefits targets and an overall summary

## 5 Appendices

### Appendix A - Design outline



Concept 1: Bridge Treatment & Letters



### Appendix B PDF file Gateway Location Options



## Full Business Case (FBC)

# << Arts Bournemouth and Bournemouth Arts by the Sea Festival

Service Unit: Information, Culture and Community

Risk: medium

Prepared By: Carol Maund

Date: 08/11/2011

revised 14/01/13

**Document Approval** - All Business Cases for projects over £25k must be approved by Executive Gateway Board (EGB).

Officer/Member/Group	Name	FBC Approval Date	PID Approval Date
Project Owner	Mark Smith		
Executive Director	Bill Cotton		N/A
Portfolio Holder	Councillor Ian Lancashire on behalf of Councillor Rod Cooper I am fully supportive of the proposal to develop the Bournemouth Arts by the Sea Festival and to continue to develop and market the what's on web site, <a href="http://www.artsbournemouth.org.uk">www.artsbournemouth.org.uk</a>	08/01/13	N/A
Transformation Board (Transformation Projects Only)			
Executive Gateway Board			N/A
Cabinet			N/A
Project Board		N/A	

### Document Revision History

Version	Author	Changes	Date
2	Carol Maund	Budget changes	25/01/2012
3	Carol Maund	Revised year 2 and 3 business case	08/01/13



## Executive Summary - update 2013

**The proposal is to request confirmation of the support for the Bournemouth Arts by the Sea Festival for years 2 & 3 of the initial 3 year proposal. This covers the financial years 2013/14 and 2014/15.**

**The project to date has been very successful in raising additional funding. As a new start up festival the outcome of funding bids has had 100% success rate with support from the Arts Council England totalling £170,000 over 2011 and 2012. Private sector and other Trusts and Foundations reached the target set and totals over £40,000 in 2012 alone. (£46,500 cash £53,000 in kind).**

**Current discussions with Arts Council England are looking very positive for 2013 and if the EGB agree financial support, an application can be submitted immediately to ACE. Preparatory work for the ACE application is underway in readiness for submission by early February. Support from BBC is crucial for the ACE application to be submitted. Due to the 12 week assessment period from ACE time is again very tight to ask for funding for this year's (2013) festival. For this reason confirmation of funding from EGB for a further 2 years will allow a further application to be submitted to ACE in early autumn to give a longer planning period for the 2014 festival.**

**Funding over 2 years from BBC will also increase opportunities for raising external funds and sponsorship, particularly from trusts and foundations and the private sector. It will also support the original proposal to plan more strategically and provide a longer lead in time to achieve the core objectives.**

The Bournemouth Arts by the Sea Festival continues to achieve overwhelming success, increasingly becoming recognised as one of the significant new festivals in the UK, drawing local and new audiences, creating a profile for Bournemouth as a new cultural destination and providing a positive image of the town and its creative offer. In 2012 the Festival and its events were shortlisted for two major awards showing its national impact and profile. The awards are for PR Stunt of the Year for the Chartered Institute of Public Relations 2012 and Lighting Design Awards 2013 for the Special Projects category for the Opening Night Light Trail.

The Festival continues to receive positive feedback about the range and quality of its events, portraying the town as a forward thinking and modern cultural conurbation as well as bringing a dramatic feeling of community pride and achievement to the Borough, positioning the town as an inspiring, welcoming and family-friendly place to visit. This fits with the ambitions of the town to become a world class resort and fits with priorities for the Town Centre Vision.





*“was amazed at the positive atmosphere in the town compared with my last visit in August. It felt almost continental ... it was truly friendly”* Alan Frost High Sheriff of Dorset

Attendance figures have continued to grow over the 2 years, with over 100,000 people attending the festival and visiting on-line. Events have been sold out or at capacity, and with visitors travelling from outside Bournemouth, from London, Southampton, Taunton, Bristol and Bath for example, the broad range of events on offer attracts a wide and diverse audience from many different communities.

The economic impact of the festival in year two, based on the evaluation report produced by the Market Research Group, Bournemouth University shows a value of over £1,350,000. Feedback from the evaluation reports also showed that 74% of under-graduates and post-graduates asked, said they would be more likely to consider remaining and developing a career in Bournemouth after graduation as a direct result of the Bournemouth Arts by the Sea Festival. Other visitors remarked they no longer needed to travel to London, Brighton or other major cities to see significant arts events and a retailer reported their involvement in the festival achieved their best ever sales in one day alone.

The key priority for the initial two years of Arts Bournemouth was to build and develop audiences for arts events and to bring together information on events happening across the Borough in order to develop a strong and distinctive branding and promotional offer to market Bournemouth locally and beyond. The development of the web site, the e-marketing and social media strategy including facebook, twitter and the wide distribution of print material, has achieved significant increases in awareness, attendance and engagement. This is evidenced by:

- Response from the Council's e-panel conducted in September 2011 found that 59% of respondents were aware the Festival was taking place; 18% said they were definitely planning to attend one or more events.
- Editorial coverage value increased from £396,500 in 2011 to over £1million in 2012;
- Significant national media coverage in 2012 with a prime time BBC TV news slot featuring the demolition of the IMAX. This event has since been shortlisted for the Chartered Institute of Public Relations Stunt of the Year Award;
- Visits to the web site increased from over 25,000 visits from the launch in July 2011 to December 2011 (18,500 unique visitors); to 42,000 from July - December 2012 (unique visitors 25,483);
- The facebook campaign between August – October reached over 50,000 in 2011 and increased to over 96,000 2012;
- Total number of 'likes' increased from 900 in 2011 to over 1,500 in 2012;



- Twitter followers increased from 800 in 2011 to 2,000 in 2012;
- Visits to the web site on the opening night of the festival doubled from 2011 to 2012, 1,500 in 2011 and over 3,000 in 2012;
- Demographically, on-line audiences were from Bournemouth and Poole (35.5%); London (19%); Southampton (8%); Taunton (4%); Bath (4%) and Bristol (3.5%);
- Visiting audiences 80% lived in a BH postcode area. Other postcodes of those who visited and completed the evaluation included Salisbury, London, Southampton and Dorchester.

In summary, the key priorities have been achieved within the first two years, and the Bournemouth Arts by the Sea Festival has become a new and innovative tourist attraction for Bournemouth. Through a mix of high quality programming, and a high profile branding and communications strategy, the festival has been seen nationally as a resounding success.

Endorsements from both the business and artistic communities gives substantial evidence a festival of this type can make a real impact on the town. In recognition of this success the Headline sponsor for 2012, Arts University Bournemouth, has already confirmed their support for the next festival. The continuation of the festival will build on the achievements of the 2 year programme, and look to extend and increase its potential in developing a high profile, economically viable and sustainable event. This will align to Council Priorities and core objectives of the festival plan by;

1. Contributing to the night-time economy, promoting positive activities – the result of the two Festival opening nights created a friendly, positive and engaging night experience for all audiences. The impact of the opening night on the awareness and profile of the festival contributes to the Council's priority of the **Night Time Economy**;
2. Profiling the current cultural assets and identifying new spaces and places, extending the visibility and impact of arts and culture in the Borough and contributing to the priority of Bournemouth as a **World Class Resort** – the overwhelming success of the events held at the Bournemouth Natural Science Society in 2011 and 2012 for example created their busiest and largest visitor numbers ever in their entire history (quoted from BNSS evaluation form). Events held at the Shelley Manor in Boscombe also created new audiences outside the town centre and raised awareness of the hidden and underused architectural gems of the town. Similarly events at The Pier Theatre has saved the closure of the building for arts and cultural events.
3. Generating additional economic benefits and income generation to contribute to the **Town Centre Vision** – bringing new audiences into the town to boost

the day and night time trade, extending overnight stays and developing ticket sales and merchandise.

4. Developing stronger joint initiatives between key partners, making best use of resources, skills and expertise to increase audiences – for example working with Arts University Bournemouth/Bournemouth University to create a series of events and exhibitions in the town; working with Pavilion Dance/Bournemouth Symphony Orchestra and other cultural partners on high profile larger scale events. The success of partnerships with the two Universities for example has resulted in on-going sponsorship and in-kind support and developed a joined-up strategy contributing to student retention and graduate start-up.

SMART objectives are outlined in section 2.2. Benefits, Objectives and Strategic Alignment

To achieve the objectives we will:

1. Create a sustainable business model based on a 3 year vision for an annual arts festival contributing to the priorities of the Council, including % of activity based in Boscombe; the night time economy; developments on the Seafront including the Waterfront project; developing Bournemouth as a world class resort; and working alongside strategies to support the town centre vision;
2. Research new funding streams and developing an income generation strategy;
3. Setting up a sponsorship package and targetting £40,000 sponsorship for 2013, £60,000 for 2014;
4. Continue to develop the branding and communications strategy through the year round development of the [www.artsbournemouth.org.uk](http://www.artsbournemouth.org.uk) web site, social media campaign and regular e-flyers to the on-line database;
5. Develop the Ambassador Scheme through advocacy work with the Chamber of Commerce, Trader's Associations, representatives of major organisations and companies in Bournemouth;
6. Develop a year round programme of arts events in partnership with stakeholders, organisations, groups, etc to continue to enhance and extend the arts and cultural offer to residents, visitors and tourists;
7. Continue to develop existing and new partners to host and organise festival events;
8. Develop a programme of commissions, projects and events from high profile spectacle to smaller events and outdoor events;
9. Increase innovation and creative ideas to make the festival unique but relevant to the conurbation, its creative sector and audiences and to Council key priorities;
10. Create a deeper and more engaged relationship with residents and audiences;
11. Work with the creative sector to utilise and develop new spaces to work, exhibit and sell work;



12. Work with the tourism sector to develop festival offers, deals and partnerships to increase overnight stays, economic benefits, meal deals etc;

## 2. Strategic Fit: The Strategic Case

The proposal to develop an arts festival in Bournemouth is the final stage of a process that began in 2009. It began with the formation of a Members Policy Advisory Group who contributed to the recommendations that led to the current Arts Strategy. The main recommendations were for the setting up of an Arts Board and to hold a yearly Arts Festival. The recommendations were approved by Council and an Arts and Culture Board has since been established and has been a contributor to the discussion around the festival options.

In addition, through the Partnership Agreement with Arts Council England, a series of external consultancies have been funded to support strategic development in agreed Priority areas. The development of the Arts Strategy and within this, the development of a festival, was agreed as one of these priorities.

In 2011, the Arts Council agreed a grant of £100,000 to support the infrastructure and programme for the development of the Arts Festival in 2011 to include:

1. Development of an audience development and engagement strategy
2. Development of a creative, content rich web site
3. Development of a programme of high quality commissions and projects
4. Development of a mentoring and support strategy to extend skills and resources for community and educational events

As seen in table 2.2 the festival is strategically aligned with Council priorities, and county wide plans including the Dorset Local Enterprise priorities of Employability, Enterprise and Growth.

### 2.1 Business Need and Project Background

*"is wonderful to see Bournemouth developing a strong and identifiable cultural identity - the town is full of creativity it could be a powerful selling point for the town"*

*"Have not attended arts festivals before so wasn't sure what to expect but I really enjoyed it"*

*"Excellent showcase of what might be possible if it continues to be supported and builds a reputation for Bournemouth as a location to visit for the Arts. Keep it up!"*

Quotes taken from the 2011 Market Research Group Evaluation Report



Feedback from the first Bournemouth Arts by the Sea Festival confirmed the event as a resounding success story and provides ample evidence there is an audience hungry for more arts and culture to feature in the annual programme of events in the town. The positive response to the Festival offers a great foundation on which to build further events and with a longer lead in time, and the production of a 3 year vision, it is clear that an event of this scale is a driver to attract both a local audience and new visitors to the town.

Following from the research report produced by The Market Research Group at Bournemouth University in 2010 commissioned by the Council to evaluate current demand for a festival, the value of a Festival in Bournemouth underpins the findings which confirm a festival would:

1. Attract audiences which have a higher economic impact than other tourists, even cultural tourists – staying longer and spending more, on average
2. Attract loyal visitors - once a festival has attracted a visitor, that visitor has high potential to become a regular attender in future years
3. Switch people on to art by offering intense bursts of activity that achieves impact and concentrate attention
4. Enrich local people's lives by providing new artistic and cultural opportunities
5. Contribute to the building of a sense of place, community and common purpose
6. Offer potential as good promotional vehicles/enhance image of the place

The British Arts Festivals Association whose most recent survey of arts festival in the UK gave extensive evidence that festivals generate wealth and employment, attract new investment and support the economy.

*'Festivals greatest economic contribution is through their visitors' expenditure on local retail, accommodation and hospitality'*

The report recorded: £12.9m in ticket sales; £6.7m from commerce and sponsorship; and contributed £41.8m into the UK economy. Brighton alone demonstrated that visitors contributed 22 times more into the local economy than they spent on festival tickets. From the initial Economic Impact Report produced from the pilot Bournemouth Arts by the Sea Festival, the figures were healthy with an impact of £3,350,000 on the local economy over the 6 week period.

## 2.2 Benefits, Objectives and Strategic Alignment

Council Strategic Objective / Corporate Priority (taken from Corporate Plan, Service Plans etc...)	Project Outcome	Benefits expected as a result of achieving outcomes	Benefits realised in 2012 Targets for 2013/14
<b>Corporate Plan:</b> <b>An Efficient Council</b> 1. Increased returns from the	Developing the Town Centre facilities to promote Bournemouth as a world class resort	Increased number of visitors to town centre over opening weekend	Reached target audience figures for period of festival 2012



management of Council assets	for visitors and residents	Spend in town centre during opening weekend	Economic impact for 2012 was £1.5 million
	Enhanced strategic working with Council operated and supported organisations to develop and deliver the Festival and annual arts events programme	Work in partnership with 5 organisations supported by the Council	Target achieved events programmed for 2013/14 to increase in capacity through repeat shows, working with larger venues including BHlive
<b>Community Action</b>			
2. Reducing levels of anti-social behaviour	Promoting and developing positive activities on Friday and Saturday nights in the town centre	Number visiting town in evening over opening weekend increased by 5%	From evaluation 2012 run launch event over 3 day/nights for maximum impact, repeat visits and generation of audiences through word of mouth and publicity
3. Improved engagement and consultation with the public	Greater awareness and engagement with festival and Arts Bournemouth events  greater influence on audiences through social media strategy	Increased number of visits to <a href="http://www.artsbournemouth.org.uk">www.artsbournemouth.org.uk</a> web site by 20% in 2012 and annually by 10%  Increase number of events uploaded onto web site by 10% annually  Increase database membership by 10% annually	e-panel survey showed 59% awareness of festival in 2012 web stats targets achieved in 2012 Continue to develop use of social media tactics for reach and awareness 2013 14
<b>An Improving Environment</b>			
4. Improved facilities for visitors and residents	Utilising venues in town for festival events	venues sustained and developed for arts and cultural events	Programming at range of venues in 2012 has resulted in Pier Theatre remaining open and used as a medium scale venue. Other smaller scale venues supported and will be used for festival events in 2013/14.  Target for 2014 work with larger scale venues



<p><b>A Thriving Economy</b></p> <p>5. Bournemouth promoted as Britain's premier coastal resort</p> <p>6. Increased regeneration for those areas most in need</p> <p>7. Increased graduate retention and local employment</p>	<p>Develop an agreed sustainable events policy for the Town Centre</p> <p>Arts and culture to influence regeneration in target area Boscombe</p> <p>More engaged young audience remain in town</p>	<p>Council to agree annual arts festival as part of events policy</p> <p>number of events to be held in regeneration at least 20%</p> <p>Develop economic viability of vintage market by at least 2 markets held in venues outside of Boscombe per year</p> <p>Greater link with universities joint working and events programme</p> <p>Support minimum of 5 graduates each year who intend staying in Bournemouth through associate scheme and placements</p>	<p>Event achieved and year round programme in place 2012</p> <p>Success of event at Shelley Manor in Boscombe 2012. Vintage market participants at opening night increased and sales increased. Market to continue link with festival in town centre</p> <p>Shelley theatre producing new business plan since involvement in festival</p> <p>Proposal for fringe festival to set up in Boscombe in 2014 as a result of Arts Festival</p> <p>2012 university support. Target events for students 2013/14</p> <p>Link to Recreate scheme</p>
<p><b><u>Bournemouth Arts Strategy 2012-13</u></b></p> <p>Recommendation that: an annual Arts Festival be established in the Town under its cultural Tourism priority theme</p> <p>an arts branding is created and a single 'what's on' information resource for Arts is produced</p>	<p>Festival to become an annual event</p>	<p>Arts Bournemouth brand created, web site and social media sites developed, print and publicity material produced for festival,</p> <p>100,000 people attending events as a result of the festival</p>	<p>Festival forms part of annual events programme of council Plan to continue festival in shoulder period in autumn 2013 and 2014.</p>





<p><b><u>Town Centre Vision</u></b></p> <p>‘a thriving events programme will act as a magnet to residents and visitors’</p> <p><b><u>Bournemouth Town Centre Area Action Plan</u></b></p> <p>‘to provide high quality spaces incorporating opportunities for events and ensuring that the town centre has cultural activities for everyone to enjoy both during the daytime and evening’</p>	<p>Festival supports vision through attracting a greater number of visitors and Bournemouth becoming a cultural tourist destination</p> <p>Events programmed throughout the year as well as during the festival</p>	<p>100,000 people attending events as a result of the festival</p> <p>Series of events programmed during the year in partnership with venues and organisations</p>	<p>Achieved audiences 2012 and will target use of larger venues and repeat performances in smaller venues. Target audiences for 2013 for opening events family audience, main events arts audience</p> <p>Events plan developed for year round programme. Focus on screenings and live performances per season in 2013</p>
<p><b><u>Bournemouth Garden City by the Sea</u></b></p> <p>Bournemouth’s bid for city status cites its ‘hosts of events ‘ as a key credential to raise profile of Bournemouth as a forward looking creative visitor attraction.</p>	<p><b><u>Replace with Seafront Strategy in 2013 due to bid for city status unsuccessful</u></b></p>	<p>2013 Link to Seafront Strategy and redevelopment of the Waterfront space, programming events as a new offer to the town’s cultural offer.</p>	<p>New objective for 2013 but in line with Festival objective of outdoor events in town centre/pier approach and seafront during opening weekend.</p>
<p><b><u>Dorset Local Enterprise Partnership</u></b></p> <p><b>Employability; Enterprise; Growth</b></p> <p>Delivery priority to drive forward the growth of the creative industries in Bournemouth, Poole and Dorset and its contribution to conurbation’s economy and prosperity</p> <p>Enhanced international reputation for the sub-region as a centre for the creative industries as a vibrant business</p>	<p>Work closely with Universities to encourage retention of students in town</p> <p>Link with events to raise profile of town such at the BFX festival planned for launch in 2013</p>	<p>Creative hub set up in Boscombe with events programmed annually</p> <p>Increased industry specialist audience and linked to general audience events interested in broader visual effects agenda</p>	<p>Link to new recreate programme from 2013 and proposal to develop fringe arts festival in Boscombe in 2014</p> <p>Programme events in festival to link to BFX festival now timed to co-incide with arts festival</p>





location, demonstrated by international world class events			
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### 2.3 Scope: (In / Out)

#### **Inclusions:**

A programme of arts events and a festival for the period 2012 to 2014 to be held both indoors and outdoors within the Borough of Bournemouth organised in partnership with stakeholders and partners.

A marketing and PR strategy to brand and communicate the activities of the events and festival including web site, social networking, on-line and print material.

Creating a sustainable business model based on a 3 year vision for an annual arts festival

Researching new funding streams and develop income generation strategy

Setting up sponsorship package and target £40,000 sponsorship for 2013, £60,000 for 2014

Developing the branding and communications strategy through the year round development of the [www.artsbournemouth.org.uk](http://www.artsbournemouth.org.uk) web site, social media campaign and regular e-flyers to database

Developing the ambassador scheme through advocacy work with Chamber of Commerce, Trader's Associations, representatives of major organisations and companies in Bournemouth

Developing a year round programme of arts events in partnership with stakeholders, organisations, groups, etc to continue to enhance and extend the arts and cultural offer to residents, visitors and tourists

Developing existing and new partners to host and organise festival events

Developing a programme of commissions, projects and events from high profile spectacle to smaller events and outdoor events

Increasing innovation and creative ideas to make the festival unique but relevant to the conurbation, its creative sector and audiences

Creating a deeper and more engaged relationship with residents and audiences



Working with the creative sector to utilise and develop new spaces to work, exhibit and sell work

Working with the tourism sector to develop festival offers, deals and partnerships to increase overnight stays, economic benefits, meal deals etc

Exclusions:

Events organised outside of partnership/stakeholder agreements.

## 2.4 Critical Success Factors

- Funding agreement from Executive Gateway and Arts Council England
- Developing a sustainable business model based on a 3 year vision for the festival and events programme
- A Two-year funding agreement to enable core objectives outlined above to be achieved
- Support from internal Council Units, specifically Tourism to achieve visitor targets, economic impact and profile
- Securing commercial and business support and sponsorship
- Securing high quality and high profile arts events to continue to brand Bournemouth as a place to visit for excellence in arts and culture
- Continuing to build creative partnerships with arts and cultural organisations to deliver a quality, distinct and creative festival and events programme
- Securing media partners to ensure continued positive media messages and media coverage
- Maintaining high calibre professional festival team to deliver quality product
- Support from key stakeholders to maintain high quality, diversity and visibility of the festival and events programme

## 2.5 Strategic Risks

Risk	Mitigation Strategy	Owner
Additional funding not secured or decisions late to confirm programme	Reduce level of festival and events to match funding secured	Carol Maund
Bad Weather risking outdoor events	Provide sufficient balance of outdoor and indoor events to ensure visitor satisfaction and numbers	Carol Maund
Partner funding or other factors out of control affecting partner involvement	Maintain good communication with partners and ensure forward planning to minimise disruption and plan alternative strategies	Carol Maund
Current reliance on annual/project funding	Longer term vision to enable funding over minimum 2-3 year period to ensure planning and delivery manageable and funding raising	Carol Maund



	achieved and time to develop new income streams	
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## 2.6 Assumptions and Constraints

### Assumptions

The proposal for the festival and annual events programme is based on previous knowledge and experience of the festival team and from the success of the pilot festival organised in 2011. On-going advice and support has been received from organisers of similar events which take place across the country, from stakeholders and from business specialists. Recommendation to become a member of professional bodies such as British Arts Festival Association to keep abreast of current research and reports, enable networking and partnership working and to assist with researching resources and funding. Update of data and evaluation to continue with partners such as the Market Research Group at Bournemouth University.

### Constraints

The most significant constraint on the festival is the current short-term funding cycle, which requires raising funds, and developing other forms of earned income/sponsorship on an annual basis. The level of uncertainty this creates means longer term planning for programming, and therefore income generation, cannot be realised. This becomes particularly relevant when developing a strategic vision for the festival, which requires at least a three-year cycle to fully implement the key objectives and work towards a sustainable model, reducing the level of support required from key funders and increasing income generation potential.

Short-term funding also constrains the type of developmental work that can be achieved with major stakeholders and partners. The Arts Council requires the minimum of a three-year business plan to consider both strategic and priority funding (particularly when considering the possibility of the festival applying for Portfolio Status and funding over a three-year period). Although the festival can apply for the Arts Council's Grants for the Arts programme, this is not seen as a source of regular funding and Arts Council need to see how a sustainable model with a range of funding partners can be achieved.

A further constraint is allowing sufficient lead-in time to develop projects with current partners and researching opportunities to develop new networks, partnerships and income streams. For example on a local level, working with Bournemouth Symphony Orchestra could require at least a two year lead in time to ensure a substantial involvement in the festival and the opportunity to develop a festival event and income; Dorset's Dance and Theatre Development Agency, Activate's InsideOut Festival is held bi-annually and these commissions would be a significant contributor to the festival but no commitment can currently be made to plan ahead. On a national and international level, working with partners does require a commitment on



longer-term projects, particularly to take advantage of European funding streams amongst other income potential such as sponsorship deals over a number of years.

Short-term staff contracts currently in place are a constraint on maintaining continuity and skills of the festival team. In turn this requires more management and resources and creates extra workload and creates uncertainty and instability within the team.

## 2.7 Interdependencies

IN / OUT	Project, person or resources that you are dependant upon (IN) or that are dependant upon this project (OUT)	Description of dependency (e.g. the complete rollout of the project or the development of a particular part of it)
	The festival is dependent on partner organisations, venues and artists to realise the festival.	<p>The partners offer expertise, resources and additional/match funding to enrich the festival but also to give breadth and range to the events.</p> <p>Building on the success of the pilot festival in 2011, many partners are now planning events to coincide with a proposed annual/bi-annual festival in the town. Partners share the vision to create a major new cultural tourist event for the town. (ie Silicon Beach, BFX Festival)</p> <p>The partners also recognise the benefits of working together to market and brand the town with a major festival offer.</p> <p>The festival can still operate with some or fewer of the partners. However, to achieve the profile and quality required, there needs to be sufficient critical mass of partners to share the work load and provide the expertise required to create a significant event.</p> <p>Ultimately the aim is to maximise visitor experience, increase visitor numbers and generate additional economic benefits for the town.</p>

## 2.8 Key Stakeholders

Stakeholder or Stakeholder group	Relevance to project
<b>Internal Stakeholders:</b> Information, Community and Culture	Support structure



Arts and Culture Board	Festival partners, advocacy
Cabinet Member for Arts and Culture	Primary political advocate
Bournemouth Tourism	Tourism vision for town, support and expertise, impact on visitors and residents
Executive Gateway Board	Monitor project via reports
<b>External Stakeholders:</b> Bournemouth residents and visitors Bournemouth Chamber of Commerce Arts Council England Arts University Bournemouth Bournemouth University Bournemouth and Poole College Bournemouth Leisure and Attraction Group Bournemouth Tourism Management Board Bournemouth Town Centre Management Board Bournemouth Area Hospitality Association (BAHA) TownWatch Group BH Live Activate, Bournemouth Symphony Orchestra, Dance South West, Pavilion Dance, and other arts partners WAVE Education and Soundstorm Partner venues including Bournemouth Natural Science Society, The Winchester, Pier Theatre, Russell Cotes Museum and Art Gallery, Shelley Theatre	Marketing and promoting the festival, programme partners, links to funding opportunities, sponsorship, availability of venue space and hire, strategic support to new markets and opportunities, links to commercial sector, education links and links to wide range of groups, ticketing service, advice, specialist skills and expertise



### 3 Options Appraisal: The Economic Case

Preceding the decision to develop the pilot Bournemouth Arts by the Sea Festival, 2 research documents were produced to put forward options for a festival in Bournemouth. In 2009 Bournemouth University Marketing Research Group was commissioned to produce the first option for a festival, which researched the feasibility of an International Arts Festival. In 2010 a second report was commissioned on the feasibility of setting up a Design and Creativity Festival.

**Option 1**, proposal for an International Arts Festival, the proposed budget of £5 million per annum was agreed as unrealistic in the current economic climate.

**Option 2**, a Design and Creativity Festival was felt to be too niche and specialist. The cost option although drastically reduced from Option 1, Option 2 required a budget from the Borough of £500,000.

Comparisons to costings of UK festival was researched in both the reports produced by MRG, Bournemouth University taking statistics from the British Arts Festival Association survey of 2008. For medium scale festivals a budget from the Local Authority was made between £300 - £600k . Brighton Festival which is run by an Independent Trust which also manages Brighton Dome has an annual turnover of £7 million of which 35% is core funding support from Arts Council England and Brighton and Hove City Council. Brighton Festival is reported to generate £22 within the city's economy for every £1 spent on tickets and thereby accounted for over £20m within the local economy alone. Manchester City Council provide £2 million for the Manchester International Festival.

**Option 3**, Do Nothing – this option will see Bournemouth fall behind other conurbations in attracting cultural tourists and failing to achieve the potential of a thriving visitor destination where tourists come and spend their money, enjoy the attractions and stay in our prime hotels and accommodation.

**Option 4**, to run a pilot festival in 2011 with a budget of £150,000 from Gateway to be matched by external funding was agreed as a way forward to test the product and market for a festival in the town.

#### 3.1 Preferred Option

##### Option 4

The success of the pilot festival is now the basis on which to develop the festival offer further and the proposal to submit funding agreement to meet the core objectives.



## 4 Affordability: The Financial Case

### 4.1 Estimated Overall Implementation Costs

### 4.2 **REVISED BUDGET 08/01/2013 based on current budget and spend for 2011/12 and initial budget set for 2011/12 2013/14 2014/15**

Area	Description	Total (£k) 2013/14	Total 2014/15
Staffing/freelance contracts	Additional post and specialist fees for freelance contracts, sponsorship, programming	£45,000	£50,000
Training and internships	Training for current and new staff including web/IT, customer care/visitor experience training Internship programme linked to work based experience	£5,000	£6,000
Marketing and PR	Promotional material, advertising, external print etc	£35,000	£40,000
IT and on-line	Programming, maintenance and management of web site	£8,000	£10,000
Programme	Year round programme enabling budget	£10,500	£15,000
Education and community	Year round programme of workshops, with formal and informal education partners, in partnership with WAVE and Soundstorm etc	£10,000	£15,000
Profile events	Opening/closing weekend activities including one spectacle event and series of day and night time events	£50,000	£70,000
Festival programme	Partnership projects support to enable series of medium scale events and act as match funding	£50,000	£60,000
Conference and seminar programme	Partnership programme to include one national conference, regional seminar programme for creative sector	£10,000	£15,000
Commissioning	Commissioning new work open submission	£10,000	£12,000
Economic Impact and Evaluation	Report to be commissioned through tender process to establish baseline figures	£5,000	£6,000
Hire costs	Equipment, venues, transport etc	£10,000	£12,000
Venue development	Light Trail programme and installation costs	£8,000	£10,000
Legal, Insurance	Building and event insurance and cover for all H & S requirements	£8,000	£10,000
Admin costs	Postage, photocopying, printing reports etc	£5,000	£6,000
Documentation	Photography, video, etc	£5,000	£5,000
<b>Sub Total Costs</b>		<b>274,500</b>	<b>£342,000</b>
Contingency		£14,500	18,000
<b>Total Cost</b>		<b>£289,000</b>	<b>£360,000</b>



<b><u>Total request from EGB</u></b>	<b><u>£150,000 for 2013/14</u></b>		
	<b><u>£150,000 for 2014/15</u></b>		

### Source of Funding

Source of Funding	Total (£k) 2013/14	Total 2014/15
<u>Please note:</u> as stated in 2.5 Strategic Risks, activities will be curtailed if these external sources of funding are not achieved.		
Arts Council England (application to be submitted for G4A round February 2013/November 2013)	£99,000	£150,000
Income generation including sponsorship, fund raising and ticket sales (based on current experience of ability to raise funds in 2011/12 and economic climate)	£40,000	£60,000
Executive Gateway board request	£150,000	£150,000
<b>Total</b>	<b>£289,000</b>	<b>£360,000</b>

### Previously Awarded Funding

Date Awarded	Description of Funding Usage	Total (£k)
12/2010	2011 Festival and marketing strategy EGB	£130,000
04/2011	2011 Festival and marketing strategy Arts Council England	£100,000



## 5 Achievability: The Project Management Case

### 5.1 Evidence of Similar Projects

The British Arts Festivals Association has produced several reports which provide evidence of similar festivals in terms of scale and operation and which have achieved the outputs identified for this current project. Bournemouth University's Market Research Group's 2 reports for the Council included business models for festivals and data from current festivals to act as models for the current proposal.

The development of the Project Team requires further decisions to be made based on strategic role of the festival within the Arts Strategy and within the ICC Unit. As a minimum the structure outline below is required for the management of the Festival and events programme.

### 5.2 Project Management Organisational Structure

Project Team	Name	Appropriate Skills and Experience
Festival Director	Carol Maund	20 years sector specific experience in strategic and operational management of arts events. Led pilot Bournemouth Arts by the Sea festival in 2011.
PR and Marketing Manager	Kerry Curtis	Worked in commercial and subsidised sector for marketing and PR, supported lead project manager for pilot festival in 2011.
Festival Assistant	Sue Buck	Wide range of administrative experience within local authority and provided administrative support for pilot festival in 2011.
Festival Technical Assistant	tbc	Required as essential member of the new festival team to develop and expand use of on-line activity, project manage technical requirements for events
Freelance Contracts	tbc	Sponsorship, events management, event programming, conference management
Project Board	Name	Appropriate Skills and Experience
Project Owner (SRO)	Mark Smith	
Project Assurance	Jo Hooper	
Senior Supplier	Chris Morgan	



Senior User	Jon Weaver	
Portfolio Holder	Councillor Ian Lancashire	Current Cabinet Member for Arts and Culture

### 5.3 Timescales and Project Plan

January 2013 - December 2014 **REVISED 08/01/13**

ID	Phase / Activity	Estimated Start	Estimated End
1.	Appoint sponsorship consultant to produce sponsorship strategy and sponsorship pack	Feb 2013	Nov 13
2.	Update web site and appoint web management consultant for ongoing support	April 2013	Mar 15
3.	Produce revised/new job descriptions for all festival posts	Feb 2013	Feb 13
4.	Recruitment of posts	Mar 2013	Mar 13
5.	Produce marketing strategy including Ambassadors scheme	Feb 2013	Mar 13
6.	Research for main festival programme, venues etc for both 2013 and 2014	Feb 2013 onwards	Mar 14
7.	Meet with all current stakeholders and identify new stakeholders and partners	Feb 2013	Mar 14
8.	Identify events to develop for year round programme linking to current events and new events	Feb 2013	Mar 13
9.	Set up any commission opportunities, open submissions, selection criteria for programme of events	Mar 2013	Mar13
10.	Research funding opportunities and prepare applications	Feb 2013	Mar 13
11.	Application to Arts Council pending review of current application and production of 5 year vision document	Feb 2013	Feb 13
12.	Submit first application to Arts Council	Feb 2013	
13.	Produce agreed set of contracts, commission agreements, guidelines for any agreements with partners and stakeholders, any other legal documents to be in place	April 2013	May 13
14.	Sponsorship launch Sponsorship launch	June 2013 June 2013	
15.	Launch 2013 festival programme Launch 2014 festival programme	July 2013 July 2014	
16.	Outcome of Arts Council application	May 2013	
17.	Begin year round programme of events produce brochure to set out yearly programme	May 2013 July 2012	
18.	Launch ambassadors scheme	July 2013	

19	Arts Bournemouth events ongoing	April 2013	Dec 14
20.	Submit 2 <sup>nd</sup> application to Arts Council	Aug 2013	
21.	Festival opening weekend Sept 27 - 29 2013 Festival opening weekend Sept 26 - 28 2014	Sept 2013 Sept 2014	
22.	Outcome of 2 <sup>nd</sup> Arts Council application	Dec 2013	
23.	Production of evaluation report, on-line analysis	Dec 2013	Dec 2014

## 6 Appendices

### Business Case

1. Initial Risk Assessment
2. EINA (or Sustainability Impact Assessment Tool)