



Department for  
Digital, Culture,  
Media & Sport

Project Gigabit:

# GigaHubs Toolkit

For Delivery Partners

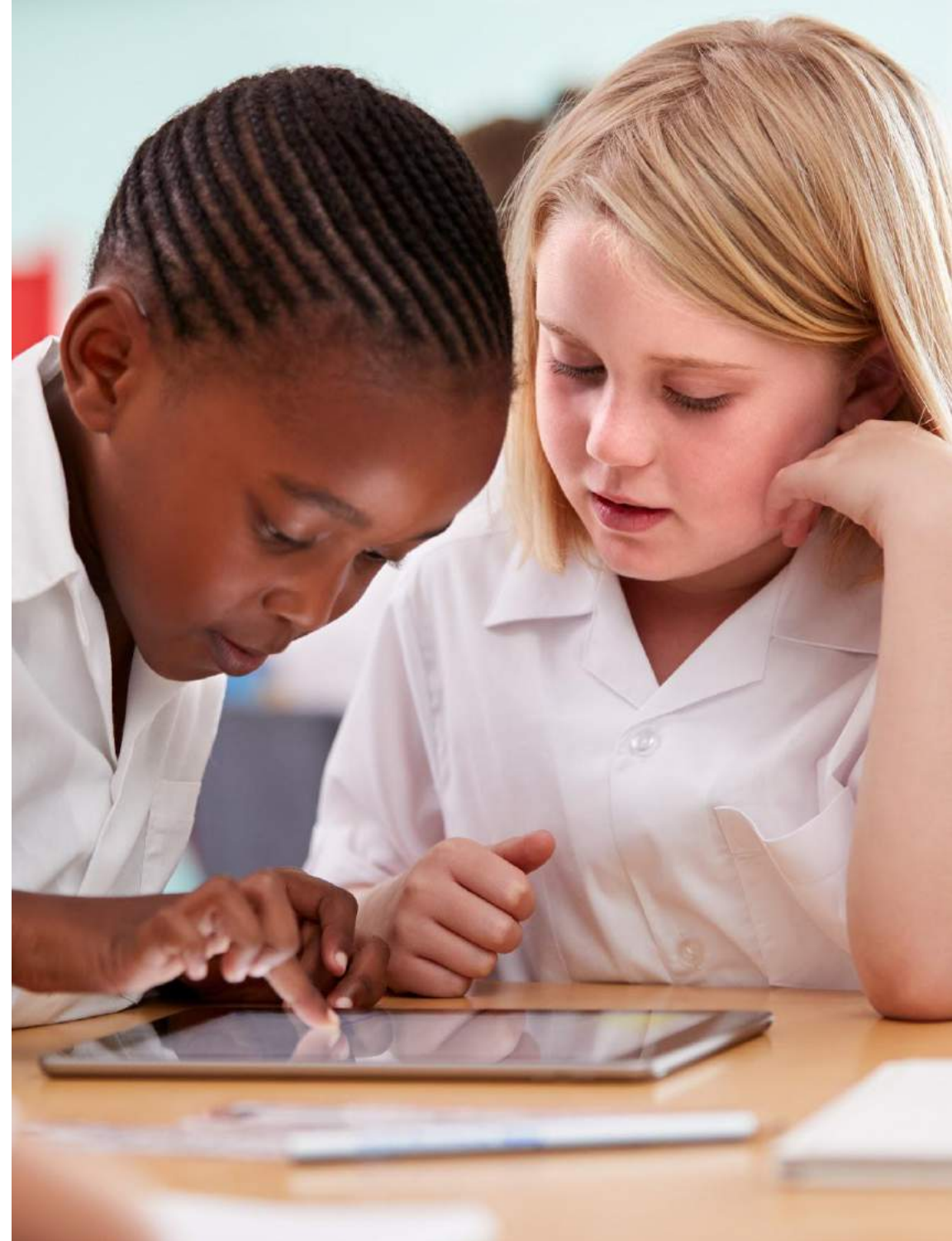


Project Gigabit - building fast reliable broadband for everyone in the UK



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# Introduction

## Context

GigaHubs is one of the products BDUK is using to deliver the government ambition of gigabit capabilities across the UK by 2030. As part of the wider Project Gigabit, GigaHubs will use up to £110 million to connect public buildings such as rural schools, doctors' surgeries and libraries to gigabit broadband. This will help GPs provide remote video consultations and allow whole classes of schoolchildren to be online, at once, with no interruptions.

The government wants to connect up to 7,000 rural public sector buildings in order to improve public services. These premises will act as hubs to get gigabit-capable networks into the heart of communities and incentivise other broadband companies to build off them. As a result, BDUK will provide funding towards infrastructure build for the 'hardest to reach' public sector premises where investment cases are clear.

## GigaHubs is designed to help organisations who can:

- Provide a list of public sector premises (delivering a public function and with a business justification), in need of improved connectivity, which can then act as a Hub to connect further residential and business premises.
- Build a collaboration with other local public sector organisations.
- Lead the collaboration group through the GigaHubs stages.
- Drive procurement activities for all partner organisations.
- Identify a senior leader to act as a local champion, supported by BDUK.
- Identify and/or provide additional funding to maximise build numbers.
- Procure post-GigaHubs build connectivity services to their own requirements.

***A standardised GigaHubs approach is essential to ensure effective management of a GigaHubs collaboration, benefits realisation and Value for Money (VfM).***



### This toolkit is for:

- Leaders in local authorities to set up and run GigaHubs projects to deliver gigabit capable infrastructure to public sector sites.

### It will also be of interest to:

- Members of Senior Management Boards with oversight responsibilities on broadband and connectivity activities within local authorities.
- Business unit professionals working to deliver improved connectivity within a given locality.



# Key Information - Timelines

## Indicative timelines

Projects should expect to spend a period of time mobilising and securing a place in the BDUK pipeline. Once BDUK support has been identified, projects are expected to keep to the project timeline and progress quickly to award of contract and commence build activities.

BDUK will monitor project progress through the gateway Checkpoint process. The estimated timescales involved in each stage of the project are displayed in the diagram.

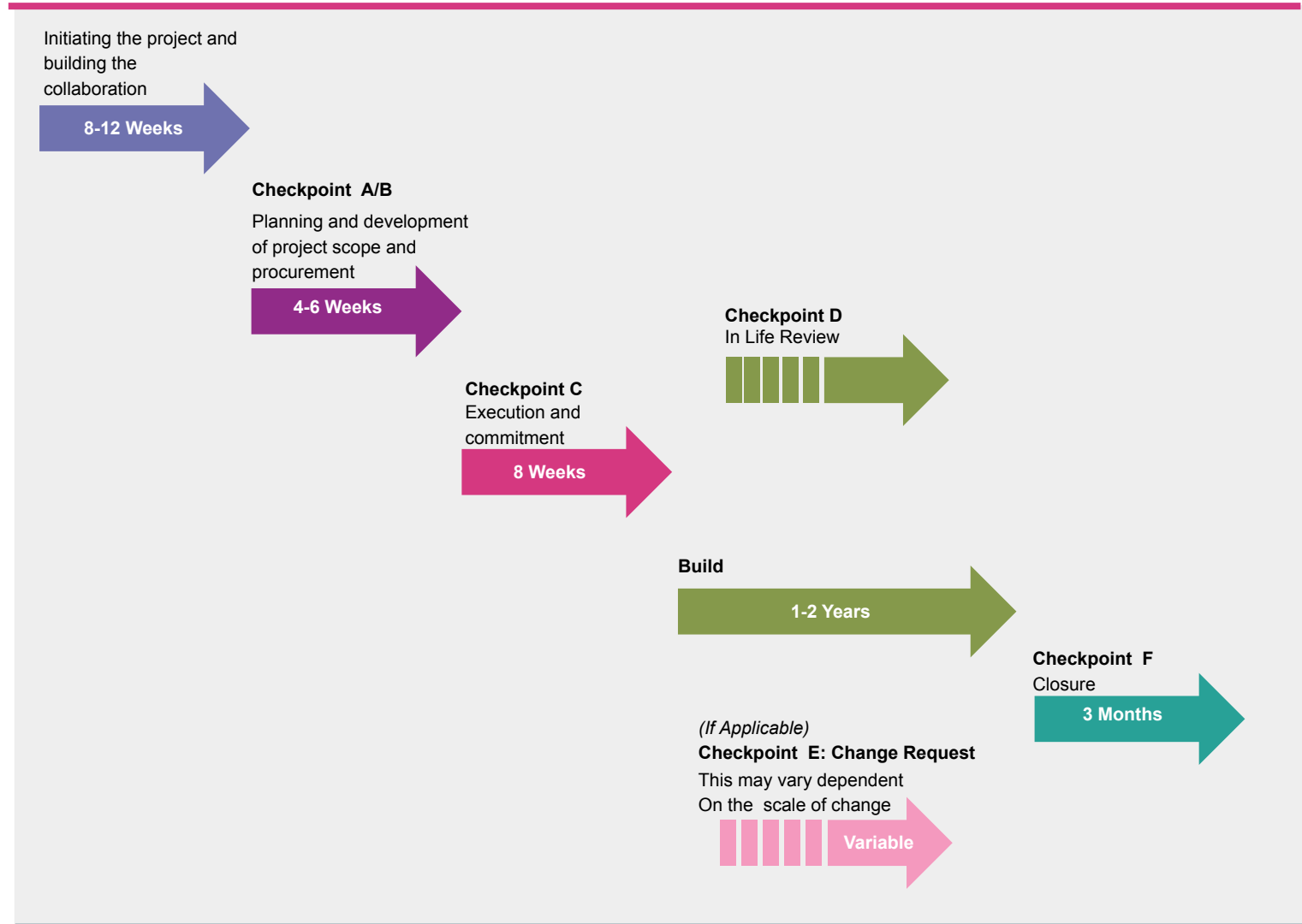


Fig 1 - Indicative Gigahub Timelines



# Key Information: Funding

## Funding

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The BDUK Hub delivery model has been developed so that one organisation acts as the procurement lead in a given locality. This means that, where multiple sources of funding are used, one organisation will need to make arrangements to manage the collaboration's budget.

Where DCMS funding is being used, this will fund the build of infrastructure to eligible public sector sites delivering a public function. This eligibility will be constrained to sites in the hardest to reach areas (see GigaHubs eligibility criteria). This means that it should be expected that additional (non BDUK) funding secured will be used to connect any other potential sites that do not fall within scope of the GigaHubs eligibility criteria, but enhance and complement the overall business case and benefits of the project.

GigaHubs Projects will generally have a multi-party funding approach, especially where sites meet the criteria for any other local or national funding that can be secured. For instance, a project could be collectively funded by sources including:

- DCMS GigaHubs (for the hardest-to-reach areas)
- Past Superfast intervention activities
- Local economic development funds
- Ministry of Housing, Communities and Local Government (MHCLG)
- Other Government Department

## BDUK Grant Funding

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Where DCMS funding is being used, this will be provided under a Grant Funding Agreement (GFA) and fund the allowable capital costs associated with the infrastructure build to eligible public sector sites.. This funding will be: constrained to eligible sites subject to business justification, value for money, and Subsidy Control principles. Funding is unavailable where commercial build has been confirmed and where other activities that will provide gigabit capable services are underway.

Payment will be made to the lead organisation upon receipt of fully completed grant claims. These should be linked to contracted milestones where payment for the completion of a given milestone is subject to verification by the local project that works have been completed as specified.

The price for a milestone should be the total of the individual prices for each site within the milestone.

Where provision for partial completion has been made in the commercial model this should be reflected in the Grant Agreement.

*For further information on Subsidy Control principles please refer to the Subsidy Control Guidance for Gigahubs [here](#).*



# Key Information: Procurement & Assurance

## Procurement

DCMS does not advocate any particular route to market for procurement. The collaboration group will choose whichever route they prefer and are required to seek legal advice to ensure procurement remains compliant with all regulations.

Where an appropriate procurement framework does not exist, GigaHubs projects will be able to use the Dynamic Purchasing System (DPS) for Gigabit Capable Connectivity (RM6095). This includes prequalified suppliers and standardised documentation.

Before providing funding, DCMS will assess procurement strategies via an assurance process to check key commercial principles are included.

## Assurance

To ensure projects run smoothly and that any issues are highlighted and can be dealt with effectively, GigaHubs projects will go through a number of assurance checkpoints where DCMS will review projects against key principles. These are:

### Pre - Contract

- An initial approval to proceed meeting (conducted internally by BDUK)
- A procurement strategy check (Checkpoint A/B)
- A preferred bidder & data check (Checkpoint C)

### Delivery (if applicable)

- An in live project review (Checkpoint D)
- A check of any change request proposal (Checkpoint E)

### Post Build:

- Closure (Checkpoint F)

**GigaHubs Assurance Overview**

An overview of some of the key tasks required in order to complete stages of the BDUK assurance process can be seen below:

Project phase		Local project tasks	
Initiation	Identify project champion	<ul style="list-style-type: none"> <li>• Read through the GigaHubs toolkit</li> <li>• Reach out to BDUK for support through the Local Delivery Lead network.</li> <li>• Understand and agree to the role and responsibilities of the Project Champion.</li> </ul>	
	Build Project Cohort and Establish project scope	<ul style="list-style-type: none"> <li>• Send introductory letters to potential local partners</li> <li>• Run the inaugural meeting</li> <li>• Capture <i>initial</i> site list data</li> <li>• Gather MoUs from partner organisations within the cohort</li> </ul>	
	Procurement options	<ul style="list-style-type: none"> <li>• Identify potential procurement routes</li> <li>• Submit project documentation to BDUK for assurance.</li> </ul>	
Procurement strategy	Project funding	<ul style="list-style-type: none"> <li>• Establish budgets</li> <li>• Establish and run governance for procurement</li> <li>• Update site list as required</li> <li>• Management of collaborative budgets</li> </ul>	
	Procurement preparations	<ul style="list-style-type: none"> <li>• Procurement strategy</li> <li>• Where procurement uses RM6095 GGC DPS, follow additional guidance and process</li> <li>• Draft grant agreement prepared</li> </ul>	
<b>BDUK Checkpoint A/ B – Ready to procure</b>			
Procurement	Competition to select supplier and agree prices	<ul style="list-style-type: none"> <li>• Ensure site data list is fully updated for pre-award assurance.</li> <li>• Ensure final contract documentation is available for assurance.</li> <li>• Grant award finalised.</li> </ul>	
	<b>BDUK Checkpoint C – Contract award</b>		
Build	Build	<ul style="list-style-type: none"> <li>• Issue milestone completion certificates as build progresses.</li> <li>• Claim grant payments.</li> <li>• Make supplier payments.</li> <li>• Manage collaborative budget.</li> </ul>	
	<b>BDUK Checkpoint D – In Life Review</b>		
	<b>BDUK Checkpoint E – Change control</b>		
Benefits	Benefits realisation	<ul style="list-style-type: none"> <li>• Confirm site migrations when complete.</li> <li>• Provide DCMS Management Information as required.</li> </ul>	
	<b>BDUK Checkpoint F – Project Closure</b>		

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# GigaHubs: Project Initiation

*The purpose of this section is to support you getting everything you need to start a GigaHubs Project after familiarising yourself with the key information shared in the introductory pages.*

*A full checklist of steps and actions required in this phase can be found in Annex A*

## Step 1A- Roles & responsibilities in the leading organisation

### Project Champion

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To get started on a GigaHubs Project, you will need to identify an individual to act as the Project Champion. Their role is to drive forward the project by supporting the project team to meet milestones, and the project's goals.

In order to be effective in their role, the Project Champion should hold a senior position within the leading organisation, be a strong communicator, able to get involved from the start, and enthusiastically support the project.

Once identified, they should become familiar with the contents of this document, the detailed list of responsibilities, and connect with a BDUK's Local Delivery Lead or Manager.

Should the Project Champion leave the organisation for any reason, there is an expectation that an alternative Project Champion will be recruited in a timely manner.

### Leading Organisation

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While DCMS will support partner organisations in the delivery of GigaHubs Projects, your organisation will need to take the lead and act as the prime agency for the project. These are some of the tasks involved:

- I. Setting up the project governance structure;
- II. Running a procurement project;
- III. Setting up a grant agreement with BDUK;
- IV. Setting up and maintaining collaborative funding arrangements;
- V. Signing a contract with a supplier;
- VI. Undertaking milestone testing and making supplier payments;
- VII. Grant claims and financial management activities;

These tasks should be discussed with leaders and relevant boards within your organisation to confirm all key stakeholders are content that the organisation has the necessary resources and expertise to set up and lead the GigaHubs collaboration.



# GigaHubs: Project Initiation

## Step 1B - Establishing the collaboration

### Developing a partnership

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The GigaHubs model creates countless opportunities for public sector organisations to work together to facilitate delivery of FTTP to as many public buildings as possible. By establishing a collaborative approach, GigaHubs procurement will secure Value for Money (VfM) by reducing the cost per premise connected and ensuring the Government is not in competition with each other in the procurement of infrastructure within a local area.

Because of this, we ask you to create a list of potential local partners and connect with them to understand needs and invite expressions of interest in joining the GigaHubs project.

Maintain a log of this activity, including emails and responses, and a record of any meetings/conversations as these will be required for the project viability check.

### Inaugural meeting

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Once you have a list of interested parties, arrange and run the inaugural meeting (please include your BDUK local delivery lead) and record the outcomes in terms of:

1. Levels of interest
2. Indication of demand for gigabit capable services across the estate
3. Indicative site counts
4. Current service arrangements (contracts, limitations or constraints)
5. Potential sources of top up funding
6. Agreement of service type(s) that are required
7. Proposed project geographic boundaries

### Confirming the partnership

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As the leading organisation, you will also have to establish effective project governance to keep the collaboration together. This will require an engaged mindset, effective communication and organisation, and ensuring governance meetings take place between all collaborating organisations.

Following the inaugural meeting, ask all interested parties to confirm their commitment by gathering Memorandums of Understanding using the template and share the Site List capture template for all partner organisations(including yours), to capture a detailed view of their indicative sites.

Once you have all responses, finalise the geographic boundaries understood to be the natural boundaries that fall, dependent on the organisations and the site lists of your GigaHubs project.





# GigaHubs: Project Initiation

## Step 1C - Developing the project scope

### Business Case Toolkit

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The aim of a business case toolkit is to baseline the project to concisely convey the nature and scope of the project, its affordability and, its deliverability balanced against identified risks.

The business case tool has been designed in order to ensure that only the required amount of information is gathered at each stage of the GigaHubs assurance process. This will make sure that an appropriate amount of resources are allocated to enable a smooth transition between each stage to establish whether a proposal is viable and would fully be in alignment with GigaHubs. Questions are repeated throughout the toolkit to allow Responsible Owners to add in additional detail, but if there is no need for an update, please use the content from the previous step. Monitoring, reporting and closure of the project are captured at the later stages.

Once complete, the business case tool, and accompanying documents, will contain all information required for the full business case and enable you to collect this information in one place and to add onto it as the GigaHubs project progresses.

### Five Case Business Model

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**In line with the HM Treasury 'Five Case Business Model', the business case will collect information including the:**

- **Strategic Case** - This section will require a robust case for change.
- **Economic Case** - This section will require a description of how the project will optimise value for money and benefits.
- **Commercial Case** - This section will require a description on how the project is commercial deliverable e.g. using procurement.
- **Financial Case** - This section will outline the the required budget, sources of funds and affordability.
- **Management Case** - This section will specify how the project is governed and how it will be deliverable.

*For further information on this you can refer to the HM Treasury Checklist for Assessment of Business Case [here](#)*



# GigaHubs: Project Initiation

***In order to qualify for GigaHubs funding a minimum of 100 eligible sites are required.***

For information on submitting potential sites for analysis please find the GigaHub Site Submission Template [here](#).

## Step 1D - Establishing the project scope - building the site list

### DCMS initial Site List review

As part of our assurance process, we will ask you to submit all completed site lists, to enable DCMS to carry out an initial review establishing if the identified sites are both eligible to be part of a GigaHubs Project and if they qualify for DCMS funding. In order to qualify for GigaHubs funding a minimum of 100 eligible sites are required, It is critical the site list is completed fully and to a high standard and contains the following information for each site submitted:

- Site Type
- Site Name
- Address
- Postcode
- UPRN (*The Unique Property Reference Number is a unique alphanumeric identifier for every spatial address in Great Britain and can be found in the Ordnance Survey AddressBase products*)

### GigaHubs eligibility criteria

The criteria by which eligibility for the GigaHubs programme will be assessed is as follows:

#### **Eligibility checks**

- Site classified as public sector building and performing a public function.
- **Rural location** (defined using agreed standard measures in the relevant part of the UK). Sites in the following areas will be defined as rural.
  - [England & Wales – ONS definitions D1 – F2](#)
  - [Northern Ireland – NISRA definitions E – H](#)
  - [Scotland – NRS definitions 3 – 8](#)
- Existing broadband speeds are less than 100Mbps.
- A gigabit capable network isn't likely to be built in that area commercially in the near future.
- There is no government-funded contract planned or in place to improve the network already.





# GigaHubs: Project Initiation

*While you wait for site lists to be completed by all collaboration partners, and assessed by BDUK, we recommend you focus on identifying and reviewing the Procurement and Funding options available.*

## Step 1E - Identifying procurement option

### Procurement routes

DCMS does not advocate any particular route to market for procurement. The collaboration group will choose whichever route they prefer and are required to seek legal advice to ensure procurement remains compliant with all regulations.

Where an existing contract or appropriate procurement framework does not exist, GigaHubs projects will be able to use the Dynamic Purchasing System (DPS) for Gigabit Capable Connectivity (RM6095). This includes prequalified suppliers and standardised documentation that you can be tailored to the partners' needs.

Before providing funding, DCMS will assess procurement strategies via an assurance process to check key commercial principles are included.

### DPS for Gigabit Capable Connectivity

Where the procurement strategy proposes using the Crown Commercial Services's (CCS's) Dynamic Purchasing System (DPS) for Gigabit Capable Connectivity (GCC), referred to as RM6095, project champions should refer to the supplementary guidance that is available.

Full details and benefits of running the procurement through this route can be found here. These include:

- Savings from lower costs.
- Flexible contract length.
- Continuously developing approach to incorporate best practices.
- Minor restrictions.
- Expertise captured from DCMS and CCS

### Procurement Strategy

Following the review of all procurement options available, and confirmation from all partners in support of the proposed route to market, we ask you to prepare the required documents to enable you to share a clear procurement strategy for the DCMS assurance process.

If you've decided to not use RM6095, we recommend you conduct a thorough review of the proposed framework and approach to ensure it accommodates all BDUK key commercial principles and aligns to requirements within PCR 2015.



# GigaHubs: Procurement

## Step 3 - Run Procurement

### Preparing GigaHubs documentation for Checkpoint C

Following successful completion of BDUK Checkpoint A/B, projects should commence the following procurement activity:

- Issuing Invitation to Tender (ITT) through the preferred route to market.
- Evaluating responses in accordance with the scoring criteria.
- Selecting preferred bidder and notifying successful and unsuccessful bidders.

Once the preferred bidder has been identified, projects should submit the project documentation (including further detail on VfM, and Subsidy Control) to BDUK for assurance Checkpoint C.

**Once Checkpoint C has been successfully completed, BDUK will respond with a formal grant award letter.**





# GigaHubs: Submission

## Step 2 - Submission

### Preparing GigaHubs documentation for Checkpoint A/B

Before submitting the GigaHubs documentation, you should ensure you have fully read and understood this toolkit and that you've clarified any doubts with your point of contact within BDUK. We also recommend you read all supplementary guidance material in relation to funding opportunities and RM6095.

Once you're ready to submit, liaise with your BDUK Local Delivery Partner / Manager to agree the best solution for you depending on the number of documents you'll be sharing. Provided there has been effective communication throughout this first phase, they will also be able to provide informal assessments on the quality of your GigaHubs documentation and viability of GigaHubs project.

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## Checkpoint A/B Checklist

1. A cover page identifying key roles and responsibilities
2. List of potential public sector partners with associated contact points
3. A log of all communication with the identified potential partners
4. Inaugural and governance meetings minutes
5. Signed MoUs for all collaboration partners
6. Signed Non Disclosure Agreement between DCMS and the Local Body
7. Agreement in principle to the Grant Agreement
8. Completed site lists (section 1) for all collaboration partners
9. Procurement strategy
10. Detail of any additional approval process/es needed from the Local Body  
For example any Cabinet Member approval process including timings and  
when this is expected to be scheduled
11. List of potential funding opportunities identified
12. Indicative project plan with key timelines
13. Project declaration letter completed
14. VFM Assessment
15. Subsidy Control Legal Assessment
16. Confirmation that sites will take up a service from the new provider and pay  
ongoing costs.
17. Annex A checklist completed

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# GigaHubs: Delivery

## Step 4 - Project Delivery

### Managing project delivery

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The lead body will have responsibility for the day to day management of the supplier through the contract.

On completion of each milestone (typically quarterly), the local project team should ask the supplier to demonstrate successful completion of all relevant aspects of the delivery. This witness testing should follow the approach defined in the contract. On successful completion of the testing, the lead partner should:

1. Issue a milestone completion certificate to the supplier (or alternative governance documentation as required by the contract);
2. Request an invoice from the supplier;
3. Submit a grant claim to BDUK for the lesser of the supplier invoice or the grant value for the milestone period as documented in the grant agreement;
4. Request any funding transfers from collaboration partner as per the MoUs;
5. Request any additional non BDUK funding as agreed and required to cover the milestone payment;
6. Make payment to the supplier;
7. Submit any supplementary Management Information to BDUK as required for benefit tracking.

Regular management information reporting requirement: The following information on the Project will need to be collected by Recipients and Suppliers and reported to the Authority. The information enables the Programme to report against its overall objectives, progress against these and to establish the extent of success of different programme delivery mechanisms.

#### **How programme data/information will be collected**

*There are a number of mechanisms that the Authority will use to collect programme information, not all of these will be the responsibility of the Recipient to provide, but as a minimum many will require the Recipient to be aware of them to ensure the necessary data is built in to arrangements with Suppliers and connection recipients.*

*A Template will be provided by BDUK to be filled in and returned. This is a requirement on a minimum of quarterly basis throughout the period where contracts are live - exact reporting timescales to be agreed with the Supplier/Wholesaler and BDUK. Additionally, during delivery BDUK will conduct a life review of the project (Checkpoint D), to assess how the status of the project.*

*Any change control proposals, either from the supplier of the local project, must be submitted to BDUK for assurance (Checkpoint E).*

*On verification of the completion (to agreed specifications) of the final milestone, the lead project should agree any final grant claim true up with BDUK.*



# GigaHubs: Benefits

## Step 5 - Tracking benefits

### Project reporting

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Over the life of the project, including build and subsequent live services, the local project is required to collect additional management information from the supplier to assist with tracking benefits.

Local projects should also confirm to BDUK the migration of sites to live services as and when these occur.

This reporting should typically be submitted every quarter for three years following completion of the project build.





## Annex A: Overview of steps and actions required in Initiation Checklist

Step	Action	Deliverable	Status	Completion date	My notes
1A	Identify a strong candidate for the Project Champion role				
1A	Ask the identified Project Champion to become familiar with this pack				
1A	Connect the Project Champion to a BDUK local delivery lead / Manager				
1A	Confirm your organisation is willing to lead the GigaHubs project collaboration				
1B	Compile a list of potential public sector partners with associated contact points	List of potential partners			
1B	Connect with potential collaborative partners				
1B	Log and chase responses	Full log			
1B	Arrange and run the inaugural meeting	Meeting minutes			
All	Arrange and run regular governance meetings (ongoing)				
All	Arrange regular check-ins with your point of contact within BDUK (ongoing)				
1B	Issue the Site List data capture template				
1B	Gather MoUs from all partner organisations	Signed MoUs			
1C	Define geographical boundaries for the project	Site lists			
1D	Complete Site List section 1 (all partners)	Site lists			
1D	Identify procurement routes and discuss with partners				
1D	Prepare a clear procurement strategy	Procurement Strategy			
End	Create/review all documents needed for official BDUK assurance submission				
End	Submit the GigaHubs proposal to BDUK				



For further information on Gigahubs, please  
contact your BDUK point of contact

For general enquiries, please email  
[gigahubs@dcms.gov.uk](mailto:gigahubs@dcms.gov.uk)