

COTS - the long list of issues

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Long list – business case

Business case		Stakeholders
Identify opportunity -Understand demand, scale of market; -Modelling of demographics, population density	<p>COTS will be agnostic as to the rationale for deployment of NGA networks – whether privately-owned or publicly-owned.</p> <p>Previous BSG work has provided a cost model for the deployment of fibre-based NGA networks.</p>	Network operators
Feasibility work	<p>COTS will not address the feasibility of investment.</p> <p>Activities geared towards this will be developed by INCA as part of the member services offering. Furthermore, other activities are occurring within the public sector, with the Digital Test-beds being developed by the Technology Strategy Board, the digital switchover of public services outlined in the Digital Britain Report, and the efforts being led by the Digital Inclusion Team on the role of digital inclusion in addressing social exclusion.</p>	Network operators; INCA; TSB; LAs; RDAs
Business plan -Likely capex, opex, revenue streams across the lifecycle -Revenue streams – wholesale/retail mix	<p>COTS will not directly address business case development, although some of the issues addressed may impact on the business case.</p> <p>Similar to above, INCA intends to provide support in the development of the business case for independent fibre-based access networks.</p>	Network operators; INCA
Regulation – regulatory obligations, SMP considerations	<p>Regulatory issues are likely to be outside the remit of COTS in the initial requirements-gathering phase. However, should there be a need to consider regulatory issues in the later stages of this project, they will be addressed accordingly.</p> <p>Understanding regulatory obligations is an issue for individual investors; assistance would be provided by Ofcom.</p>	Network operators; Ofcom
Acquisition of content	Outside the remit of COTS.	

Long list – funding & service proposition

Funding		Stakeholders
Investment financing from private sector	<p>Outside the remit of COTS.</p> <p>This would be an issue for operators choosing to invest.</p>	Network operators
Public funding/publicly-owned network -State Aid & procurement rules	<p>Outside the remit of COTS, except where the conditions of use of public funds have implications for the way a network needs to be operated, and this impacts on the service delivery model.</p> <p>Central government funding of NGA through the Final Third Project is being coordinated by BIS, and will be led by the Network Design and Procurement Company. Other local and regional approaches are being led by local authorities and RDAs.</p>	Network operators; INCA; TSB; LAs; RDAs
Service proposition		Stakeholders
Develop products, working with potential customers -Wholesale and/or retail products -Back-office functions, processes and interfaces: provisioning; install; fault reporting; maintenance; migration; customer service management etc -Price modelling -Product roadmap	<p>This is integral to the output of COTS. Building on existing standards and work undertaken, such as that within NICC, COTS seeks to ensure that the development of wholesale products, and the methods of provisioning and maintaining those services, is such that ISPs are capable of offering commercially viable services over independent local open access networks.</p> <p>This may include an examination of pricing in the abstract, in order to ensure a functioning marketplace, but not price modelling nor specific tariff setting. It will include the arrangements for product development over the lifecycle of the network.</p>	NICC; COTS; INCA
Contracting	Contracts are within the scope of COTS, as the legal enabler of the products and associated processes COTS is concerned with.	

Long List – design and build

Design and build		Stakeholders
Detailed design work – technology choices	<p>COTS intends to be agnostic regarding the underlying access infrastructure, and so should not impact on the technology choices of providers.</p> <p>This should be a decision for investing operators; support on such decisions could be provided by INCA.</p>	Network operators; INCA
Partners/commercial arrangements with suppliers	<p>COTS may have a role to play here, contingent on the outputs and outcomes of the process. For example, should an independent clearing house or national aggregator be proposed, this would impact on the commercial partnerships and the value chain of the network. However, COTS will not consider equipment standards or issues regarding the choice of vendor or equipment.</p> <p>Bringing together commercial partners is a function that can be performed by a range of stakeholders across industry and the public sector.</p>	Network operators; events industry, both public and private
Property rights/right of way acquisition	<p>Outside the remit of COTS.</p> <p>Predominantly an issue for the market, where there are policy barriers to the effective acquisition of rights there would be a role for government.</p>	Market; government
Programme and project management	<p>Outside the remit of COTS.</p> <p>An issue for operators.</p>	Network operators
Health and safety management	<p>Outside the remit of COTS.</p> <p>An issue for operators.</p>	Network operators

Long List – network operation

Network operation		Stakeholders
Drive take-up/revenue	<p>Depending on the solution, this could be within the scope of the COTS solution. Eg, should a mutually owned clearing house be developed it may well seek to drive take-up of its model. However, any activity in this space will depend upon the solution chosen, and will not be an initial focus for COTS.</p> <p>An issue for operators and service providers, whether publicly or privately owned.</p>	Network operators; SPs; LAs/government where they have invested.
Demand stimulation/marketing	<p>Similar to the above comment. However, this would focus on wholesale customers as opposed to retail customer end-users.</p> <p>An issue for operators and service providers.</p>	Network operators; SPs
Network management	<p>Day-to-day management would be within scope where it relates to the delivery of wholesale and retail services.</p> <p>An issue for operators and service providers.</p>	Network operators
Network development plans -Ongoing product and process development/improvement	<p>Where these impact on the delivery of services by ISPs, then these would fall into the remit of COTS . This may also include guidance on planning policy for operators.</p>	
Sustainability and financial covenants -Insurance, property rates management etc	<p>Network sustainability and certainty of operation are very important considerations for the commercial case for service delivery, where payback is required for an initial investment. Given this, arrangements that provide security of operation, and make provisions in the event of insolvency etc, are within the scope of COTS and may be directly impacted by the COTS solution.</p> <p>Any role for COTS would build on existing work being undertaken by Ofcom and BIS.</p>	BIS; Ofcom
KPI reporting/regulatory obligations	<p>Regulatory reporting would be outside the remit of COTS</p> <p>A role for Ofcom and operators.</p>	Network operators; Ofcom