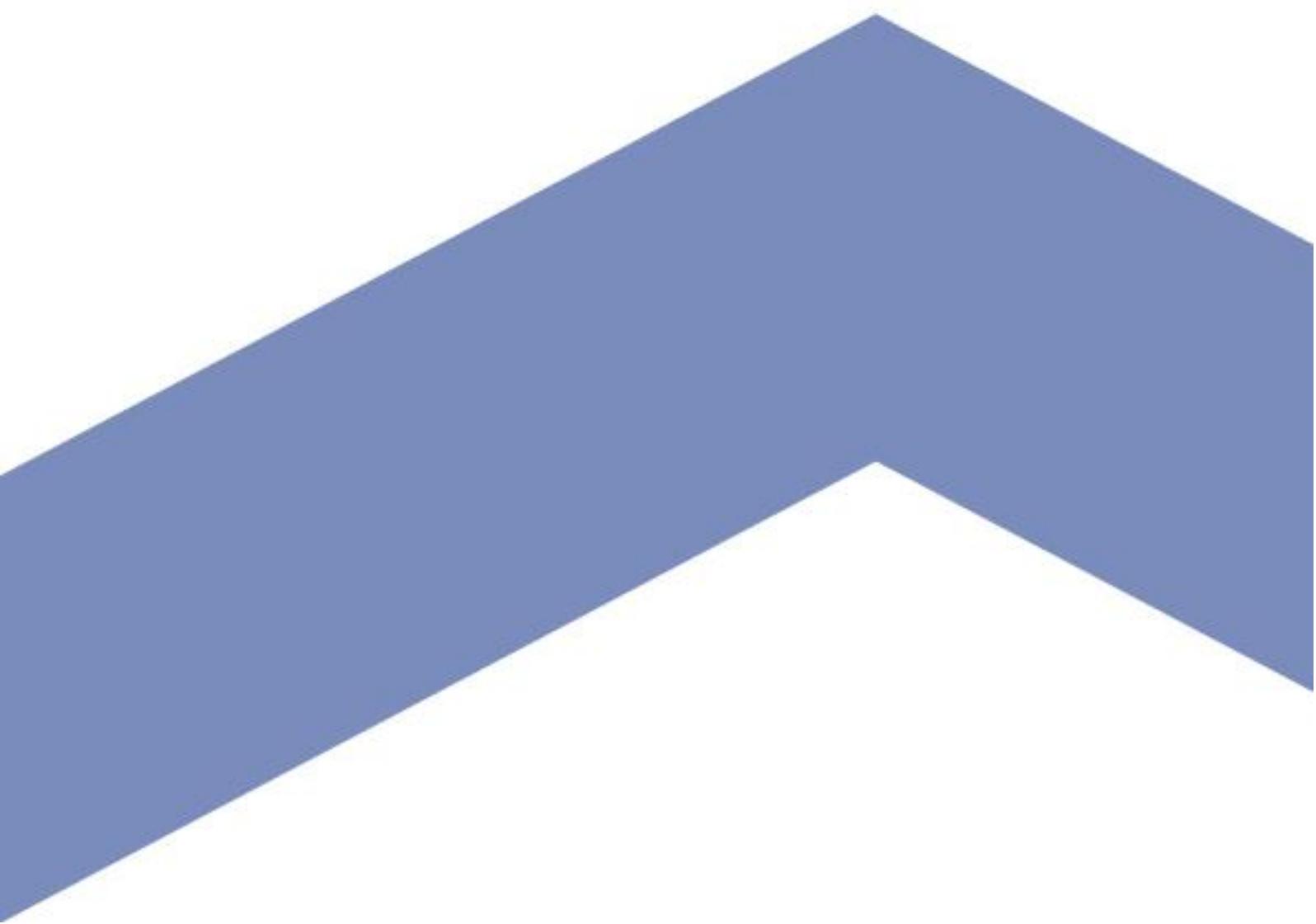


Digital Infrastructure Strategic Framework

“Staffordshire will be a county with access to
100% gigabit connectivity by 2030”

Assistant Director for Skills & Employability

March 2021

A large, solid blue geometric shape that resembles a stylized mountain range or a series of peaks and valleys, positioned at the bottom of the page.

Executive Summary

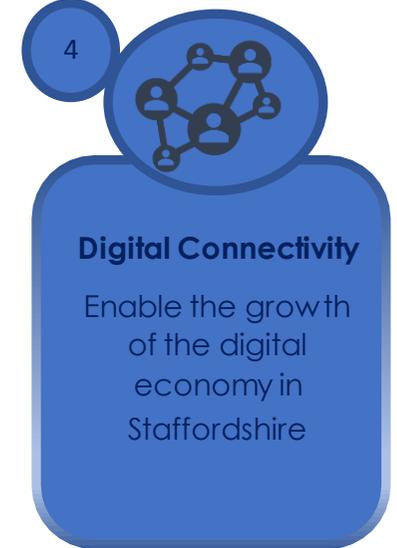
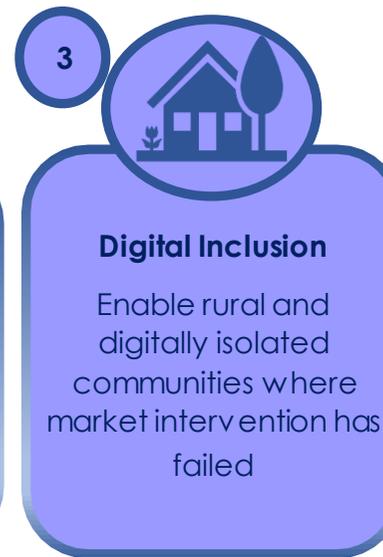
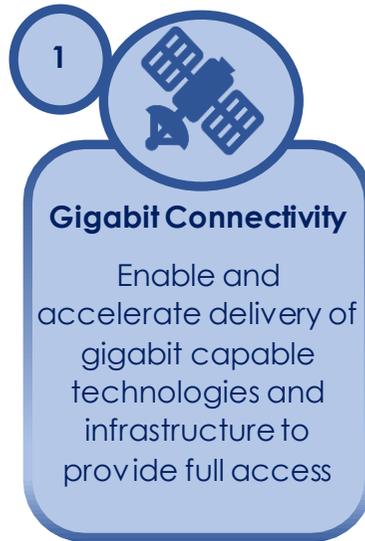
Staffordshire's Digital Infrastructure Strategic Framework



Be digital, using technology and data to connect, inform and support our citizens

Our ambition: "Staffordshire will be a county with access to 100% gigabit connectivity by 2030"

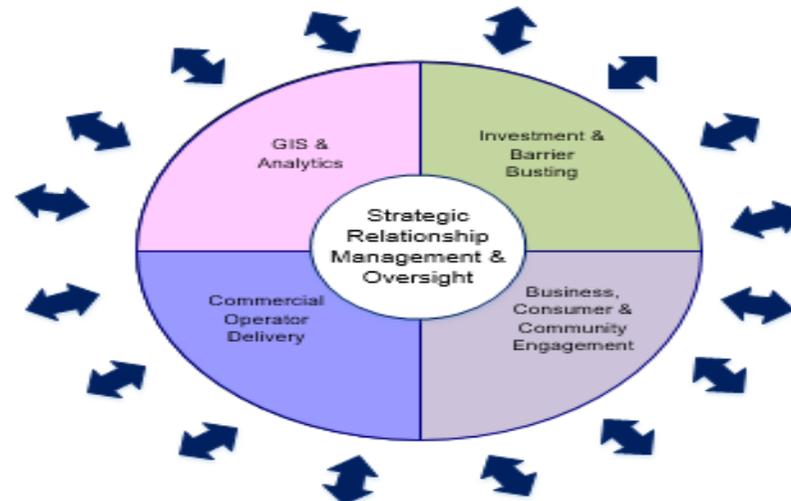
To achieve this, alongside Superfast Staffordshire, we will need to work with Government, industry and local partners, towards **4 key objectives:**



Enabling Digital Delivery – Staffordshire's Digital Infrastructure Strategic Framework

These objectives will **frame a series of actions** which provide a starting point **from which more specific interventions can be developed**, whilst remaining flexible to developments, emerging opportunities and different delivery partners.

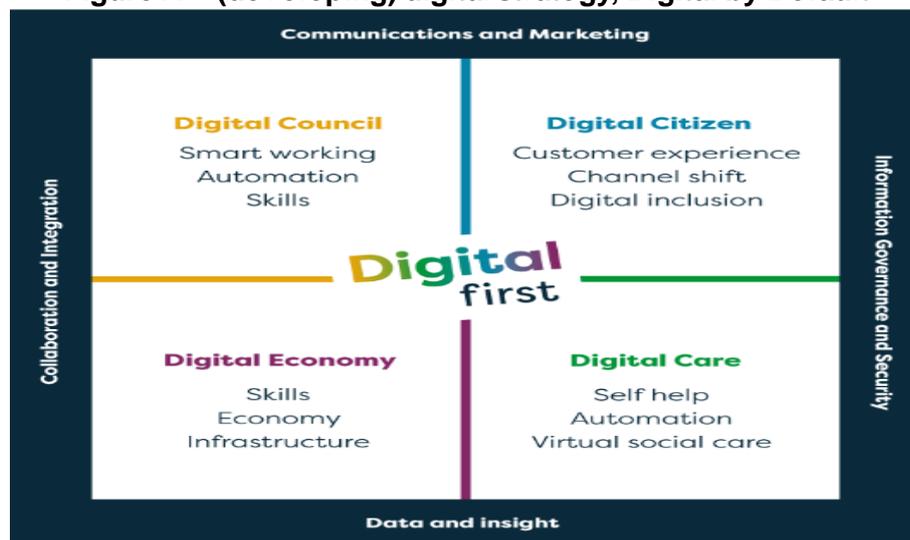
The **Staffordshire Digital Connectivity Hub** concept will ensure co-ordination and delivery



Digital connectivity – why a Digital Infrastructure Strategic Framework for Staffordshire?

Our strategic plan clearly reflects the importance *to be digital, using technology and data to connect, inform and support our citizens*, with the Digital Economy and infrastructure as key strands of the wider digital strategy (see Figure A).

Figure A – (developing) digital strategy, Digital by Default



As reflected in the Local Industrial Strategy **Staffordshire** (and Stoke-on-Trent) **will play a leading role as the UK meets the new challenges of the 21st century, making the transition to a post carbon, more productive and more inclusive economy.** By increasing digital skills, entrepreneurship and the adoption of new technology and techniques, we will develop as a hot spot of business start-up and growth, ensuring our businesses are competitive, whatever their sector, and that more of our communities have the practical help and opportunities they need to succeed.

More new jobs are expected across a range of industrial sectors including the priority sectors of advanced manufacturing and engineering, construction, digital technologies, business & professional services and tourism. **A key consideration over the coming years will be the creation of a ‘greener’, ‘cleaner’ economy and Staffordshire is well placed to take advantage of this** with significant strengths in automotive, construction and energy to name a few.

5G and gigabit connectivity are key to driving this economic growth, both through Covid-19 recovery, and also to the future of the sectors above and supporting ambitions around health and social care provision, rurality, education and skills.

This is fundamentally about low latency gigabit connectivity, acknowledging that 5G is important in enabling progress across this all, **it must be underpinned by the right future proof digital infrastructure.**

Full fibre networks deliver faster, more reliable and more resilient services. It allows for the adoption of applications such as cloud computing, improved productivity and is an enabler for 5G roll out. It is anticipated that the full fibre network will be needed to stay ahead of demand, otherwise the copper network risks becoming a constraint on the potential for future innovation, productivity and growth.

Gigabit connectivity is crucial to Staffordshire’s future, the next great leap forward for infrastructure is proposed to be shaped through this developing **Digital Infrastructure Strategic Framework**, which is for further discussion and development.

The framework approach and the objectives will **frame a series of actions** which provide a starting point **from which more specific interventions can be developed**, whilst remaining flexible to developments, emerging opportunities and different delivery partners.

Digital connectivity - context and where are we now?

The wider context along with the current position for the significant amount of digital connectivity work already underway includes:

- The Government has clear digital connectivity ambitions, informed by the Future Communications Challenge group 2017, analysis of the National Infrastructure and Construction Pipeline and Future Telecoms Infrastructure Review (2018). The ambition is to be as close as possible to **'gigabit broadband access for every home by the end of 2025 and for 5G to be available for the majority of the UK by 2027'**. Gigabit connectivity is crucial to the broader Government mission to 'build back better' as well as a key to creating a fairer, greener and more resilient economy.
- Thinking and work in Staffordshire has been underway for some time around 5G, supported by Network Staffordshire, the LEP and SCC, culminating in a speculative **5G Connected Region Growth Deal Bid** that was submitted to government in February 2020.
- **The power of mobile cannot be underestimated, with a context where no other technology has impacted us like the mobile phone. It's the fastest growing manmade phenomenon ever - from zero to 7.2 billion worldwide in three decades.** The UK's four Mobile Network Operators (MNOs - EE, O2, Three and Vodafone) are focused on realising the power of mobile to improve the lives of their customers and the prosperity of the UK as a whole.
- The **Shared Rural Network (SRN)** looks to transform mobile coverage, countrywide and was developed by the UK's four MNOs with support from Government to address "not spots" and "partial not-spots" generally found in the rural areas. Partial not spots will be addressed by the MNO's sharing masts. The not spots will require £1bn (50:50 Commercial: Government) to address these areas along with the provision of additional masts. **The programme will make 4G mobile broadband available to 95% of the UK.** The operators expect this will extend mobile coverage to an additional 280,000 premises and for people in cars on an additional 16,000km of the UK's roads, boosting productivity and investment in rural areas. This is crucial alongside 5G developments.
- **Rural Gigabit Connectivity (RGC)** is a DCMS and BDUK £5bn programme to address the "final 20%" of premises across the UK that are unlikely to be covered by the commercial operators, the bulk of which are in rural areas. Commercial operators are expected to deliver full fibre services to 80% of the premises, at an estimated cost of £30bn, with the remaining 20%, approx. 6 million premises nationally, requiring significant public intervention (£5bn) to the address market failure.
- **Universal Service Obligation (USO)** for broadband is a UK-wide measure intended as a "safety net" providing a legal right to ensure broadband is delivered to those premises that don't have access to a decent and affordable connection. An estimated 6,000 premises across Staffordshire may be eligible for the USO. Consumers and businesses have been able to request connections since March 2020.
- **Superfast Staffordshire Programme** is a partnership between Staffordshire County Council, Building Digital UK (BDUK) and BT Openreach to deliver the Superfast Broadband programme across the county. More than 80,500 premises have gained access to superfast broadband (>24Mbps) services as a result. Coverage of services has increased from 65% (2013) to 96.62% (2020) providing access to superfast broadband to approximately 378,000 premises across the county. See Appendix A, Map 1 for indication of coverage
- The Superfast Staffordshire contracts contains a **gainshare mechanism** which sees public funding returned to the programme for re-investment if the "take up" of services exceeds the parameters set out in each contract. Due to the hard work of the Demand Stimulation team the current "take up" is 69.5%, well beyond the original 20% forecast. In August 2020 a delegated Cabinet Member decision approved the proposal to utilise £1m of the gainshare funding, to increase the individual voucher values (top-up) of the current Rural Gigabit Broadband Voucher Scheme (RGBVS) which is funded by DCMS and delivered by BDUK. It is forecast that over the gainshare period up to £10m could be returned to the programme, half of which is BDUK's and the balance is as follows; £3.4m committed with the balance £1.6m (ultimately)

available. The approach for future decisions around investing gainshare is being considered to streamline this further.

- **Community Fibre Partnership Support Fund** was developed by the Superfast Staffordshire programme team during 2016 to complement the Community Fibre Partnership (CFP) initiative, where communities can get a quotation from Openreach for the fibre upgrade work. The Superfast Staffordshire team pioneered a 50:50 co-funding approach to help communities benefit from the full fibre upgrades. DCMS have since launched (2019) a Rural Gigabit Voucher Scheme worth £3,500 for SME businesses and £1,500 per residential premise that can be used to support the CFP process, replacing the support fund offered through the Staffordshire programme. This is an excellent example of communities “doing it for themselves”, with some assistance from the Council’s programme team.
- It is estimated as of July 2020, **20,000 premises in Staffordshire do not have access to a superfast broadband service and will require a further intervention** if broadband speeds are to be improved. See Appendix A, Map 2 for distribution of these premises across the county. Typically, these premises are dispersed across the rural areas.
- There are a **number of conversations taking place to foster wider relationships with commercial suppliers in the potential “fibre” marketplace**. Acknowledging many companies can see the benefit of getting their fibre in the ground first and fast it is important that these opportunities are supported across the whole of the county council to accelerate gigabit connectivity developments as much as possible.

It’s clear **there has been significant progress, with a number of positives to build on**. However whilst the Superfast Staffordshire programme has successfully delivered access to superfast broadband services to nearly 97% of the premises in the county, **only 11.42% (circa 45,000) of premises have access to the future proof full fibre “gigabit capable” network**.

It should be noted that approximately 29% (circa 114,000) of Staffordshire premises do have access to technology that can deliver at least 1,000Mbps (or 1 Gbps), with this figure becoming more significant alongside recent developments and ambitions across commercial providers. For example:

- Virgin Media have started to deliver a full fibre solution, such as in Perton and Burton on Trent. **By the end of 2021 the entire Virgin Media network is anticipated to be capable of delivering gigabit connectivity services.**
- BT Openreach are focused on building fibre to the premises (FTTP) faster, cheaper and to high quality. **With a ‘Fibre First’ target to deliver FTTP to 4.5m premises by March 2021 and 20m by mid-to late-2020s**
- In addition there’s a growing mass of alternative network providers, which are attracting significant investment and have some equally big deployment plans. Headline examples include **Cityfibre’s aim of 8m premises after 2025** and **Hyperoptic’s aspiration of 5m premises by 2024, among many others.**

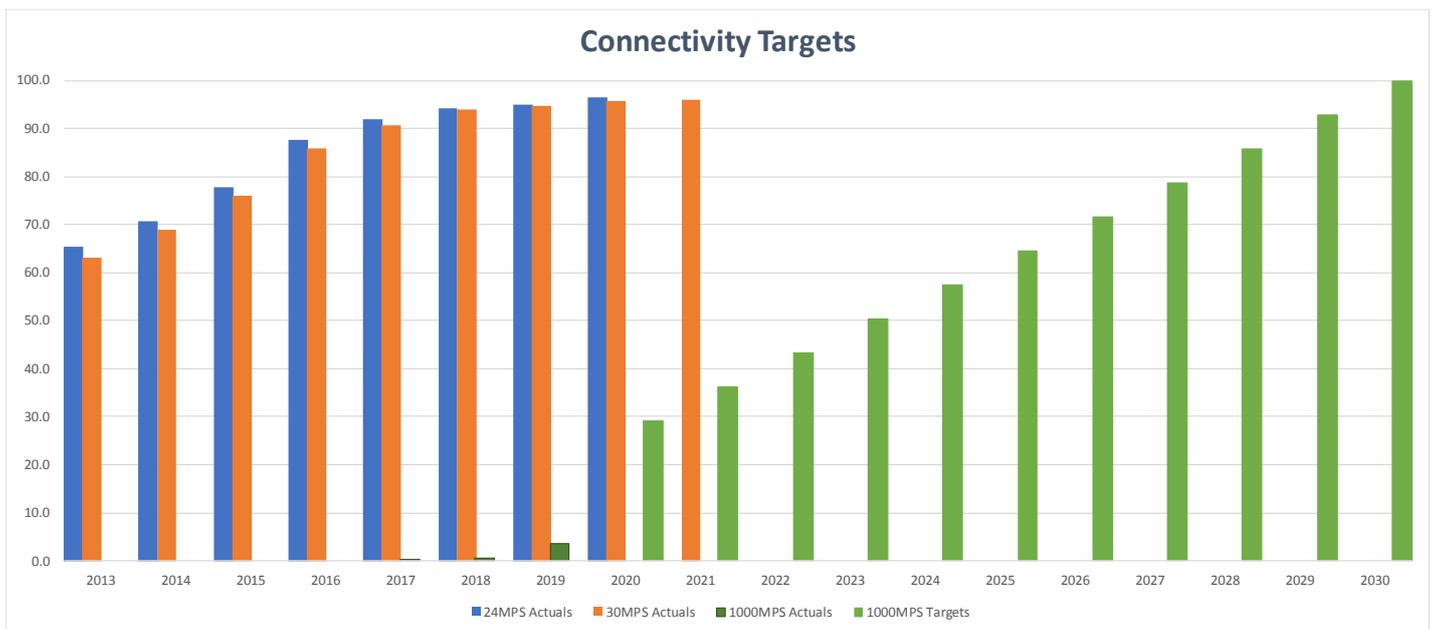
These largely focus on full fibre to the ‘80%’ of premises driven by the commercial operators, rather than the final ‘20%’ requiring public intervention as part of the RGC programme.

It is important to consider alongside this significant focus, the constantly developing ‘market’ and the collaboration with the commercial sector to facilitate efficient delivery of the commercial roll out, which are all crucial to accelerating our digital infrastructure ambition that *‘Staffordshire will be a county with access to 100% gigabit connectivity by 2030’*.

The next great leap forward for infrastructure for Staffordshire is proposed to be shaped through this developing **Digital Infrastructure Strategic Framework**. This is further set out below including:

- **Objectives** – what the framework will achieve
- **Approach** - including the potential role and priorities for the county council and *Staffordshire’s Digital Connectivity Hub* concept
- **Measurement** - through our social, economic and environmental ambitions, supporting our climate change / sustainability targets
- **Target** – forecasted improvement or end state (see also Figure B below)

Figure B – Digital Infrastructure Strategic Framework, end state expectations



As reflected above and in SCCs wider Digital Strategy, **gigabit connectivity is crucial to Staffordshire’s future.**

We need to deliver this.

The developing framework

This Digital Infrastructure Strategic Framework (DISF) sets out delivery of the ambition for digital infrastructure for Staffordshire at a high level.

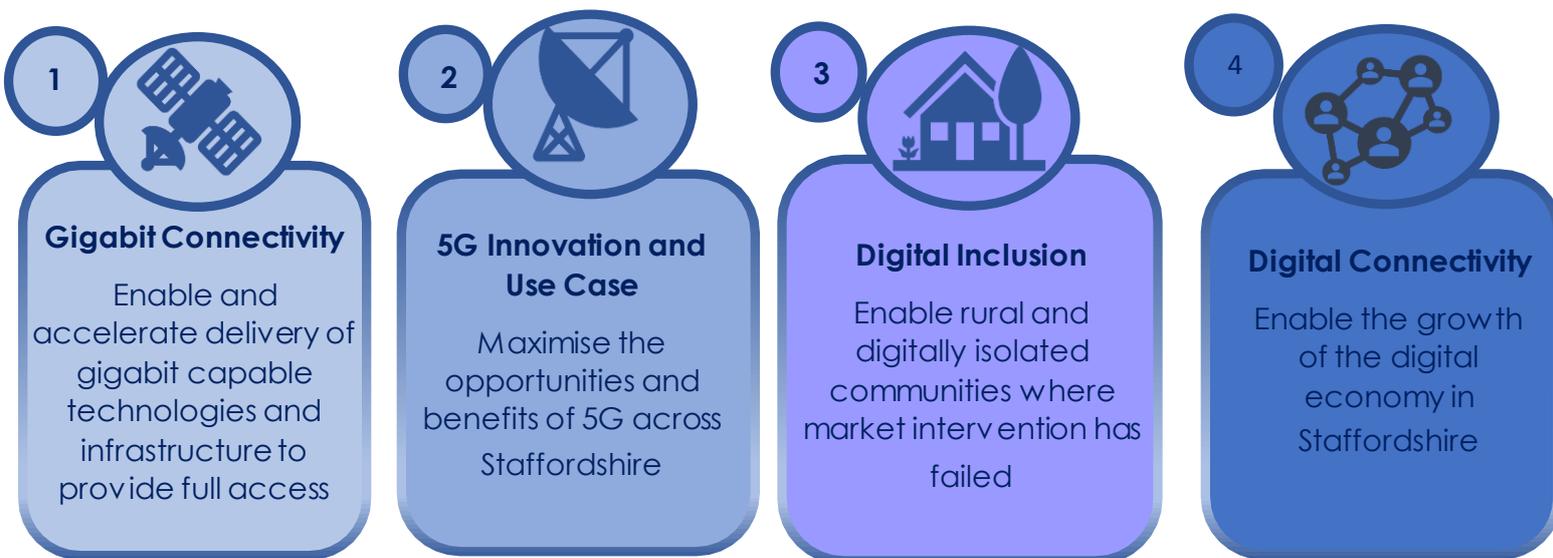
Along with the ambitions and strategic focus highlighted in the Strategic Infrastructure Plan, Local Industrial Strategy, developing Integrated Growth Plan, Digital Strategy and plan, as well as work around the future of health and care and children's system transformation, this framework reflects **the growing importance of digital infrastructure in today's world.**

The approach to digital infrastructure will be key to growing a sustainable local economy with 'clean growth', and supporting education and home working, and all being increasingly vital for accessing essential services such as banking, utilities and access to public services and community support. Ultimately this will ensure we deliver our strategic priorities with our partners.

The ambition:

“Staffordshire will be a county with access to 100% gigabit connectivity by 2030”

This developing strategic framework will influence decision-making, trigger investment and effect collaboration. Whilst there is further work to define the goals and targets, **the objectives of the Digital Infrastructure Strategic Framework** are;



These objectives will **frame a series of actions** which provide a starting point **from which more specific interventions can be developed**, whilst remaining flexible to developments, emerging opportunities and different delivery partners.

As we cannot define our end state expectations fully, an 'agile approach' will mean we can respond to changing requirements and supports collaboration with different delivery partners (further set out in 'How we will deliver this – proposed governance and approach).

Looking across the above 4 objectives, the below summarises **where we are now, along with key actions and high-level outcomes**, all for further discussion and development.



To enable and accelerate delivery of gigabit capable technologies and infrastructure to provide full access

Where are we now?

Superfast Staffordshire:

- Investing £32m between 2013 –2021:
- 24mbps (NBS 2013) coverage 96.6%, approx. 20,000 premises remaining.
- 30mbps (NBS 2016) coverage 96.1%,
- Gigabit capable (1,000mbps plus) 30% - of which 12.32% is full fibre
- National estimates are that around 20% of premises will require public sector intervention to gain access to gigabit capable service.
- 80% of all premises are expected to be delivered through commercial activity.
- "Take up" of superfast broadband services 70%.
- 4G coverage (telephone connectivity) across 97% nationally.
- Clarity on fibre coverage/speeds and "not-spots" across Staffordshire (Superfast Staffordshire)
- Limited clarity on 4G coverage and fixed wireless coverage – including masts that the Home Office has built but not connected and the Emergency Service Network (EE)
- Partial picture of commercial operators – only larger operators (Openreach and Virgin).
- Various public sector assets have been identified as below with assets partially mapped:
- Strong commercial relationship Openreach through Superfast Staffordshire.
- Emergent commercial relationships with other commercial operators
- Engagement and influencing role with public sector partners including DCMS / BDUK and ADEPT Digital Connectivity Board.

Priority actions and high-level outcomes

1. To understand **connectivity coverage and speeds** of digital infrastructure (fixed fibre, mobile 4G and satellite) across Staffordshire to understand gaps in provision.
2. To understand how **public sector assets and our partners assets** can be used to facilitate connectivity.
3. **Ensure Staffordshire is investment ready and provides support** to operators to locate;
 - a) Engagement of commercial suppliers to facilitate the commercial roll-out of digital infrastructure;
 - b) Understanding their plans for rollout of digital infrastructure; and
 - c) Influencing and directing operators to meet the gaps in the market, where required including ESN
4. To develop a **Barrier Busting “Red Carpet” approach** to support investment in digital infrastructure in Staffordshire.
5. Continue delivery of **Superfast Staffordshire** to deliver the current programme and work with partners to address the “Final 5%”.
6. To promote future connectivity to take advantage of **benefits of working and living digitally and more sustainably**.

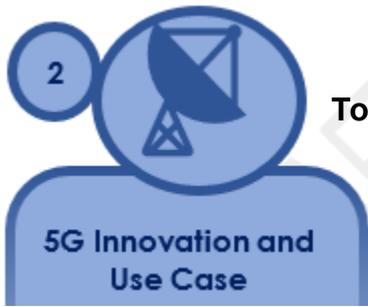
This will:

Ensure SCC and partners have a consistent approach to ‘break down any barriers’ to growth and investment – with the full fibre network as a catalyst for future gigabit capable deployment.

Maximise market-led delivery of gigabit-capable broadband connectivity.

Support wider ambitions, such as in health and care, e.g. Virtual Social Care offer, health care robotics developments (e.g. Pepper the Robot and Robear). Digital connectivity will enable this transformation and further focus on prevention and care provision within the community.

Much of the activity under this objective will support the delivery and act as an enabler for the other objectives – e.g. understanding coverage, developing commercial relationships, “Red Carpet” approach.



To maximise the opportunities and benefits of 5G across Staffordshire

Where are we now?

- Limited 5G coverage – not currently mapped for Staffordshire but expected to be low due to the rural nature of the county
- Planning applications and installation of 5G masts across B/D councils by operators – rapidly evolving
- Exploration of 5G Test Beds and infrastructure is underway

Staffordshire 5G Connected Region Growth Deal:

- Partnership with SSLEP members as part of 5G Connected Region Growth Deal.
- Supported by Network Staffordshire, the LEP and SCC, this proposal supports the ambitions of the DISF and was signed off by SSLEP Board and submitted to central government in late February 2020. This is a key Network Staffordshire priority

Priority actions and high-level outcomes

1. To work with operators and stakeholders **to understand the capability and uses for 5G technology** in Staffordshire.
2. To work with operators and stakeholders **to develop business case for the rollout of 5G technology in different sectors, organisations, settings and sites** including 5G test beds and pilots.
3. **Engagement of commercial operators** to facilitate the commercial roll-out of 5G technology.
4. Continue to work with Government, SSLEP and local partners to support delivery of the **Staffordshire 5G Connected Region Growth Deal bid.**

This will:

Ensure we maximise use of our and partners assets to support access to gigabit capable connections and 5G (and 4G) connections

As this develops it will further inform the wider DISF priorities



To enable rural and digitally isolated communities where market intervention has failed

Where are we now?

- 20,000 households and business premises across Staffordshire do not have access to a superfast broadband service (<24Mbps)
- Usually located in the rural areas, although there are small pockets in urban locations
- DCMS forecast that 20% of premises in the UK, mainly in rural areas will require a public sector intervention to gain access to a gigabit capable service (1,000Mbps).
- The £5bn Rural Gigabit Connectivity “Outside In” is in development to address this market failure
- Rural Gigabit Broadband Voucher Scheme (£200m) currently available:
 - SME businesses premises £3,500
 - Residential premises £1,500
- £1m Gigabit Broadband Voucher “Top-up” scheme launched, providing an additional £2,000 per premise (<30Mbps). The Superfast Broadband Programme is currently supporting around 50 communities to access the “Top-up” scheme.

Priority actions and high-level outcomes

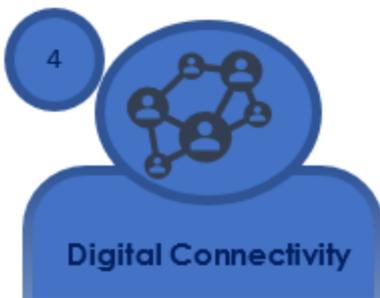
1. To continue **delivery of Superfast Staffordshire Programme**
2. Work with DCMS / BDUK to shape next round of the **Rural Gigabit Connectivity Programme**
3. To **support communities** to take advantage of support on offer and “doing it for themselves” (e.g. Community Fibre Partnerships)
4. To **maximise usage of government support and gainshare funding** currently available (e.g. Rural Gigabit Broadband Voucher Scheme)
5. To identify **infrastructure gap analysis and develop a priority investment plan for digitally isolated communities** (“what is required and where”) to provide local solutions
6. To promote future connectivity to rural communities to take advantage of benefits of **working and living digitally and more sustainably**
7. To ensure the **Universal Service Obligation** is delivered in Staffordshire and delivery of the **Shared Rural Network Programme**

This will:

Ensure the “final 20%” of premises that are not commercially viable and cannot currently get a full fibre service are addressed

Help to tackle digital inclusion ‘accessibility’ issues

Be a key foundation to 100% gigabit capable access across the whole of Staffordshire by 2030



To enable the growth of the digital economy in Staffordshire

Where are we now?

- **Strategic Infrastructure Plan (SIP)** - contains a partial overview of the digital infrastructure projects required to support employment and housing growth and their costs for the period up to 2038. The estimated public subsidy requirement for all houses to have Full Fibre access is around £350m for existing premises in Staffordshire (and Stoke-on-Trent) and around £10.8m for planned housing growth up to 2038
- **SSLEP Local Industrial Strategy** – highlights the aim to increase digital skills, entrepreneurship and the adoption of new technology and techniques, we will develop as a hot spot of business start-up and growth, ensuring our businesses are competitive, whatever their sector, and that more of our communities have the practical help and opportunities they need to succeed
- **Staffordshire's Economic Recovery Strategy** – to lead Staffordshire's economic recovery from Covid-19 and renewal and transformation into a thriving, digital, high-value and clean economy. There is an opportunity to speed up plans for high-quality digital infrastructure and connectivity across the county to build on the rapid shift many businesses made to remote working and digital operation during the pandemic
- It will also support a shift towards a low carbon, clean economy by encouraging the growth of clean, high value and transformational sectors
- **SSLEP 5G Growth Deal Bid** – includes proposals for 5G networks and supply chains to drive forward the 4th Industrial Revolution

Priority actions and high-level outcomes

1. To **use connectivity to drive economic growth in employment sites and housing developments.**
2. To ensure improved digital connectivity **supports revitalisation of town centres.**
3. To ensure that **policies and strategy plans around all types of develop promote digital connectivity.**
4. To **ensure that major, strategic economic developments is prioritised in connectivity infrastructure roll-out** through Local Plans and Policies.
5. To **ensure we have the right skills and workforce** to deliver the digital infrastructure.
6. To ensure that **key sectors have access to digital connectivity** brings to drive forward the Fourth Industrial Revolution.
7. To **ensure that we have the right digital connectivity to support a sustainable, low carbon, green economy.**

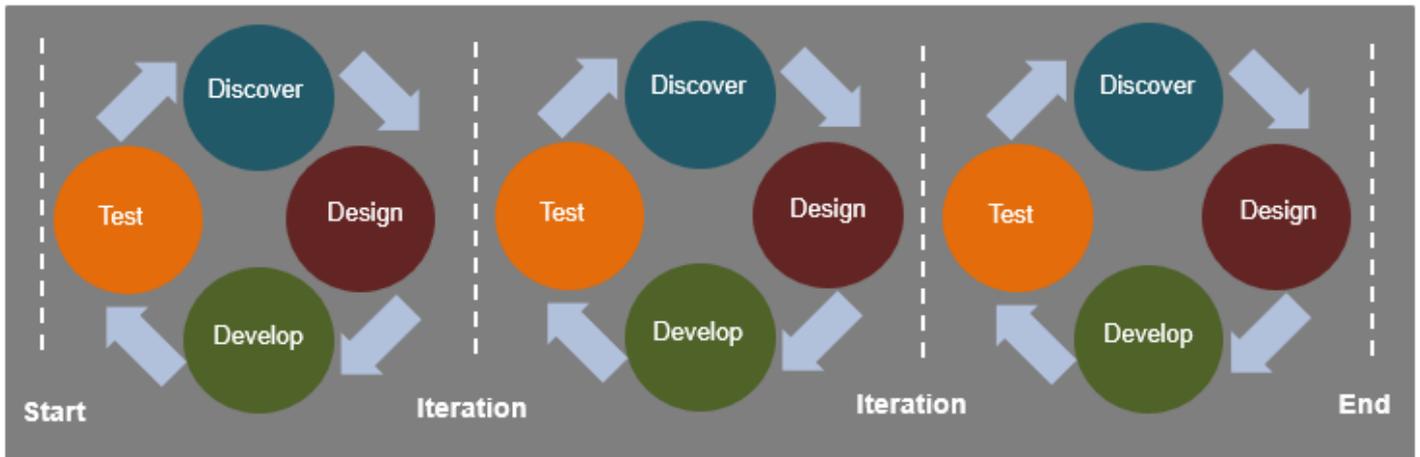
This will:

Maximise every opportunity through digital infrastructure to ensure Staffordshire has the right digital connectivity to support a sustainable, low carbon, green economy

How we will deliver this (1) - proposed governance

As we are not in a position to define our end state expectations fully, an **agile approach** to project management will mean **we can respond to changing requirements and support collaboration with different delivery partners**.

This will allow the framework to be flexible and maximise opportunities, adjusting for changes and issues as they arise. It will also ensure that we can 'get the ball rolling' building on the momentum outlined across the objectives. The team responsible for delivery will come together to plan 'what and how' to deliver the products through a series of 'sprints'. This means there are opportunities to take stock and re-scope where required.



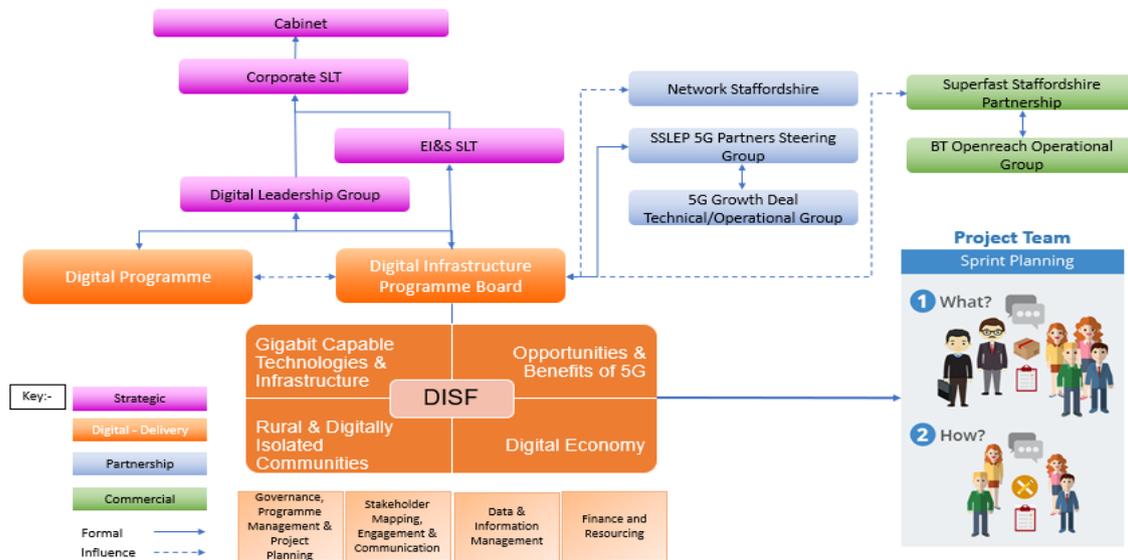
To compliment the 'Agile' approach, progress against the framework's objectives and ambition is to be reviewed annually, from 2021 onwards with quarterly updates (in line with Integrated Performance reporting).

Whilst it is not possible to develop a detailed plan for the whole framework as this will change as opportunities arise and technology changes, the initial activity to mobilise the programme is included in the developing 'Roadmap' for the Digital Infrastructure Strategic Framework 2020/21 (see Appendix B)

It is important to ensure the proposed Digital Infrastructure Strategic Framework **has the right strategic oversight and coordination in place to progress SCCs role in transforming digital infrastructure**. The DISF will be overseen politically by the 2 relevant Cabinet members reporting into Cabinet and the new Infrastructure sub-committee.

The overall proposed Governance is set out below in Figure C.

Figure C – Digital Infrastructure Strategic Framework Governance



Whilst much of this is already in place, a key addition is to establish a **‘Digital Infrastructure Programme Board’**. Further details around this and the draft Terms of Reference are in Appendix B.

The role of the a ‘Digital Infrastructure Programme Board’ is to provide strategic oversight, coordination and progress monitoring for SCCs role in transforming digital infrastructure, supporting the principles of the SCC vision *“Be digital, using technology and data to connect, inform and support our citizens”* and drive *“recovery, renewal and transformation into a thriving, digital, high-value and clean economy”* by:

1. To **enable and accelerate delivery of gigabit capable technologies and infrastructure to provide full access.**
2. To **maximise the opportunities and benefits of 5G** across Staffordshire.
3. To **enable rural and digitally isolated communities** where market intervention has failed.
4. To **enable the growth of the digital economy in Staffordshire.**

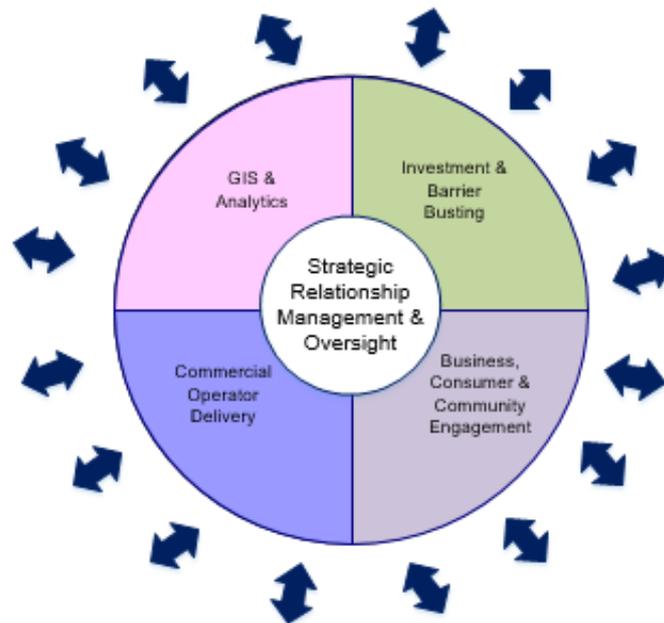
Pending wider discussions with SLT, nominations are invited for membership of the Digital Infrastructure Programme Board.

How we will deliver this (2)- Staffordshire Digital Connectivity Hub

The proposed **Staffordshire Digital Connectivity Hub** is the outline concept of how SCC will deliver the **objectives, priorities and ambition** that *Staffordshire will be a county with access to 100% gigabit connectivity by 2030*.

Figure D and the below provides a high-level summary of the Hub and the scope of the core functions:

Figure D – Staffordshire Digital Connectivity Hub



Whilst some of the functions are already in place, **this will need further development to pull the suggested core functions together (either virtually or otherwise) and to fully establish the Digital Connectivity Hub.**

The scope of the core functions:

- Strategic leadership
 - Connectivity agenda
 - Economic development, growth and the Digital economy
 - Operators relationships
 - Conduit for feedback to business, consumer and community issues.
 - Improving connectivity
-
- Business intelligence and planning
 - Mapping function
 - Identify investment priorities
 - Align coverage, assets and network operator plans
-



- 'Red Carpet' approach for potential investors
- MOUs, NDAs, SLAs
- Economic Growth and Digital Economy
- SIP, LIS, Economic Recovery Strategy
- 5G Use Cases – test beds and pilots
- Partner engagement – universities, B/D councils
- 5G Growth Deal agenda
- Workforce



- Rural and digitally isolated communities
- Understand and link local gaps / needs / priorities to commercial operators' opportunities and response required (product/service/solution)
- Help communities understand options and opportunities
- Join up local businesses and community requirements with operator plans
- Demand stimulation
- Co-ordinate / facilitate access to products, services and support



- Commercial operating model
- Operational and technical support
- Stimulate and guide operators to areas of need
- Commercial and partner relationships to facilitate product development and deployment opportunities
- Influence commercial operators
- Technology and product development and deployment
- Plan of known commercial opportunities – link to need/priorities
- Opportunity led
- Links to delivery of Superfast Staffordshire and Shared Rural Network



This **concept approach is intended to be flexible and will co-ordinate and drive delivery of the objectives and priorities**, accepting that these will develop further over time.

List of Background Documents/Appendices:

www.thinkbroadband.com (Oct 2020) – Further information on Universal Service Obligation eligible premises across Staffordshire and Superfast Staffordshire and gigabit capable coverage

Appendix A – Superfast Staffordshire coverage maps

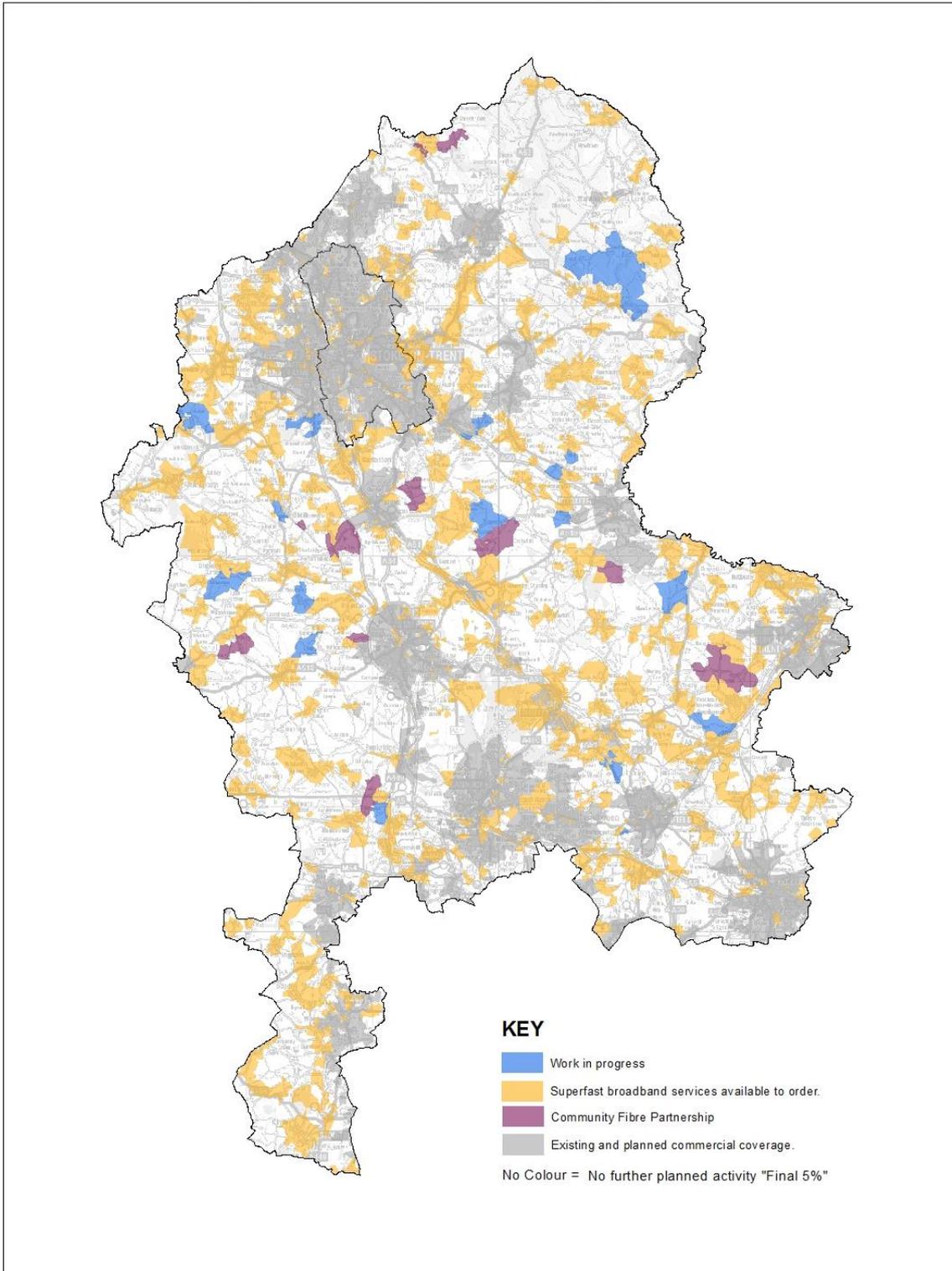
Appendix B - proposed DISF Governance and Terms of Reference

Appendix C- (Draft) Roadmap to mobilise the Digital Infrastructure Strategic Framework (2020/21)

Appendix A – Superfast Staffordshire coverage maps

Map 1

Superfast Staffordshire NGA Map May 2020

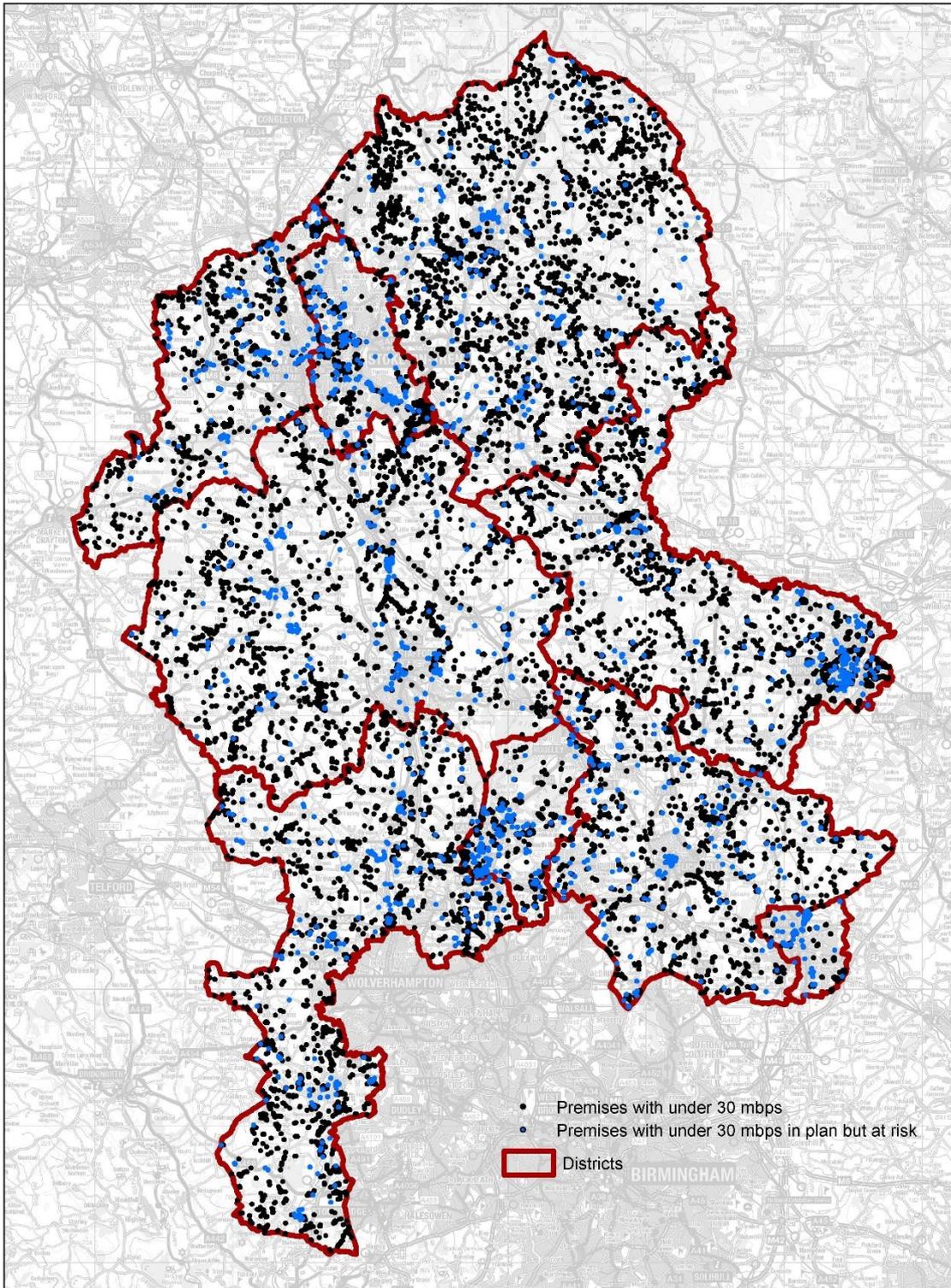


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Map 2

Staffordshire Final 5% Premises OMR 2018. (February 2020)



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Appendix B - Terms of Reference for Digital Infrastructure Programme Board

Digital Infrastructure Strategic Framework Programme

Governance Structure & Terms of Reference

Programme Title	<i>Digital Infrastructure Strategic Framework Programme</i>
Sponsor	<i>Anthony Baines</i>
Senior Responsible Officer	<i>Anthony Baines</i>
Programme Manager	<i>To be confirmed</i>

Version	Changes Made	Author
<i>V0.1</i>	<i>DISF TORs</i>	<i>Kirsty Alldread</i>
<i>V0.2</i>	<i>Minor amendments</i>	<i>Kirsty Alldread</i>
<i>V1.0</i>	<i>Approved by</i>	

Terms of Reference

Meeting Title	Digital Infrastructure Programme Board	
Chair Person	<i>Anthony Baines, Assistant Director for Skills & Employability.</i>	
Purpose	<p>To provide strategic oversight, coordination and progress monitoring for SCCs role in transforming digital infrastructure supporting the principles of the SCC vision “Be digital, using technology and data to connect, inform and support our citizens” and drive “recovery, renewal and transformation into a thriving, digital, high-value and clean economy” by:</p> <ul style="list-style-type: none"> – enabling and accelerating delivery of gigabit capable technologies and infrastructure to provide full access. – Maximising the opportunities and benefits of 5G across Staffordshire. – enabling rural and digitally isolated communities where market intervention has failed. – enabling the growth of the digital economy in Staffordshire. 	
Attendees – <u>For SLT nominations</u>	<i>Anthony Baines</i>	Assistant Director for Skills & Employability (Chair)
	Louise Clayton	Head of Transport Operations & Future Connectivity
	Paul Chatwin	Superfast Staffordshire Programme Manager
	Mark Russell	Connectivity Project Officer
	tbc	Highways and Built County rep
	tbc	Finance rep
	tbc	Strategic Property rep
	tbc	ICT rep
	tbc	Public Health rep
	tbc	Families and Communities rep
	tbc	Communications rep
	tbc	Legal rep
	tbc	Property rep
	tbc	Strategic Delivery Manager rep
Prime Responsibilities	<ul style="list-style-type: none"> • To define the programme’s scope, vision and blueprint and objectives for digital infrastructure in Staffordshire by 2030. • To provide strategic leadership and direction for the programme. • To ensure the programme aligns with key strategies, other programmes and stakeholder requirements and to manage any interfaces and dependencies effectively. • To support delivery of the LEPs Growth Deal to deliver a Staffordshire 5G Connected Region. • To ensure effective governance for the programme. • To take all major decisions in respect of the programme reporting into the Digital Leadership Group and onto SLT through the current Corporate Performance Management process, and to the Cabinet Lead for Digital as required 	

	<ul style="list-style-type: none"> • To develop a co-ordinated roadmap of delivery milestones in line with the ambitions. • To monitor progress and performance and ensure the programme remains within the key constraints of time, cost and quality. • To forecast digital connectivity requirements for all stakeholders (businesses, residents and public sector organisations) and the most appropriate way of meeting these. • To engage public and private sector partners and commercial operators to meet these gaps or to forward delivery of the vision. • To identify how to maximise commercial opportunities and to lead development of relationships with key commercial partners (red carpet barrier busting) to achieve this. • To identify and maximise opportunities of new and emerging technology and lead its implementation to improve connectivity within Staffordshire. • To ensure the capabilities delivered are fit for purpose. • To outline cost for delivery of digital infrastructure to meet our vision, identify how this might be funded and secure delivery • To resolve or mitigate risks or issues that are escalated. • To ensure that there is an appropriate approach to the achievement of financial and non-financial benefits and that they are realised. • To lead and deliver communication and engagement for the DISF.
Frequency	To be determined
Required	Reporting to be determined
Meetings	<ul style="list-style-type: none"> • For a meeting to be quorate either <i>Anthony</i> Baines (or nominated Chair) must be present in addition to a further 3 core members. • The meeting will be chaired as a formal meeting, including members who attend by MS Teams. • Meeting agendas will be prepared will be distributed (along with any supporting documents) approximately 5 days before the Board Meetings. • Members will be expected to have reviewed the documentation prior to the meeting and, where appropriate, consult with members of the wider organisation to provide comprehensive input to the discussion. • Risk management will require the risk register to be reviewed by each member prior to the meeting and discussion will take place regarding any escalations or points for decision to ensure effective management of mitigations, risks and issues. • Communications management will require formal communications external to SCC to be approved by the Chair prior to circulation. • Where it is not possible to distribute documents in advance (for example due to late submission), the Board will consider whether it is able to make any decisions required and may decide to remove the relevant item from the agenda. • The Board will require any lengthy documents to be supported by a brief presentation stating the key aspects for consideration and decisions required. • Draft action notes will be circulated within 5 working days following the meeting.

	<ul style="list-style-type: none"> • Standard Agenda Items: <ul style="list-style-type: none"> • To be confirmed • Members should note that occasionally confidential subject matter will be discussed at Board meetings. There is an expectation that in these cases the sensitivity of the subject matter will be respected, and Board members will not share any detail outside the Board itself • While there will not be a routine declaration of interest at each meeting, Board members are expected to identify where a conflict of interest has arisen.
Amendment, Modification or Variation	Once signed off, this Terms of Reference can only be amended by agreement with the Digital Infrastructure Programme Board.

Appendix C- Digital Infrastructure Strategic Framework Roadmap for Mobilisation– Dec 20 to Aug 21

