Appendix 5 - DISF Delivery Update Report

Digital Infrastructure Strategic Framework

Delivery Update Report

March 2022

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Background

In March 2021, the Digital Infrastructure Strategic Framework (DISF) set out Staffordshire's ambition for digital infrastructure at a high level.

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

In addition to the delivery of Superfast Staffordshire, the DISF set out 4 key objectives:

i. Enable and accelerate delivery of gigabit capable technologies and infrastructure to provide full access
ii. Maximise the opportunities and benefits of 5G across Staffordshire
iii. Enable rural and digitally isolated communities where market intervention has failed
iv. Enable the growth of the digital economy in Staffordshire

Evolution of the DISF

Building on the direction set out in the DISF and to progress the Superfast Programme into the next stages of development, two new roles have been appointed within the organisation. A "Head of Digital Infrastructure" and a "Digital Infrastructure Coordinator" have joined a small programme team (also referred to as the Digital Connectivity Hub) to progress and add detail to how the ambition set out in the DISF can be achieved.

The previous mission statement focussed on delivery of infrastructure, but it needs to be recognised that the deployment of digital infrastructure alone will not deliver desired outcomes and a revised statement has been agreed:

"Accelerate delivery of gigabit capable technologies, maximising the opportunities and benefits for the businesses and residents of Staffordshire to enable the growth of our digital economy"

We have also included a fifth objective:

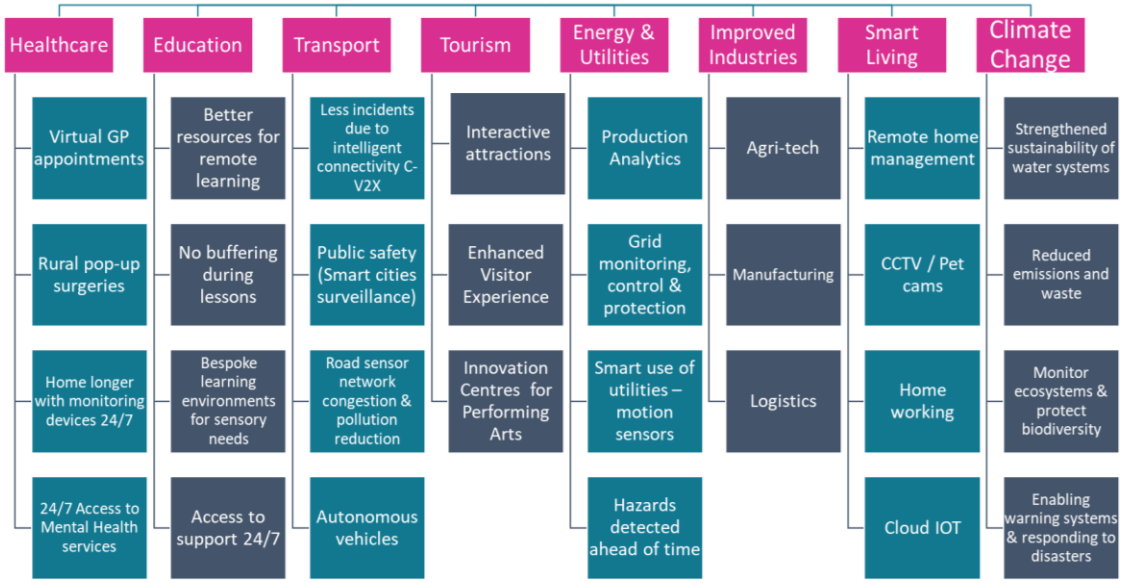
v. Demonstrate the benefits of gigabit technology to businesses and communities

Potential Benefits

Digital connectivity - including wireless, wired, and satellite technologies - is widely referred to as 'the utility of the 21st century'. It drives all aspects of smart towns and cities, and key components of economies and societies. Digital connectivity has also been a crucial tool in the context of COVID-19 response and recovery; it has enabled remote working and learning, e-commerce, as well as critical communications.

We know that full fibre infrastructure built into the fabric of homes, offices, highways, signage, street furniture, public buildings and medical facilities can connect, integrate and enable many applications. This will provide an important contribution to achieving Staffordshire's strategic vision - enabling people to be healthier an independent for longer, allowing access to more good jobs, and helping to develop thriving, sustainable communities.

Improved digital connectivity demonstrates vast potential benefits across a range of sectors. Some of the key benefits to Staffordshire businesses and residents are likely to include:



Economic benefits

It is predicted (using figures from the DCMS Autumn statement) that the benefit to cost ratio of Gigabit projects will deliver benefit between £2.70 and £3.80 rising to between £3.60 and £5.10 by 2030.

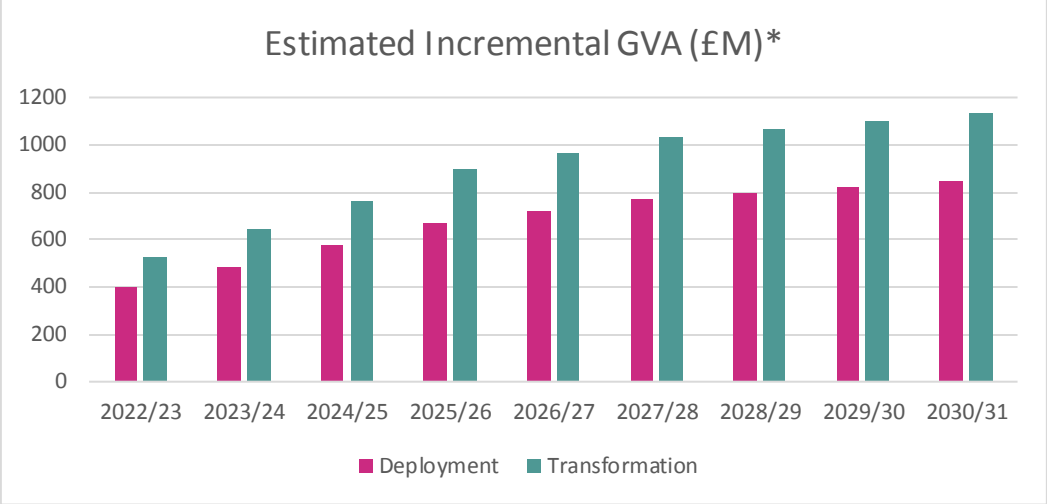
DCMS Project Gigabit is estimated to deliver an additional GVA benefit of between £280M and £500M to Staffordshire by 2030, as well as*:

- Increased employment by between 0.6% and 1.7%
- Productivity improvements, increasing turnover per worker by up to 3.8%
- Genuinely new migration of businesses into the area, resulting in an increase of between 0.4% & 3.2%

*Source: broadbanduk.org (2019)

Financial benefits

In developing the strategic investment case, it has been assumed that there is a basic GVA benefit to the ***deployment*** of digital infrastructure and we can predict the additional GVA benefit of early adoption of these services, that enable the ***transformation*** of businesses and communities. Please see below:



*Based upon figures used in the DCMS Autumn 2021 statement forecasts for digital take up

Outcomes

Through the development of a Logic Chain (see Appendix 1), the Digital Infrastructure Programme can demonstrate how it is intrinsically linked to the organisation's strategic goals, supporting and enabling the below outcomes:

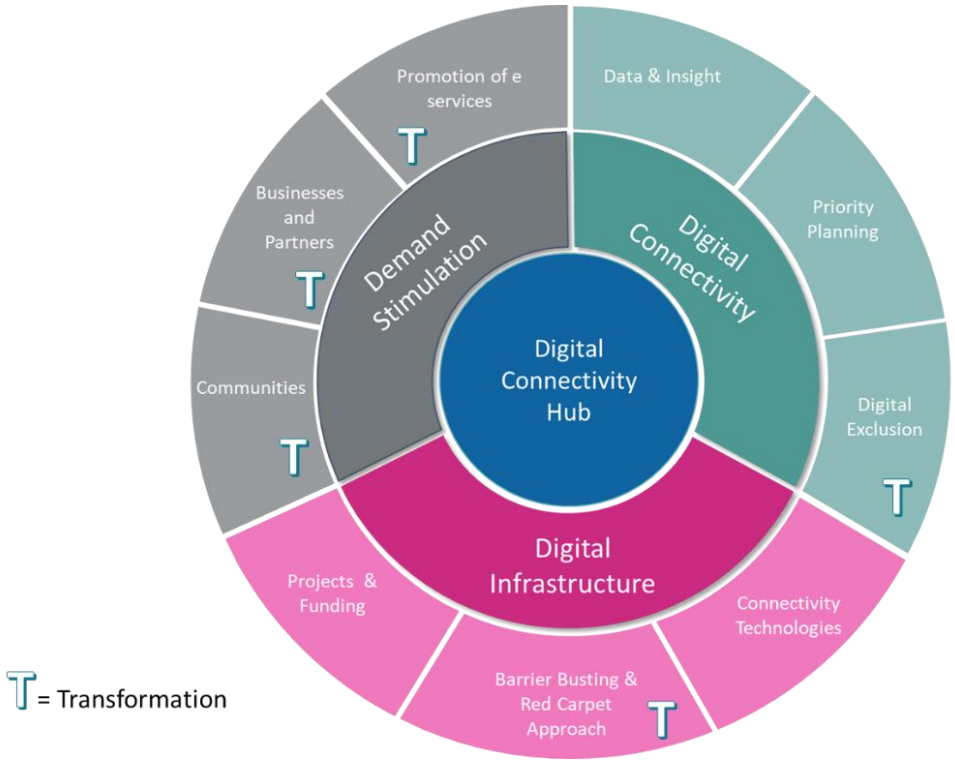
- Economic growth
- Making Staffordshire an attractive County to invest, live, work and play
- Transformation of the Digital Economy
- Delivery of digital public services
- Education improvements
- Healthy independent living
- Supported families and communities
- Supporting Climate Change initiatives
- Increased digital inclusion

Programme Development

In addition to the ***deployment*** of digital infrastructure, the proposed programme structure expands on the DISF and emphasises the importance of access to digital connectivity and take up (adoption) of connectivity technologies to maximise potential benefits.

It is critical for Staffordshire to deliver on ***transformational*** elements to accelerate and maximise realisation of benefits and deliver against the desired outcomes.

The proposed programme structure can be viewed as 3 key components which are outlined below:



Digital Infrastructure

- Projects & Funding – Superfast Gainshare, Project Gigabit, Gigahubs, other potential funding sources
- Barrier busting & red-carpet approach - regulation and incentives, policies (e.g. NPPF 2019)
- Connectivity Technologies – FTTP, Analogue line redundancy, 5G, satellite, fixed wireless, etc

Digital Connectivity – Access

- Data and Insight – mapping availability of services (GIS), coverage and speeds of fixed fibre, mobile 4G and satellite
- Priority planning - identify priority areas for investment and where to direct Government funding
- Digital exclusion - influencing operator plans to tackle priority areas
- Operators - working with commercial operators to promote uptake

Demand Stimulation - Adoption

- Communities – working with digital programmes to improve and enhance digital skills
- Businesses – working with universities, ITBEP, etc to showcase use & benefit of gigabit connectivity
- Partners - support sectors such as Health care, Education, Government bodies, etc
- Promotion – demonstration areas (e.g. Shire Hall Enterprise Hub) to showcase benefits of e-services, rebranding exercise
- Developing/enabling integrated digital programmes

Programme Approach

Gainshare

The Superfast Staffordshire programmes operate a gainshare mechanism which will see public funds returned to the programme if take up exceeds the parameters set out in the contracts. The target take-up rate for the Superfast Programme was 20% and at present the take up rate is in excess of 78% which means that Gainshare will be available to Staffordshire.

Through Contract 1, around £1.5m Gainshare has already been committed to enter into Project Gigabit and deployed as Vouchers to enhance the Superfast Programme.

It is anticipated that the total Gainshare from Contract 1 and 2 will be worth in the region of £4m to Staffordshire County Council.

Contract 1 Gainshare taken to date (£K)	1501	45k Committed for Contract 2, £1m committed for voucher top-up scheme
Contract 1 remaining Gainshare - forecast (£K)	414	Unallocated
Contract 2 Gainshare forecast (£K)	2085	To be confirmed at closure of Contract 2
Forecast Gainshare (£K)	**4000**	

Resourcing

There are 5 dedicated staff which make up the Digital Infrastructure Programme Team:

- Head of Digital Infrastructure
- Digital Infrastructure Co-ordinator
- Digital Infrastructure Programme Manager
- Digital Project Officer
- Digital Engagement Officer

The first two posts are funded until March 2023 and the other posts are funded until the end of April 2022.

Funding Proposal

To deliver this ambitious programme of work, it is proposed that:

i. A proportion of the money (estimated at £1.5m for 5-year programme) will cover the cost of 5 roles (outlined above) for the duration of the programme
ii. A proportion of money will be utilised to develop innovative solutions for the very-hard-to-reach (approximately 4,000 properties)
iii. The remaining money will be used to develop and enable transformational activity and to promote take up of services.

DCMS/BDUK have allocated £123M to Staffordshire as part of an initial £1.9Bn investment into digital infrastructure across the UK. There is a further £3Bn to come (nationally), which may provide an additional source of funding depending upon the success of the initial investment. N.B The £123M for Staffordshire includes Stoke-on-Trent, who are unlikely to take any share after their successful fibre programme in the city with VXFiber.

The Digital Infrastructure Team is investigating opportunities for additional income streams to provide further investment into transformation activity. For example, we are currently exploring use of the County's street furniture to increase the coverage of mobile services (4G/5G), which could attract an income stream of around £300 per lamp post (N.B only likely to be attractive in town/urban areas).

Risks to Success

There are some risks to the success of the programme which need to be considered through the detailed planning stages and will require organisational commitment:

- Trying to achieve digital transformation via a single monolithic event doesn't work
- Failure to engage employees/contractors leads to confusion and delay
- Organisational structures cannot stay the same if we want to maximise the benefits
- Poor-quality data and intelligence is a barrier – RIRO (rubbish in rubbish out)
- Lack of skills/talent/budget will inhibit ambition
- Failure to assess and mitigate project risks – interdependencies are key enablers
- Poorly defined success metrics – it's about the adoption, not just the technology.

The next section includes further detail on the ongoing work and proposed future plans for the component sections of the programme.

Digital Infrastructure

Projects & Funding | Barrier Busting | Connectivity Technologies

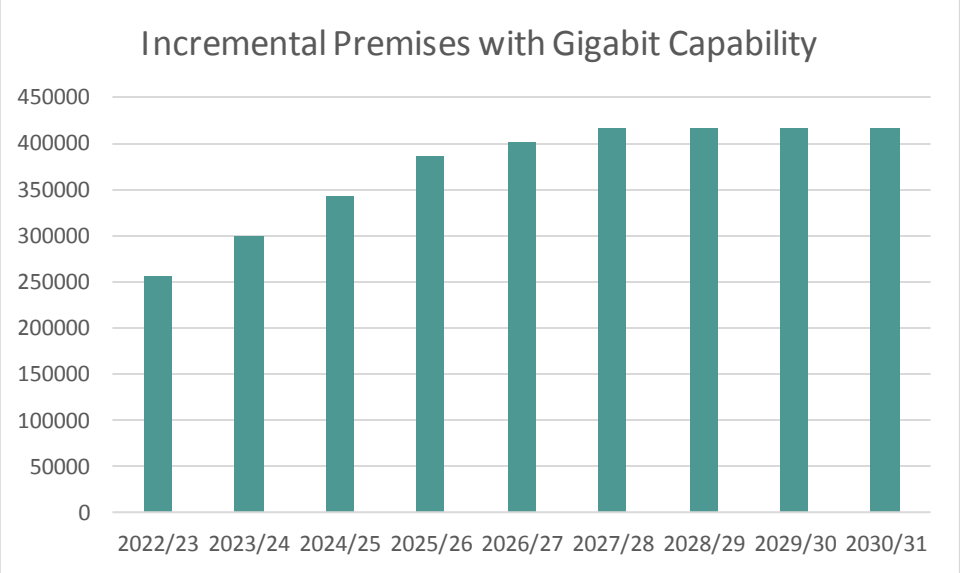
The Superfast Staffordshire Programme has been hugely successful and has increased coverage of Superfast broadband (>24mbps) across Staffordshire from 65% to 97%, with take-up of these services currently at over 78%.

Areas that remained commercially unattractive have had access to a voucher top-up scheme; we have worked with over 70 communities to date with over 1,800 premises already benefitting from improved connectivity and a further 1,238 in the pipeline.

Government is investing £5bn to deliver fast reliable broadband for everyone in the UK, levelling-up hard-to-reach premises and delivering next generation connectivity. Commercial operators are due to deliver full fibre to ~82% of premises in Staffordshire by 2025 - the final 18% (the 'not-spots') will need further intervention.

Project Gigabit is a £123m investment into not-spots in Staffordshire & Stoke on Trent and is expected to tackle 17% of those hard-to-reach premises - the final 1% (the very-hard-to-reach) will need more creative solutions.

The following chart demonstrates the proposed number of premises in Staffordshire with gigabit capability:



It is important to note there are a number of caveats linked to this:

- Data based on 418K properties in Staffs
- DCMS benefits extrapolated from Autumn statement 2021
- Assumed cost of 1% 3X cost of normal property (£533)
- Assumed market will spend approx. £182M delivering fibre to 82% of Staffs properties
- 70,800 properties (DCMS estimate prior to OMR) equates to 17% of properties in Staffs
- Project Gigabit investment forecast to be £123M
- Figures only relate to Superfast / Gigabit and not to 5G or any other infrastructure or digital programme
- This is dependent on DCMS /BDUK LOT19 having successful bids during procurement

Learning from earlier phases tells us that engagement with potential investors will be key to securing a successful procurement as part of Project Gigabit "Lot 19". The team is using various techniques and initiatives to develop the market including:

- Contacting and working with individual operators (Supporting the BDUK OMR/Public Review process) and developing a red-carpet approach to investors
- Being a main contact and coordination point for enquiries and developing supportive approaches to our local body planning teams
- Encouraging and developing innovative opportunities for new applications as a test bed (working wherever possible with the local Universities)

However, there is a risk that there is a limited response to the procurement opportunity, as a lot of the available resource in the market is being used to deliver connectivity to commercially viable premises.

Gigahubs is a smaller and separate element of the overall Project Gigabit initiative, designed to identify and supply Gigabit capable services to certain public sector buildings in remote or rural areas (i.e. where there is market failure in the supply of Gigabit capable services). The locations could be GP surgeries, education buildings and perhaps village halls. Some points to note:

i. The Gigahubs element is a fully funded initiative by BDUK
ii. To qualify to obtain funding for a Gigahub location there needs to be at least 100 locations within an area (at present there are 75 sites identified by DCMS/BDUK in Staffordshire).
iii. The Gigahub site needs to provide a public service, be publicly owned and not have access to a commercial Gigabit service.

Midlands Engine, with support from WM5G, have offered to lead a regional consortium where the number of potential Gigahubs is approximately 550. No financial costs are associated with being involved in the consortium apart from some human resource to provide local knowledge. The authority has agreed to support work to determine the viability of a regional approach.

There will be two elements to the Gigahubs procurement:

i. The first phase is to identify and agree the locations of potential Gigahubs and that these locations are eligible for the BDUK funding (i.e. are public owned buildings and cannot obtain Gigabit services commercially).

ii. Subject to the information gathered as part of the first phase, the Council can decide whether to be part of the Midlands Engine Gigahubs regional procurement initiative, to pursue our own procurement initiative (subject to finding in excess of 100 eligible sites) or to withdraw from the BDUK Gigahubs initiative altogether.

Barrier Busting

It has been recognised that having a "barrier busting" approach will ease the deployment of digital infrastructure both for the local authority and the operators. Its key objective is to identify and address the barriers that prevent the fast, efficient and cost-effective deployment of gigabit capable broadband and improved mobile coverage–developing a "red carpet" for suppliers and partners.

There are several government bodies that provide guidance on how to apply this approach. We are currently expanding our network to share knowledge and experience with various bodies such as other Local Authorities, DCMS, BDUK, WM5G, Mobile UK, MNO's, etc. Communication with the government's Barrier Busting Task Force (BBTF) is also underway to help us design our bespoke approach.

Some of the key aims of our barrier busting approach will be to:

- Know what the connectivity needs of the local area are.
- Provide strategic leadership on the local authority's digital infrastructure strategy.
- Engage with senior stakeholders within the organisation, such as the highways, planning, estates, IT, legal, transport, economic regeneration and digital economy policy areas, to coordinate the development and delivery of the digital infrastructure strategy.
- Promote the adoption of policies, processes and practices across the organisation which can help to minimise the time and costs needed for the roll-out of fibre and mobile networks. We have already been working with the internal planning department on the implementation of NPPF 2019 to ensure that all new building development require the developer to include gigabit capable connectivity (normally the inclusion of fibre ducting) into the premise.
- Work with industry to promote the social and economic benefits of improved connectivity in the area to residents and businesses, as well as across the organisation. This could include training for elected members, such as planning committee members, on the ambitions of the council in respect of their digital infrastructure strategy and other related issues to help to ensure they can make informed decisions when presented with planning applications for telecoms infrastructure.

Mobile connectivity

The market recognises that digital connectivity is a key enabler for meeting the strategic outcomes, both nationally and regionally. Mobile connectivity could deliver in excess of £1.1Bn* worth of GVA (£289m estimated to come from adoption of transformational services) to Staffordshire by 2030. The Future Challenge Group estimate that the adoption of mobile 4G and 5G technologies will deliver £2,500 per person GVA in the same timescales.

* Using extrapolated figures released in the DCMS Autumn Statement for GVA

The team have been working with operators on how we can use existing LA assets such as street columns to deploy 5G in a cheaper, easier and mutual beneficial way, with guidance from DMCS.

We have been working on a proof of concept with a company called GAIST who have mapped 3G/4G/5G coverage across a variety of locations in the County for each Mobile Network Operator. The areas surveyed include

- Staffordshire's "Economic Corridors" (the A500, A50, A38, A5 and the A449),
- Bus routes in Burton Upon Trent
- and coverage at a new business zone outside Gnosall.

A use case is being developed to collate the findings of this piece of work which is intended to support potential future projects and wider decision making.

To put into context the need for mobile coverage - it is estimated that there will be 200 devices per household connected to the internet and a mobile density of 1 million devices per square kilometre in urban areas connected to the internet.

WLR3 Withdrawal

BT Openreach will switch off analogue telephone services in December 2025. As well as landline telephones, the change will affect other services which use the analogue networks such as alarms, CCTV, lifts, ATMs and traffic light systems.

We have recently commenced a corporate initiative to identify services that may be at risk and to develop plans to minimise the impact of this change

Connectivity Technologies

The team are currently undertaking market research to understand options to tackle the very-hard-to-reach areas.

This includes a range of different connectivity:

- Fixed Wireless Access
- 4G
- 5G (Small Cell and Macro Cell)
- Satellite Internet Access
- Full Fibre

Meetings have been held with operators to develop our understanding of these technologies and associated requirements. We are also investigating their limitations such as; latency, range, speed, capacity, equipment utilisation, land and resource requirements, which allows us to suggest the best type of connectivity for the very-hard-to-reach areas.

Digital Connectivity – Access

Data & Insight	Priority Planning	Digital Exclusion	Operator Plans

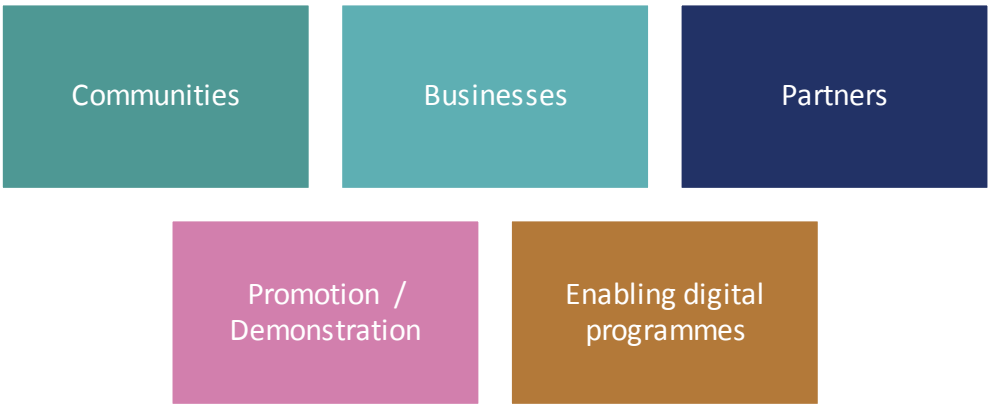
We will use data and insight to identify priority areas for investment and to help us tackle digital exclusion. Our team has a range of tools, such as ability to map availability of services, which provides solid evidence of

- coverage
- speeds of fixed connectivity
- 4G / 5G and satellite broadband

This evidence will help us influence operator plans to tackle priority areas and direct Government funding to where it is needed most within the county.

Having access to other resources such as mosaic profiling, provides us with the opportunity to understand the characteristics of a population where the take up may be higher or lower, some examples of these are: age, income, education, and employment and collaborate on appropriate initiatives to promote uptake. Having this insight also allows us to work with communities that may require more education or guidance on digital connectivity as explained a following section.

Demand Stimulation – Adoption



To support wider SCC digital initiatives we will work collaboratively with internal partners and stakeholders to identify dependencies and shape priorities for infrastructure deployment.

For instance in Health & Care, digital infrastructure will enable projects to be delivered universally such as:

- ARMED – A range of wearable and environmental sensors in person's home, linked to machine learning algorithms with alerts to the early onset of risk, supporting prevention and early intervention
- Reminiscence Interactive Therapy Activities (RITA) – An interactive touch screen system that helps to manage dementia by allowing people to enjoy music from their era, watch archived news footage, view old photographs, and create a 'life story' collage
- Oxevision – A secure optical sensor (camera and infrared illuminator) installed in a person's room within a care home setting that allows staff to take contact-free assessments to support care. This reduces distress for people and increases staff productivity.

We have the ambition to develop our rural county, which will include exploring opportunities to utilise connectivity to support Agritech.

The team are engaged with our Economic Development Team and linked into the Rural Strategy to ensure we can maximise the potential resources, relationships and funding available.

Relationships are being built with local farms, businesses, and universities to develop a better understand of the wide range of Agritech options. The collaboration between Government, academia and industry will provide us with the resource and knowledge required to develop this further.

Partnership Working

Alongside our barrier busting approach, we are building and enhancing partnerships with other local organisations such as SME's, Universities, Chambers of Commerce, District and Borough Councils to share best practice and collaborate on innovation for the county.

Working with partners in this way allows us access to information and resource that can be beneficial in several ways:

- Access to data can help us identify how connectivity can be used to improve peoples' lives, allowing them to be; healthier, more independent, more sustainable
- Businesses currently lacking connectivity can improve on their internal processes, improving productivity and resource
- Local Economy will boost due to having more attractive companies to work for/with
- Allows us to work with the population that are in most need of connectivity
- Access to resources to implement new technology that utilises connectivity like 5G
- Provide courses to improve on digital skills ensuring people have the skillset to benefit from the connectivity
- Showcase that Staffordshire is a county to invest in
- Attract operators to increase coverage
- Continuous development of our knowledge and understanding

Demonstration Events

Earlier in the document we describe the difference between ***deployment*** and ***transformation***. To this end during the Superfast programme a number of social media initiatives were used to notify areas when broadband (***deployment***) became available. It is recommended that this activity continues and is supported by activities that encourage adoption (***transformation***) of services that show how the future of connectivity will impact upon people's lives and encourage the uptake, therefore accelerating the achievement of our strategic outcomes.

Events will be designed in collaboration with telecoms operators and local universities, etc to demonstrate applications or technology that utilise the new speeds and showcase the benefits that these can bring to individuals and businesses. This might include technologies such as blood oxygen monitors, 8K TVs, 'kitchen of the future', amongst others, providing people with the opportunity to try them out for themselves.

Digital Skills

As technology is always evolving, so must the skills needed to use it. It is important we work with our internal Learning and Skills Teams to identify available courses which can help people to develop these skills; we can then signpost to these on the new digital infrastructure website.

To achieve the prementioned GVA benefits, society must be in a position to adopt and utilise the new connectivity. There are people that have very basic IT skills that are considered digitally isolated, and it is important we connect with these individuals with the aim of improving their skills and reducing digital exclusion. It will also prepare the community for the rapid need to be online, ensuring they have the same access to online services, for example access to digital health services.

We are connecting with internal teams and external organisations who have access to these individuals to explain the expected changes and forecasts of technology. This allows them to prepare for these changes and adapt or enhance the type of education they provide to support the changes.

Rebranding

Following the success of the Superfast Staffordshire website we have recently undertaken a procurement exercise for the design of a new website and branding to enable us to promote the

ongoing work we are doing and act as central hub for information, advice and guidance for residents, businesses and partners.

The website with the new branding is an extension of the digital connectivity hub enabling the growth of our digital economy.

Following the extensive tender process, the tender has been awarded to the website supplier, who are currently developing the new website. The website is there to act as a IAG as well as providing the following:

- Direct access to the digital connectivity hub enabling the acceleration delivery of gigabit capable technologies
- Work with fibre/gigabit capable providers to expand coverage in Staffordshire
- Create a network capable of supporting 5G
- Maximising the opportunities for the businesses and residents
- Work with communities to assist them accessing relevant services, like FTTP and provide education on changes they need to be aware of
- Promote the benefits of digital services for residents and businesses
- Work with universities & businesses to develop 5G opportunities that are accessible in Staffordshire.
- Educate residents and businesses on available digital skill courses
- Preserving the rural landscape and AONB (Areas of Outstanding Natural Beauty)

Our website will remain impartial, allowing us to be a trustworthy and reliable resource for the people of Staffordshire.

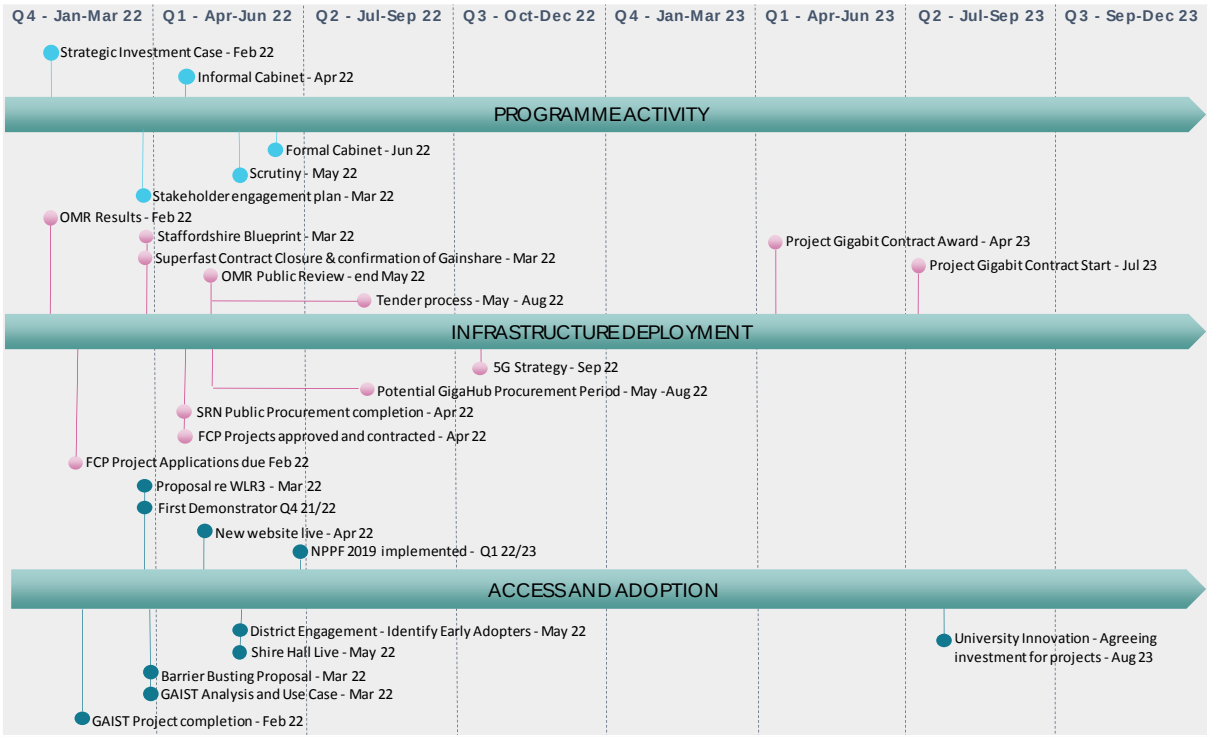
Programme Delivery

As we are not in a position to define our end state expectations fully, an agile approach – including a "fail fast" approach - to project management will act as a flexible framework, allowing us to respond to changing requirements and support collaboration with different delivery partners.

A "fail fast" approach will mean to have a process of starting work on a project, immediately gathering feedback (proof of concept), and then determining whether to continue further work / wider implantation or take a different approach.

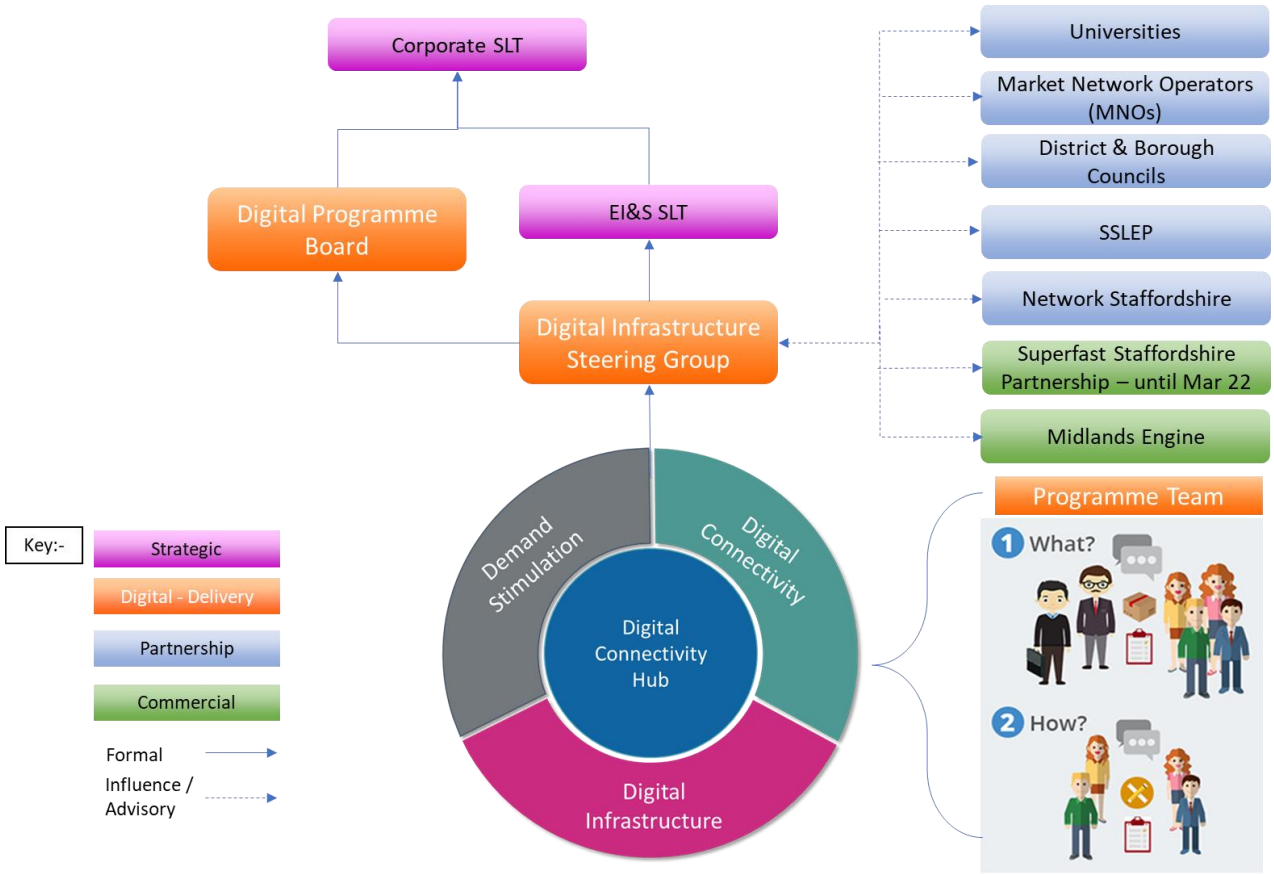
We would look to invest (resource capacity and finance) in developing proof of concepts and then, following assessment, identify whether a more detailed business case is required – this is where we would also look to engage in collaborative funding approaches with the wider business in delivery of connectivity technologies and adoption initiatives.

Whilst it is not possible to develop a detailed plan for the lifetime of the programme (as this will change as opportunities arise and technology changes) known milestones for the programme up to Dec 23 are outlined below:



Governance

The governance structure has been revised in light of changes in the wider organisation and to reflect our partnership arrangements more accurately. A Digital Infrastructure Steering Group has been established and the following governance structure is now in place to ensure the Digital Infrastructure Programme has the right strategic oversight and coordination:



Group	Frequency	Responsibilities
Digital Programme Board	Bi-Monthly	– To provide strategic leadership and direction for the programme – To ensure the programme aligns with key strategies, other programmes and stakeholder requirements – To ensure effective governance for the programme – To take major decisions that fall outside the remit of the steering group – To monitor progress and performance – 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

Digital Infrastructure Steering Group	Monthly	– To define the programme's scope, vision and blueprint and objectives for digital infrastructure in Staffordshire by 2030. – To provide leadership and direction for the programme – To manage any interfaces and dependencies effectively – To take decisions in respect of the programme – 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 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 – To lead and deliver communication and engagement for the DI Programme.
Digital Infrastructure Programme Team	Weekly	– Support the development, design and delivery of change projects as part of a wider programme of change. – Champion the project and raising awareness in relevant meetings, forums, etc – Support work to define the programme's scope, vision and objectives for digital infrastructure in Staffordshire by 2030. – Support work to define and articulate the future state, benefits, measures, etc – Forecast digital connectivity requirements for all stakeholders (businesses, residents and public sector organisations) and the most appropriate way of meeting these. – Engage public and private sector partners and commercial operators to meet these gaps or to forward delivery of the vision. – Identify how to maximise commercial opportunities and to lead development of relationships with key commercial partners (red carpet barrier busting) to achieve this. – Identify and maximise opportunities of new and emerging technology and lead its implementation to improve connectivity within Staffordshire. – Outline cost for delivery of digital infrastructure to meet our vision, identify how this might be funded and secure delivery – Resolve or mitigate risks or issues that are identified. – Ensure that there is an appropriate approach to the achievement of financial and non-financial benefits and that they are realised.

Appendix 1 – Logic Chain

Inputs	Activities	Outputs	Outcomes	Impacts
- Investment to fund projects - Data & Mapping - People – to deliver the projects - Engagement with other SCC programmes - Relationships with MNOs, Universities, fibre suppliers, etc - Knowledge of government schemes / initiatives - Research / horizon scanning - Website – centralised information repository - DCMS, Midlands Engine, LEP, etc	- Cabinet paper / business case - RACI document - Production of maps to support up to date coverage and not spots - Build internal stakeholder network - Build relationships with MNOs, Unis, etc - Investigate new infrastructure technologies (5G, Satellite, Fixed Wireless etc) - Market research for 5G opportunities - Support SCC Projects with connectivity requirements - Utilise existing SCC projects for demonstration of benefits - Website development - Superfast closure and transition to Project Gigabit - Red carpet approach - Engagement with the Community re the benefits of gigabit capable technology	- Business case approval - View of operator plans and not spots – LA intervention needed - Effective internal network - Having influenced operator plans - Understanding of the infrastructure opportunities for Staffordshire - Working collaboratively with the Universities - Confirm suitable 5G demonstrator / test bed - Enable SCC Projects to be delivered (infrastructure in place) - Plans underway for demonstrator events / hubs - Website live - Increased full fibre coverage across Staffordshire - Red carpet approach in place for investors - Take up and utilisation of services	- Infrastructure investment allowing priority areas / projects to be delivered - Improved coverage in not-spot areas - Relevant plans to benefit Staffordshire - Efficient and effective working - Coverage in SCC development locations to enable economic growth e.g. Shire Hall - Developing innovative future state plans with acquired knowledge and expertise - Attracting innovative companies to Staffordshire - Benefits realisation - Improved quality of life - Accelerating the transformation of the digital economy - Operators able to smoothly fulfil plans, without barriers - Residents and businesses have access to relevant information and advice – effective signposting processes - Reduced digital exclusion	- Economic growth - Attractive county to invest, live, work and play - Transformation of Digital Economy - Delivery of digital public services - Education improvements - Healthy independent living - Supported families and children - Supporting Climate Change Initiatives