



department for
culture, media
and sport



BDUK Broadband Delivery Project

Local Broadband Plan for Suffolk

(Application for BDUK funding)

BDUK Approved for Publication, 14th November 2011

[REDACTED]

improving
the quality
of life for all

Our aim is to improve the quality of life for all through cultural and sporting activities, support the pursuit of excellence, and champion the tourism, creative and leisure industries.

APPLICANT INFORMATION

Project Name:

Suffolk Better Broadband Programme – “I’m backing Better Broadband for Suffolk”

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If the bid is a joint proposal, please enter the names of all participating bodies and specify the co-ordinating authority

Suffolk County Council leads a Suffolk Broadband Stakeholder Group (see Section B3).

Start Date of Project: 01/04/2010

End Date of Project: 31/03/2015

SECTION A – PROJECT OVERVIEW

A1. Vision and strategic context

Scope & Purpose

This document sets-out the Local Broadband Plan (LBP) for the county of Suffolk.

This document also sets-out the basis of Suffolk's application for UK Government funding under the BDUK Broadband Delivery Project.

The structure of this document follows the requirements set-out in the bidding guidance and Local Broadband Plan template issued by the Department for Culture, Media & Sport Broadband Delivery UK (BDUK) on 11th March 2011. Figures that are referenced in the document may be found annexed to the back of the document.

This version of the plan is a redacted version of the Final Submission - omitting information that is subject to non-disclosure agreements (NDAs)) - as approved by BDUK on 14th November 2011.

Our vision and strategy for Suffolk

Suffolk's ambition is that by 2028 it will be recognised for its outstanding environment and quality of life for all; a place where everyone can realise their potential, benefit from and contribute to Suffolk's economic prosperity, and be actively involved in their community (*Transforming Suffolk - Suffolk's Community Strategy 2008 – 2028*¹).

Suffolk County Council has set-out five priorities for transforming the delivery of public services (*Suffolk Story*²):

- *A strong and dynamic jobs market* - broadband coverage identified as a key deliverable
- *Transform learning and skills* – improved educational attainment and skills for jobs
- *Protect vulnerable people and reduce inequalities* – providing services tailored to the needs of local communities, and personalised budgets to offer people choice and more control over their own lives
- *Be the greenest county* – supporting the reduction of carbon footprints
- *Deliver great services at exceptional value* – innovation in service delivery, and maximising the benefits of new technologies (including broadband).

Suffolk is ambitious for economic growth. Our vision is to create a low-carbon, highly-skilled and high value-added economy. The New Anglia (Suffolk + Norfolk) Local Enterprise Partnership (LEP) aims to act as a catalyst for change, and to make New Anglia competitive, both nationally and internationally, focussing on key, strong-potential, high-growth sectors:

¹ http://www.transformingsuffolk.co.uk/files/comm_strat/suffolkstrategic.pdf

² <http://www.suffolk.gov.uk/CouncilAndDemocracy/SuffolkStory>

energy, creative, tourism, local food, drink and agriculture, biotech and ICT. Suffolk's ambition to be the 'Greenest County' underscores our commitment to low-carbon growth.

Suffolk has a strong and varied SME sector, widely dispersed across the county, but Suffolk's economy is currently characterised by too many low-wage, low-skill, low value-added jobs. Local authorities and business groups are already working to facilitate growth in key sectors: through supply chain work, skills (a consultation on the Suffolk Skills Strategy has recently completed), enterprise and innovation support (eg the Enterprise Academy at University College Suffolk (UCS), OrbisEnergy, Adastral Park), promotion and marketing of Suffolk (eg Suffolk campaigns, Aldeburgh Food Festival), etc.

Broadband has a crucial role to play in our strategy for Suffolk's economic development. Better Broadband has been identified by businesses in Suffolk as the most important infrastructure issue, and Better Broadband has become one of the top four priorities for the New Anglia LEP. Broadband enables businesses to operate right across Suffolk, in market towns and in rural areas, building on the current dispersed pattern of business locations. Some of our key growth sectors, such as creative, tourism and ICT, have particular demands for high-speed broadband, and broadband underpins our strategy for higher skills and our ambition to be the Greenest County and the home of the UK Green Energy Coast.

Economic outcomes from Better Broadband

We believe that higher-speed broadband services are vital to future economic development in Suffolk, driving:

- economic growth of ~15-20% (~£2bn)
- the retention and growth of small businesses (~500 pa), particularly in the creative industries
- access to a global online market for entertainment and business opportunities
- modernising and cost-reducing the delivery of public services online
- retaining and growing employment (~5,000 FTE jobs)
- raising and modernising skills and achievement levels
- and avoiding a 'digital divide'.

The results of some recent economic modelling we commissioned on the impact of broadband on Suffolk's economy are summarised in Section E3. We are committed to measuring the benefits of Better Broadband through a range of indicators of economic outcomes using a Balanced Scorecard approach, as shown in Figure 14.

Transformation of the delivery of public services

All parts of the public sector, whether local or central government, health services, or government agencies, are required to transform their means of delivery to improve efficiency, improve accessibility, and deliver better value for money. High-speed broadband is fundamental to achieving that objective.

Suffolk is at the forefront of transforming the delivery of public services, which provides a unique opportunity to plan for the availability of more reliable, higher-speed broadband services to both improve and extend the public services delivered, and to reduce costs (through the greater use of ICT, facilitating shared services and partnership working). As a rural county, which delivers many services by workers out in the field (eg police, health, local government), there is an opportunity to use Superfast Broadband to increase productivity and to transform public services and how they are delivered.

Suffolk County Council sees its role moving away from controlling and managing service provision, towards a 'market shaping' role in which consumer demand and market supply shape what services are available. In this mixed market economy, many of the services that have been directly funded and delivered by the council may no longer be supplied in this way, with other suppliers and funding models taking their place.

As well as a shift in 'who' provides public services, we also envisage a shift in 'how' they are delivered. Faster, more reliable broadband is a prerequisite for our 'channel shift' strategy, in which 'the service goes to the customer', rather than 'the customer coming to the service'. An important future role for local government will be to influence new service development, and to provide information about services to ensure that citizens can find the services they need and know their value and quality. This is much more than simply signposting services – it is about delivering a trusted way of checking the quality and value of the services on offer.

Broadband is already at the heart of many of Suffolk's plans for delivering better learning, better care, better policing, a better environment, and better communities. We have a number of existing initiatives already delivered over the Internet, which consumers will only be able to fully use in parts of the county with adequate broadband speeds. Superfast Broadband will help to increase take-up of these online services, which in turn will help to drive the delivery of more services online:

- Better Learning*
- building on SCC's 10 year programme to broadband-enable all schools in Suffolk, we now need to ensure universal broadband access in homes, so that all pupils can continue to access learning resources outside school, to improve their educational attainment level and to help to develop their digital literacy and life skills;
 - parents can now apply for school places in Suffolk online³;
 - the 'Notschool'⁴, based on a school in Ipswich, is a form of full-time alternative education provision that helps young people disengaged from classroom learning to engage with education and reduce their likelihood of becoming part of our NEET statistics;
 - our Suffolk's 'Skills for the Future' strategy aims to provide career advice online, and has established an Enterprise Academy (part of a national network) and a School for Social Entrepreneurs, as part of a drive to better prepare people for work;
 - our Suffolk Works website⁵ provides career advice and support resources online.

- Better Care*
- particularly for the elderly (as health care and social care costs are rising, as people live longer), the use of telecare (remote monitoring, diagnostics, medication reminders, etc, in people's homes, GP surgeries, etc) will enable people to stay in their homes longer, while receiving the help and care they need online, while

³ <http://www.suffolk.gov.uk/EducationAndLearning/Schools/AdmissionToSchools>

⁴ <http://www.notschool.org>

⁵ <http://www.suffolkworks.org>

- improving their quality of life;
- Suffolk’s Flexi care strategy plans to roll out personalised budgets to all social care customers, and high-speed broadband will enable people to use their budgets to maximum effect, accessing and sharing information about what is on offer and buying or booking services and equipment online (through the Suffolk My Life portal⁶);
- as part of a 3-year EU project (CURA-B: ‘acCURAte-Business’), Suffolk County Council and West Suffolk Hospital are collaborating with other EU member states and small- and medium-enterprises (SMEs) to develop locally-delivered telecare services and Assistive Technology;
- the Suffolk Circle website⁷ provides information, advice and guidance for the over 50s (and their support groups and advocates) to help to prevent problems associated with social isolation, ill-health, etc.

Better Policing – the rapid co-ordination of emergency services and on-the-scene access to vital information, to improve safety of life, to help to detect and prevent crime, and to engage with the community.

Better Environment – the ability to communicate, do business, be entertained and buy online will reduce unnecessary travel⁸, and help to deliver a greener environment.

Better Communities – Suffolk has a wealth of communities in the many market towns and villages across the county, each of which has differing needs. Suffolk’s vision is to empower each community to design the services it needs, rather than for the public sector to deliver a uniform service across the whole county. High-speed broadband will support local community groups, social enterprises, and parish and town councils, to take on, and transform, services according to their local community needs.

More detailed information on each of these initiatives is available on request.

We are committed to producing a comprehensive, integrated plan (by December 2011) for the use of broadband to transform the delivery of public services to improve quality and reduce costs. As part of this plan, we will aim to identify savings and opportunities for re-investment.

Our vision for Better Broadband in Suffolk

Our ultimate vision is for the competitive provision of Superfast Broadband (both fixed and mobile), offering typical speeds of 100Mbps, to everyone (100% of homes and small business) in Suffolk by 2020.

⁶ <http://suffolkinfolink.suffolkcc.gov.uk/?UITheme=>

⁷ <http://www.suffolkcircle.org.uk/>

⁸ <http://www.suffolkonboard.com>

Our plan for Better Broadband in Suffolk

We are planning to get Superfast Broadband (20Mbps+) to most premises (~85-90%) by 2015, with the remaining ~10-15% also getting a significant improvement in broadband speeds (2Mbps – 20Mbps) by 2015 from interim solutions (pending the 100% vision by 2020).

Our plan assumes a predominantly fibre-based solution (a mix of fibre-to-the premises (FTTP) and fibre-to-the-cabinet (FTTC)) to ~85-90% of premises by 2015, with interim solutions (mostly Fixed Wireless Broadband (FWB), but also some Satellite Broadband) serving the remaining ~10-15% of premises also by 2015.

Note that the interim Fixed Wireless Broadband solution has to be a county-wide overlay (to reach the premises that remain un-served by the fibre-based solution), but the number of premises served by the interim FWB solution will be limited to around 10-15%, because of the relative economics of fibre-based versus FWB solutions and the limited amount of suitable radio spectrum available.

The plan specifically aims to ensure that the one fifth of all Suffolk premises (~60,000) that currently get less than 2Mbps, will all get more than 2Mbps by 2015.

The plan includes a *demand stimulation programme*, to complement the deployment of network infrastructure for higher-speed broadband services, to ensure that people and small businesses can make optimum use of the new higher-speed broadband services, and to enable the transformation of the delivery of public services to improve quality and reduce costs.

Ultimately (beyond 2015), we would like to see fibre-based solutions extended to 100% of Suffolk premises, complemented by county-wide availability of Mobile Broadband (4G/LTE).

Our approach

We are planning to deliver this 'whole county' plan by using public funding to leverage further investment by commercial operators through a competitive procurement process.

Critically, our plan assumes an open access, wholesale platform across the whole county providing both fibre-based and interim solutions, to enable competitive retail service provision to everyone in Suffolk, and to enable the wholesale platform provider to manage the technology risk between the evolving fibre-based and interim solutions.

Note: we are not proposing just small-scale trials or pilots in limited parts of Suffolk, nor are we setting-up our own local telecoms operator in competition with established operators.

We aim to take a balanced approach to network deployment and demand stimulation to make sure we encourage take-up to reach the levels required to ensure commercial sustainability and to enable further investment in higher-speed services across the county.

Our analysis, detailed plan and costs

We have developed a robust, detailed analysis of current broadband coverage in Suffolk and future technology and deployment options and costs to deliver our plan, while retaining the flexibility to tailor and prioritise each phase of deployment in different parts of the county by working in partnership with local communities.

A2. Background

Broadband initiatives in Suffolk

Suffolk has taken the initiative on broadband since current generation broadband services started to be deployed in 2000. Working with the East of England Development Agency (EEDA), Suffolk used public funding to help to ensure that some of the smaller exchanges in the county were broadband-enabled, and actively supported the EEDA EREBUS campaign on demand registration. The catalyst for the current Suffolk Better Broadband Programme was a joint Chamber of Commerce/FSB survey of businesses in 2008 that identified that poor broadband connectivity was a major barrier to business growth.

As outlined in Section A1, Suffolk has already taken initiatives to deliver public services online, including work completed under the previous Government's e-Government programme (Effective Service Delivery (ESD)) across County and District Councils to offer more government/council services online. However, for the whole community to be able to benefit fully from the public services delivered online, there is a need for better broadband.

Broadband speeds in Suffolk

The average broadband speed currently experienced by Suffolk's consumers and small businesses is under 5Mbps, although this average masks wide variations in speeds across the county: while almost a quarter may get at least 6Mbps (up to 8Mbps), and a further third get between 4Mbps and 6Mbps, around a further quarter get between 2Mbps and 4Mbps, and nearly one fifth (~60,000 premises) get less than 2Mbps, with some lines across all of Suffolk not able to support a broadband connection at all - see Figure 2.

Broadband roll-out in Suffolk

Of the 128 exchanges serving Suffolk, just 16 of those exchanges serving the larger towns have been unbundled by one or more competing operators: in addition to BT, Talk Talk, BSkyB, Cable & Wireless and O2 are present in some of the 16 unbundled exchanges, but, other than BT, none are present in all 16 exchanges; indeed, just 11 of the 16 unbundled exchanges have 4 or more operators present (ie are regarded as sufficiently competitive by Ofcom) – see Figure 3. The remaining 112 exchanges serving areas beyond the larger towns having no competitive provision beyond BT. So far, BT has announced just 10 exchanges in Suffolk to be enabled with ADSL2+ (up to 24Mbps) by the end of 2010/11.

Virgin Media covers around one in eight (~13%) of Suffolk premises (~82,000), although only in certain parts of Ipswich, Newmarket and Felixstowe – see Figure 4.

Mobile Broadband is largely confined to 3G coverage of the larger towns in Suffolk and public WiFi 'hot spots', with little or no Mobile Broadband coverage of other parts of the county.

There are currently three small-scale community broadband schemes serving a few local communities in Suffolk, with six more community broadband schemes at various stages of planning. We have mapped these existing and planned community broadband schemes in Figure 12.

The three existing community broadband schemes are: FramBroadband (serving ~100 premises via WiFi in Framlingham, Saxsted, Earl Soham, Brundish, Dennington and

Laxfield); The Wireless People (serving ~100 premises via WiFi in Haughley, Haughley Green and Old Newton); and Faxbase (serving ~60 premises via amplified Mobile Broadband in Haughley, Bacton and Old Newton).

Of the further six community broadband schemes at various stages of planning, there are two more WiFi-based schemes (County Broadband in a number of adjacent parishes in the south of the county, and the Ipswich Waterfront Network), a wide-area fixed wireless broadband scheme (Suffolk ACRE's 'Filling the Gaps' project in rural areas of Suffolk Coastal and Waveney Districts), and two small-scale fibre-to-the-premises (FTTP) schemes (Suffolk ACRE's project in Parham and premises between Parham and Framlingham), and the NextGenUs project in Gislingham).

While these community broadband schemes are offering, or planning to offer, services in some small and/or rural communities which currently have poor or no broadband access, we do not believe that small-scale, independent, vertically-integrated providers provide the basis for a sustainable, long-term approach to better broadband provision in Suffolk, though some may continue to find a niche to operate in for a few more years and/or become part of a larger-scale wholesale solution by partnering with one another and/or larger providers. We have briefed the community broadband scheme providers on our plans for a 'whole county' solution to Better Broadband in Suffolk, the BDUK Procurement Framework, and the opportunities for smaller providers to become involved in the broadband supply chain of the wholesale prime contractors (though the onus for such arrangements rests with the suppliers).

Distribution of Broadband across Suffolk

As can be seen from Figure 2, the areas that get broadband speeds below 2Mbps (the amber and red areas) are widely distributed across the county. Closer analysis of these poorly-served areas reveal there to be two main types: those poorly-served areas that lie entirely within a single exchange area (which may be amenable to an exchange-based solution), and other poorly-served areas that lie across the boundaries of two or more exchange areas (which may be less amendable to an exchange-based solution). Some of the latter areas span county boundaries (notably, there are a number of such areas that span the Suffolk/Norfolk border), which will require careful co-ordination of solutions between neighbouring counties.

Figure 5 shows the distribution of the number of premises per exchange in Suffolk, which varies widely from the largest exchange in Lowestoft (32,720 lines) and the smallest exchange in Brandon Creek (78 lines) – there are a relatively small number (~20) of large exchanges, followed by a long tail of (~100+) smaller exchanges.

However, an analysis of the one fifth (~60,000) lines that get less than 2Mbps reveals that ~80% of <2Mbps lines are served from just 21 Suffolk exchanges (out of a total of 128 exchanges) – see Figure 6 and Figure 7⁹. Moreover, many of these 21 exchanges (the 13 exchanges shaded in Figure 6) are exchanges which BT are likely to enable with Superfast Broadband.

But, when BT enables an exchange for Superfast Broadband, it does so typically for ~80% of

⁹ Figure 6 and Figure 7 are subject to an NDA – see 'Acknowledgements on page 29.

the lines served from each exchange, with the remaining 20% of lines continuing to be served by current generation broadband. Figure 8 highlights (in red) the distribution of premises served by <2Mbps in Suffolk. Around half of all lines served from Lowestoft exchange (the largest) get <2Mbps. When BT enables Lowestoft exchange for Superfast Broadband, ~80% of lines from the exchange will benefit from higher speeds, including ~30% of lines that currently get <2Mbps. However, ~20% of lines served by Lowestoft exchange (~6,500) will still receive <2Mbps (absent an infill solution). More generally, many of the lines currently getting <2Mbps, distributed across most of the other exchanges in Suffolk, will not be addressed by commercial deployments alone.

In summary, our modelling suggests that of the total number of premises in Suffolk (339,993), around 66.5% (226,184) premises would remain without Superfast Broadband provision under commercial operator's deployment plans (ie would be in 'white' areas) – the 'Final Third' at a national level is actually a 'Final Two Thirds' in Suffolk!

A3. Local Broadband Context Evidence of Need/Gap Analysis

Suffolk

The county of Suffolk is the 8th largest county in England, occupying an area of 3,801 square kilometres (1,468 square miles). Suffolk lies between Norfolk to the North, Essex to the South, Cambridgeshire to the West, and the North Sea to the East, with London just over one hour away by road or rail – see Figure 1. Suffolk is a low-lying county with few significant hills, and with soils and a climate that support arable farming in the rural parts of the county. Suffolk's natural attractions include the Suffolk Coast & Heaths area between the A12 trunk road and the North Sea coast, which is designated as an Area of Outstanding Natural Beauty (AONB), and the wetland habitat in the north of the county, part of The (Norfolk) Broads. These natural attractions, together with tranquil villages and rural settings, and its proximity to London, has led Suffolk to become an increasingly popular location for second home ownership and tourism, which, during peak periods, boosts the total population by up to 50%.

Suffolk Population

Suffolk had a resident population of 715,700 (in 325,041 residential premises) in 2009, which had grown by 1.7% since 2006, and is forecast to grow by 14% by 2021. The increasing population is due to economic migration into the county, rather than organic growth in the established resident population. There is a relatively small black and ethnic minority population in Suffolk (~90% of people in Suffolk classify themselves as 'White British'). The average population density of Suffolk is 188/km² (487/sq mile). However, nearly one-third (~224,000) of the population of Suffolk live in the larger towns along the A14 road corridor from Felixstowe in the South East, Ipswich (the county town), Stowmarket, Bury St Edmunds and Newmarket in the West, and other significant towns including Lowestoft, Beccles and Mildenhall in the North, and Sudbury and Haverhill in the South. The other two-thirds of the population of Suffolk (~492,000) live in the other small towns, and in the villages, hamlets and farms of rural Suffolk (42%). 86% of Suffolk parishes have a population of less than 1,000. Outside of the major towns in Suffolk, the population of young adults (aged 15 – 29) is very low (compared with the UK average), while there is a large population over the age of 35, and a much larger than average retired population.

It is the low population density of the nearly half-a-million people living in the smaller towns and rural areas of Suffolk that makes the cost of deploying high-speed broadband to those communities economically challenging.

Suffolk Economy

Suffolk's economic output (headline Gross Value Added (GVA) at current basic prices) in 2008 was £12,603m, an increase of ~28% over the previous five years. The economic output (GVA) per head of population in 2008 was £17,735 - compared with a UK-wide index (where UK=100), Suffolk's GVA per head index was 86.3. However, these figures pre-dated the economic downturn in 2008 and recession in 2009. It is important to note, in the context of broadband, that over 70% of Suffolk's economic output comes from the services sectors (£8,800m+ (2008)). While broadband benefits all industries, the most transformative impact on businesses of broadband is in the delivery of services, as well as in the opportunity for new creative businesses operating online. These services businesses range from lone workers (conducting their businesses online from home), through the full range of small, medium, large and multi-national businesses (and their teleworkers working from home or while travelling/mobile). As the services sectors are likely to benefit most from Superfast Broadband, the availability of high-speed broadband services will be critical to the sustainability and growth of the Suffolk economy.

Businesses in Suffolk

Suffolk is home to a number of major businesses, including Britain's largest container terminal at the Port of Felixstowe, which supports a large number of haulage and distribution firms across the UK, BT's research centre (Adastral Park) at Martlesham Heath, the OrbisEnergy centre in Lowestoft, the EDF Energy nuclear power station at Sizewell, AXA Insurance in Ipswich, a number of food processing companies across the county and breweries in Southwold (Adnams) and Bury St Edmunds (Greene King), 83% of all UK biotech firms, military bases at Mildenhall and near Woodbridge, the home of the horse racing industry in Newmarket, and much more besides. Suffolk has a thriving tourism industry worth £1.75bn (8% of Suffolk's economy), employing ~34,000 people in ~2,000 businesses, with ~25 million tourist trips to Suffolk per year.

Suffolk had 25,290 VAT-registered businesses at the end of 2008, including a very wide range of small and medium-sized enterprises (SMEs) driving economic output and employment (SMEs account for over half (51%) of UK GDP). However, there were just 14,952 business premises, which suggests that many small businesses are operated from home. Over the past 5 years, business stock in Suffolk has increased by an average of 400 businesses per year. Business survival rates seem stable at around 81% surviving longer than 2 years, and 49% longer than 5 years.

Better Broadband will help Suffolk to attract, retain and grow businesses (particularly small business) in the county.

Employment, Education & Skills in Suffolk

There were 337,100 people in employment in Suffolk in 2010, with 73.7% of the working age population in employment, and an unemployment rate of 6.6% (GB: 7.7%) and an economic inactivity rate of 15.1%. SMEs in Suffolk employ ~215,000 people (~75% of working age population). Self-employed people account for around 10.2% of the working age population. Mean gross weekly earnings for Suffolk residents were £478.10 in 2010 (UK: £501.80). Total benefits claimants represented 11.7% of the working age population in Suffolk in 2010, similar to the rest of the East of England region also at 11.7% (GB average: 14.7%). Job

densities in Suffolk are highest in the major towns and within the A14/A12 trunk road corridors.

The education and skills qualifications of the working age population of Suffolk in 2009 were: graduate or post-graduate degree-level or equivalent (NVQ Level 4 and above) 24.3%, NVQ Level 3 and above 45.1%, NVQ Level 2 and above 62.3%, NVQ Level 1 and above 81.2%, with 9.9% having no qualifications. Qualification attainment of the working population in Suffolk in 2009 was slightly lower than the East of England regional, and GB national, levels of attainment.

Suffolk is generally a low-wage, low-skill, low value-added economy, and better broadband is vital to moving Suffolk to a higher wage, higher skill, higher value-added economy.

Property Prices in Suffolk

The average price of a residential property in Suffolk in December 2010 was £203,778, recovering somewhat from the low point of the downturn in the property market in late 2008. There is some evidence from local estate agents that properties in Suffolk with a good broadband connection can command a price premium of up to 15%.

Prosperity/Deprivation in Suffolk

Suffolk is generally perceived to be a prosperous county (with a relatively high proportion of the resident population in socio-economic groups A, B and C1), but there are areas of relatively high deprivation (socio-economic groups C2, D and E (with higher unemployment and lower incomes), particularly in the North of the county (Waveney) and in parts of Ipswich.

Risk of Digital Divide

While it is the population density of Suffolk, particularly in the rural areas, that determines the costs of high-speed broadband *availability*, it is the demographic profile of the county that determines the *take-up* of broadband services. A major risk in the deployment of high-speed broadband services in Suffolk is the creation of a two dimensional 'Digital Divide' (geographic, demographic) between those that 'have' high-speed broadband (and use it) and those that 'have not' (and do not).

Suffolk PSN

We have carefully evaluated the role that Suffolk's next generation Public Service Network (PSN) might play in our plans – the Suffolk PSN provides networking services for Suffolk County Council, Mid Suffolk District Council, and for schools in Suffolk. However, the Suffolk PSN is a public-sector virtual private network (VPN), which uses leased capacity on BT Openreach's infrastructure between a subset of BT exchanges in Suffolk (49 exchanges, including some out-of-county). While the Suffolk PSN may offer some tactical, short-term advantages for the Suffolk Better Broadband Programme, eg earlier deployment timing (the Suffolk PSN build is planned for completion by September 2011), which we remain open to the possibility of exploiting, the use of the Suffolk PSN as the mainstay for the delivery of public broadband services in Suffolk would raise a number of State Aid and Competition issues, and may have quite profound implications for the commercial operating model and costs of the Suffolk PSN itself. The use of the Suffolk PSN may also conflict with our strategy for the Suffolk Better Broadband Programme of leveraging further investment by commercial operators through a competitive procurement process (rather than building and operating our own network). On balance, we think that the risks of using the Suffolk PSN outweigh any potential benefits (of cost and/or timing), which are likely to be small.

A4. Scope of Project

Our vision

Our overall vision and strategy for Suffolk is set-out in Section A1, and depends upon the deployment of faster, more reliable broadband services. Our ultimate vision for broadband is for the competitive provision of Superfast Broadband (both fixed and mobile), offering typical speeds of 100Mbps, to everyone (100% of homes and small business) in Suffolk by 2020.

Only by ensuring the availability and take-up of high-speed broadband will we be able to deliver public services to enable Suffolk to become a more 'connected county' and to help to overcome the barriers presented by its rural, dispersed nature. This will enable the whole of Suffolk to benefit from the public services on offer and the plans set-out in Section A.1.

Our project aim

Our aim for this project is to get faster, more reliable broadband services to everyone in Suffolk by 2015. In particular, we want to ensure that the one fifth of all Suffolk premises (~60,000) that currently get less than 2Mbps, will all get more than 2Mbps by 2015.

A key aim of the project is to deliver a demand stimulation programme, to complement the deployment of high-speed broadband, in order to drive take-up, and to transform the delivery of public services to improve quality and reduce costs.

Alternatives considered

We have developed a robust, detailed analysis of deployment options and costs to deliver our project aim.

Given the distribution of the number of premises served per exchange in Suffolk (Figure 5), we developed a high-level cost model to show the cost of a fibre-based (a mix of fibre-to-the-premises (FTTP) and fibre-to-the-cabinet (FTTC)) solution – see Figure 9. The cost model shows that the cost of serving 100% of Suffolk premises with a fibre-based solution would be ~£110m (which is consistent with other analysis of Suffolk, and of other comparable counties (eg Cornwall)).

BT has committed to deploy Superfast Broadband to 66% of UK population by 2015, leaving a 'Final Third'. However, in Suffolk, we expect BT to enable around 20+ exchanges with Superfast Broadband reaching more than one-third (perhaps up to 50%) of Suffolk premises (as shown in Figure 9). Virgin Media's footprint in Suffolk is expected to grow only slightly beyond current levels.

Our modeling suggests that of the total number of premises in Suffolk (339,993), that 66.5% of premises (226,184) would remain beyond the reach of commercially-funded deployments (ie be in 'white' areas) - the 'Final Third' on a national basis is nearer to a 'Final Two-Thirds' in Suffolk!

While investing just beyond the ~33%-50% coverage achieved by BT would deliver the best value-for-money (in terms of the number of additional premises served per unit of public sector spend), it risks being wasted as BT is highly likely to extend its coverage in Suffolk somewhat, beyond 2015.

Alternatively, it seems attractive to consider focusing any publicly-subsidised investment on the hardest to reach premises, eg the final ~15% (~50,000 premises). However, the cost model suggests that a fibre-based solution to the final ~15% would cost ~£50m (ie an average of ~£1,000 per premise), which is prohibitively expensive at this time.

An interim solution (mostly Fixed Wireless Broadband (FWB), but also some Satellite Broadband) could serve the final ~10-15% at much lower cost (~£2m - £3m), however the interim FWB solution will be limited to around 10-15% of premises because of the limited amount of suitable radio spectrum available, and because of the relative economics of fibre-based versus FWB solutions.

Suffolk has an active community, which is used to developing local solutions, including a number of local community broadband schemes (both publicly- and privately-funded), including a number of planned projects, such as those proposed by Suffolk ACRE (see Section A2 and Figure 12). We welcome the services currently provided where no adequate alternatives exist, and we will continue to work with these small-scale providers as we develop the Suffolk-wide approach for the long-term sustainable benefit of the county. However, we do not believe that local community broadband schemes provide the basis for the core of our whole-county plan because they lack the economies of scale inherent in telecoms networks, the ability to support competing retail service providers, and the operational capability and financial viability to provide reliable and sustainable public broadband services to the whole county.

Our plan

Therefore, our plan is to get Superfast Broadband (20Mbps+) to most premises (~85-90%) by 2015, with the remaining ~10-15% also getting a significant improvement in broadband speeds (2Mbps – 20Mbps) by 2015 from interim solutions (pending the 100% vision by 2020).

Our plan assumes a predominantly fibre-based solution (a mix of fibre-to-the premises (FTTP) and fibre-to-the-cabinet (FTTC)) to ~85-90% of premises by 2015, with interim solutions (mostly Fixed Wireless Broadband (FWB), but also some Satellite Broadband) serving the remaining ~10-15% of premises also by 2015.

Note that the interim Fixed Wireless Broadband solution has to be a county-wide overlay (to reach the premises that remain un-served by the fibre-based solution), but the number of premises served by the interim FWB solution will be limited to around 10-15%, because of the relative economics of fibre-based versus FWB solutions and the limited amount of suitable radio spectrum available.

The plan involves a phased deployment of the fibre-based solution over the three financial years 2012/13 to 2014/15 (see Figure 10), with the parallel deployment of the interim FWB solution, mostly during the first two financial years (2012/13, 2013/14).

The plan specifically aims to ensure that the one fifth of all Suffolk premises (~60,000) that currently get less than 2Mbps, will all get more than 2Mbps by 2015 – see Figure 11.

Note: we have developed this plan based upon a robust, detailed analysis of deployment options and costs to deliver our project aim. However, we remain open to considering

alternative innovative technical solutions put forward by potential bidders during the market engagement stages of our Procurement phase (see Section E2).

The plan includes a *demand stimulation programme* (see Section B1) to complement the deployment of network infrastructure for higher-speed broadband services, to ensure that people, public services and small businesses can make optimum use of the new higher-speed broadband services.

Ultimately (beyond 2015), we would like to see fibre-based solutions extended to 100% of Suffolk premises, complemented by county-wide availability of Mobile Broadband (4G/LTE).

Our approach

We are planning to deliver this 'whole county' plan by using public funding to leverage further investment by commercial operators through a competitive procurement process.

Critically, our plan assumes an open access, wholesale platform across the whole county providing both fibre-based and interim solutions, to enable competitive retail service provision to everyone in Suffolk, and to enable the wholesale platform provider to manage the technology risk between the evolving fibre-based and interim solutions.

Note: we are not proposing just small-scale trials or pilots in limited parts of Suffolk, nor are we setting-up our own local telecoms operator in competition with established operators.

Our plan retains the flexibility to tailor and prioritise each phase of deployment in different parts of the county by working in partnership with local communities.

Our plan for broadband network deployment will be integrated with our plan for demand stimulation to make sure that take-up reaches the level required for commercial sustainability and to enable further investment in higher-speed services across the county.

SECTION B – CUSTOMER AND COMMUNITY ENGAGEMENT

B1. Demand stimulation

We recognize that demand uncertainty (ie the rate and level of customer acquisition, and their willingness to pay, for higher-speed broadband services) is the major constraint on commercial operators' business cases for widespread investment in higher-speed broadband infrastructure. We also recognize the critical importance of achieving high adoption rates for higher-speed broadband services to delivering the economic benefits we hope will accrue. While we would expect commercial operators to address demand uncertainty through their own marketing activities, we believe that there is a legitimate role for some public sector investment in demand stimulation to help to ensure that people, businesses and public services are able to make optimum use of higher-speed broadband services.

We plan to conduct a first phase of demand stimulation in the period leading-up to the Suffolk local call-off contract award process in order to demonstrate the level of demand in the county for Superfast Broadband to make the contract more attractive to potential bidders. However, we also believe that it will be important to match later stages of our demand stimulation work to the timing of better broadband deployment in each area of the county to ensure that the promotion of take-up is backed by availability.

We plan to deliver a multi-pronged demand stimulation programme, aimed at a wide range of different groups in Suffolk (eg businesses, users of public services, and citizens (the public)), in partnership with other local organisations, to include:

- general awareness, information, education, communications, events, etc
- sector-specific initiatives, eg healthcare, education, policing, etc
- small business broadband help schemes
- helping to establish a Suffolk Business Online Directory/Trading Network

We have established a Demand Stimulation Group to mobilise the resources across the public sectors and SMEs, and we are committed to developing a comprehensive plan by December 2011 for the use of better broadband to transform the delivery of public services to improve quality and reduce costs. We are exploring the potential of a number of demand stimulation delivery methods, such as 'Show & Tell', Case Studies, Webinars, connecting 'early adopters' with communities to talk about the benefits, 'Genius Bars', all as part of a co-ordinated programme (similar to the local Digital TV Switchover project).

Ofcom has recently published the latest statistics on media literacy in the UK, which shows that less than half of people with home internet access use it to look up information on government and council websites, and that there is a significant variation in such use by socio-economic group (ABC1s 48%, DEs 19%). While these are UK-wide statistics, we know that the socio-economic profile of Suffolk is slightly below the UK average, so it is

reasonable to assume that the statistics on the use of the internet to access public services in Suffolk is similarly slightly below these UK-wide statistics.

This sets the baseline for our demand stimulation campaign in Suffolk, which will aim to drive-up the overall level of internet use for accessing public services as higher-speed broadband services are deployed, but which will need to have particular regard for people in areas of social deprivation in Suffolk, who are less likely to have broadband access available, are less likely to use it even if it is available, and yet who may be the most dependent on some public services (eg welfare and healthcare).

The demand stimulation programme will be run over the four financial years 2011/12 – 2014/15, with resources from:

- i) the chosen commercial provider (to be agreed during the Procurement process),
- ii) public sector services providers
- iii) and some ERDF/GENIX matched funding, with additional revenue funding from local authorities (total cost ~£472k).

The aim will be to evolve the demand stimulation programme over time to match the activities to changing needs and available funding.

Suffolk County Council has already invested significant resources over a 10 year period to provide 'Learning Platforms' to all schools in Suffolk, and to provide teacher training to help teachers to make the transition from conventional teaching to online teaching and learning. Suffolk was one of two local authorities to pilot the Government's Home Access Scheme, with a county-wide awareness campaign highlighting the benefits of broadband access at home, and grants for 8,000 PCs and broadband packages to enable disadvantaged families to get online. We now need to ensure universal access to broadband at home to enable students to do their homework and to continue their learning.

The small business broadband help scheme will build upon the existing work under the 'takeITon' brand (also funded by ERDF), which helps small business to adopt ICT in the running of their businesses, to provide further support to small business on the use of broadband, through a variety of formats, with a focus on helping small businesses to grow.

B2. Demand registration

We have established a campaign under the "*I'm backing Better Broadband for Suffolk*" slogan and logo, encouraging groups and businesses on behalf of their members and employees as well as individuals and families to 'sign up' to the campaign (124,00 sign-ups so far) via the web site at:

<http://www.suffolk.gov.uk/broadband>

Note: this website will shortly be moved to the Suffolk County Council website.

For the next stage of our work on demand registration, we are planning to use the BDUK 'white label' Demand Knowledge and Registration Tool (which is currently being

commissioned), which will enable us to ask registered users to provide us with their post code and telephone number to help us to better target poor coverage areas.

We will also be taking part in other initiatives on demand stimulation and registration, including national schemes such as Race Online 2012.

Local stakeholder groups (business, community, public sector, etc) have extensively canvassed their members to understand their broadband requirements:

A survey of nearly 1,000 businesses in Suffolk in 2008 showed that that 98% regard internet access as critical to their businesses, with 66% of respondents stating that problems with their broadband connection (including speed and reliability) limited the effectiveness of their businesses' use of the internet.

We have obtained a number of cases studies to illustrate the need for improved speed, reliability and quality of service of broadband connections for applications such as videoconferencing, remote access to systems, flexible working, and the manipulation and transfer of video files. We have a wide range of specific examples: from businesses that struggle to access rich content from the Internet, to others that struggle to upload HD video or software files to their clients. Farms are increasingly required to provide compliance data online, such as disease reporting in the pig industry (cut from three weeks to just one day), and crop reporting and land use (which requires the uploading of detailed maps).

Given the diverse range of businesses, public services and people's lifestyles, specific needs for broadband services, and willingness to pay for differing levels of service, vary widely, and are changing over time as users become more demanding/expect better services. What is clear, is that current broadband services are not meeting the needs of many in Suffolk, and the clamour for faster, more reliable broadband services is growing.

B3. Stakeholders

This plan has the support of local communities and business groups within Suffolk, the members of parliament (MPs) that represent constituencies in Suffolk, the New Anglia (Suffolk + Norfolk) Local Enterprise Partnership (LEP), Suffolk County Council (which will act as the Accountable Body for funding agreements and operator contracts) and District/Borough Councils in Suffolk, and a range of other local organisations identified below.

We have held a series of meetings to brief key stakeholders on Suffolk's Local Broadband Plan, and to obtain their support. Recent key events have included:

- A briefing of Suffolk Business Groups (1st March), including the Institute of Directors (IoD) – Suffolk Branch, the Confederation of British Industry (CBI) – Suffolk Branch, the Suffolk Chamber of Commerce (CoC), the Federation of Businesses (FSB) – Suffolk Branch, the Ipswich & Suffolk Small Business Association (ISSBA), the Haven Gateway Partnership, the Country Land &

Business Association (CLA), and the National Farmers Union (NFU).

- Updates for Suffolk MPs (11th March, 8th July, 4th November).
- Briefings for Suffolk Local Authority Leaders and Chief Executives (8th April, 10th June) to obtain their sign-off on the original, and revised, versions of this plan and the local funding commitments they contained, including Suffolk County Council, Forest Heath District Council, St Edmundsbury Borough Council and the West Suffolk Local Strategic Partnership (LSP), Mid Suffolk District Council and LSP, Babergh District Council, Suffolk Coastal District Council (and LBGI), Waveney District Council (and LSP), and Ipswich Borough Council. Also in attendance at these meetings were: the Suffolk Association of Local Councils (SALC), Suffolk Constabulary, Suffolk & Waveney Primary Care Trusts (PCT), Suffolk Association of Voluntary Organisations (SAVO), Suffolk Carers, and representatives of business organisations (as identified above). Separate briefings were also held for local authorities in the West and East of the county (23rd March, 18th May, respectively).
- The Waveney Broadband Conference (6th April) attracted a wide range of national and local stakeholders (including existing and potential local community broadband providers) to discuss the challenge of providing high-speed broadband services in this, mostly rural, district of Suffolk
- We have held a series of meetings with Suffolk ACRE (most recently 31st August) to discuss the relationship between their plans to use EEDA funding for local community broadband services in rural parts of Waveney and Suffolk Coastal Districts and Parham, and the Suffolk Local Broadband Plan. We have also met with other existing and potential providers of local community broadband schemes in the county.
- Most recently, we held a meeting of the Broadband Demand Stimulation Group (18th July) to mobilise resources across the public sectors and SMEs to help to develop a comprehensive plan (by December 2011) for the use of better broadband to transform the delivery of public services to improve quality and reduce costs – a second meeting of the Broadband Demand Stimulation Group is planned for 26th September 2011.

We have sought, and obtained, letters of support from key stakeholder groups identified above. A two-page summary of the Suffolk Local Broadband Plan has been sent to all stakeholder groups in Suffolk, and onward distributed to those organisations' members. We have also obtained extensive coverage of our plans in the local media (TV, radio, newspapers and online) to inform the wider public of our plans.

As we move into the next phase of our plan (Project Development, ahead of the Suffolk local call-off contract award process), we will be increasing our emphasis on Community Engagement and Demand Stimulation.

Suffolk County Council is a member of Martha Lane Fox's Race Online 2012 programme, as part of our efforts to address the societal benefits of better broadband services.

We will work with the successful bidder (commercial operator) and local stakeholders to identify opportunities to reduce any streetworks-related disruption, including through co-ordinated roll-outs with other planned works. Suffolk County Council encourages new build developers to comply with best practice guidelines: on installing digital infrastructure into all new build domestic dwellings (the Government's and British Standards Institution's (BSI's) Publicly Available Specification (PAS 2016)), and installing ducting (for optical fibre cabling) on new build development sites (issued by the Department for Communities and Local Government (DCLG)), as set-out in Suffolk County Council's 'Section 106 Developers Guide to Infrastructure Contributions in Suffolk'.

SECTION C – FINANCIAL INFORMATION

C1. Funding Requirements

The total capital cost of our deployment plan to 2015 is up to £47.4m. BDUK have announced an indicative funding level for Suffolk of £11.68m. Suffolk County Council has committed capital funding of up to £10m. A further £365k of capital funding has been committed by Suffolk District and Borough Councils and Local Strategic Partnerships. To match the BDUK funding contribution, a further £1.315m will be contributed by Suffolk public sector partners, subject to confirmation of need, as part of the Suffolk local call-off contract award process. Subject to an ERDF bid in progress, we are also expecting an ERDF capital contribution of £340k. We assume that a competitively-selected commercial operator would match the total public sector contribution (up to £23.7m). Given that the Suffolk local call-off contract award process under the BDUK Procurement Framework is likely to conclude in Q3 2012, we assume (pending further market testing with potential suppliers) a near-linear calendarisation of the £11.68m BDUK funding contribution over three financial year periods: £3.365m in 2012/13, £4m in 2013/14 and £4.315m in 2014/15.

We are also budgeting for £763k of revenue funding from ERDF (£163k, subject to a bid in progress), Suffolk County Council (£204k), Suffolk District and Borough Councils (£272k), a one-off revenue contribution from the GENIX (ex-Business Link) fund (£100k, subject to confirmation), and revenue contributions from Suffolk Constabulary (£12k) and Suffolk's PCTs (£12k).

A funding summary (capex and revenue) is shown in Figure 13.

We plan to direct the Suffolk local authorities' and LSPs' capex contributions towards funding the interim FWB solution, which will give an early uplift to broadband speeds and availability in rural 'not spot' areas. The £340k of ERDF capex will be used in support of a four-year, £363k demand stimulation campaign (funded by £163k ERDF revenue funding, £100k from GENIX and £100k from Suffolk's local authorities) to connect one or two (currently under-served) business parks in support of a 'place-based approach' to economic development in priority areas in Suffolk. Other annually recurring revenue funding from Suffolk's local authorities will cover the operating costs of the Suffolk Better Broadband Programme (~£100k pa).

The capital contributions from Suffolk's local authorities are reflected in their corporate capital programme planning processes, and are duly authorised. Note, however, that funding for 2013/14 and 2014/15 is subject to a future funding settlement with central Government. We will want to review the budget for 2013/2014 and 2014/15 in light of that funding settlement, with a view to increasing the funding available for demand stimulation if early work on demand stimulation suggests that additional funding would be of benefit in those later years.

We have set-out our financial requirements to deliver our targets to 2015. Further funding would be required beyond 2014/15 to fulfill our vision of Superfast Broadband (fixed and mobile), delivering typical speeds of 100Mbps, to 100% of homes and businesses in Suffolk by 2020. We would plan to scope a second phase project and funding requirements from 2015 – 2020 during 2014/15, on the basis of what will have been achieved by the end of the

present project, and a renewed assessment of demand, and any likely future gaps in provision.

Funding Table

<i>Total funding required (GBP)</i>	<i>2011-2012</i>	<i>2012-2013</i>	<i>2013-2014</i>	<i>2014-2015</i>	<i>2015-2016</i>	<i>2016-2017</i>
£	millions	millions	millions	millions	millions	millions
Private sector (Telecom Company) investment		6.87	8.1	8.73		
Sub Total		6.87	8.1	8.73		
BDUK funding		3.365	4.0	4.315		
Other funding (Local Authority/PCT)						
- committed		3.365	4.0	3.0		
- subject to need/contract				1.315		
Sub Total		6.73	8.0	8.63		
Other funding (European/ERDF)		0.140	0.100	0.100		
TOTAL		13.74	16.2	17.46		
Number of postcodes covered by the funding				22,931		
Number of premises: (residential and non-residential) covered by the funding				325,041 14,952 339,993		
of which, number of premises in 'white' areas				226,184 66.5%		

C2. Funding Structure

We are planning to deliver the Suffolk Local Broadband Plan by using public funding to leverage further investment by commercial operators through a competitive procurement process.

We plan to grant capital funds to the successful commercial operator (which we expect the commercial operator to match with further capital investment of their own) to deliver a mutually-agreed delivery plan in three phases for each financial year 2012/13 to 2014/15.

The capital grants will go onto the balance sheet of the commercial operator, who will build, own and operate the broadband infrastructure and services to an agreed plan.

We would expect to agree with the successful commercial operator a capital clawback mechanism and threshold level, that would return public capital grants made, in the event that sufficient demand emerges in a grant-enabled area to justify commercial investment without public subsidy. Any capital clawed back in this way would be reinvested in extending broadband coverage in other parts of the county.

Suffolk County Council would act as the Accountable Body for the funding agreement with BDUK (and other funding sources), and for the contract with the successful commercial operator.

SECTION D – COMMERCIAL INFORMATION

D1. Commercial Case

We are planning to deliver the Suffolk Local Broadband Plan by using public funding to leverage further investment by commercial operators through a competitive procurement process.

The capital grants to the successful commercial operator (with further matched investment by the operator) will tip the business case for extending a fibre-based solution from the level of penetration that is otherwise likely to be achieved by purely-commercially funded deployment (~33-50% of premises in Suffolk) to ~85-90% of premises by 2015, while also funding an interim Fixed Wireless Broadband (with some Satellite Broadband) serving the remaining 10-15% of premises, also by 2015.

Critically, our plan assumes an open access, wholesale platform across the whole county providing both fibre-based and interim solutions, to enable competitive retail service provision to everyone in Suffolk, and to enable the wholesale platform provider to manage the technology risk between the evolving fibre-based and interim solutions.

We believe our approach leverages the economies of scale inherent in networks, maximizes the benefits to the whole county, and provides the best value for money.

The project will deliver a positive return on investment (RoI) of public funding, both in terms of the growth of economic output in Suffolk over the next few years, and the resulting incremental tax take over the period (see Section E3).

D2. Market engagement

In developing the Suffolk Local Broadband Plan, we have had extensive informal discussions with all of the major operators present in Suffolk, and with other parties who have expressed an interest in the opportunity. We have also engaged with existing and planned small-scale community broadband schemes in the county, and briefed them on our plan and their opportunities to engage with the procurement and deployment processes. In developing our analysis of current broadband coverage in Suffolk, and future technology and deployment options and costs to deliver our plan, we have relied upon only public domain information from reference-able sources. We have operated on an open and transparent basis, treating all potential suppliers with fairness, equality and in a non-discriminatory way. We have developed a market engagement strategy and plan, and we have maintained a record of our market engagement activity and the information we have communicated to the market prior to the commencement of a formal procurement process.

The results of our research into potential local providers, their existing footprints and their announced plans, is summarized in Section A2.

As we have now decided to adopt the BDUK Procurement Framework, we would expect further market engagement to be conducted through that process, and through our own mini-competition/call-off process for Suffolk.

D3. Procurement Strategy

The Local Broadband Plan for Suffolk aims to deliver faster, more reliable broadband to everyone in Suffolk – our aim is to secure low-cost, choice and innovation for all Suffolk’s businesses and consumers. We believe these benefits are best achieved through competition, where it is likely to be effective and sustainable.

However, while the opportunity to deploy higher-speed broadband infrastructure should be contestable, it is unlikely that infrastructure competition will be achieved in all areas (due to the economics of infrastructure deployment, particularly in rural areas). In the absence of infrastructure competition in all areas, it is vital to secure open access to infrastructure on a wholesale basis, in order to secure competition at the retail services level. Where public subsidy is used to extend broadband infrastructure, we believe that open wholesale access should be a condition of that subsidy.

We are planning to deliver the Suffolk Local Broadband Plan by using public funding to leverage further investment by commercial operators through a competitive procurement process. We had planned to do our own OJEU-compliant procurement process. However, we now recognize the advantages of using the BDUK Procurement Framework¹⁰, which are:

- a better quality market engagement (as most potential providers are expected to coalesce around the BDUK Procurement Framework process);
- reduced procurements costs, both for us, and for potential suppliers; and
- obtaining State Aid clearance for our project under the ‘umbrella’ State Aid clearance arrangements for the BDUK Framework being agreed with the EC.

We hope to select a single successful bidder to deliver our ‘whole county’ plan – we need at least one ‘whole county’ bid, but we hope to get more than one such bid in order to provide competitive leverage. We believe that our ‘whole county’ approach is likely to maximize the benefits for the whole of Suffolk, and better exploit the economies of scale inherent in networks. In the unlikely event of the absence of an acceptable ‘whole county’ bid, we would need to look at how an aggregation of partial bids might achieve the best outcome in these circumstances (though this is not our preferred option).

¹⁰ BDUK Framework Delivery Model, Version 1.1, 8th September 2011

Subject to confirmation by BDUK, we hope to be able to join the BDUK Procurement Framework process as early as possible, as one of the projects launching their mini-competitions/call-offs in parallel with the development of the Framework. This would involve working closely with the BDUK team on the BDUK Procurement Framework from now until the middle of 2012, and launching our own mini-competition/call-off in the spring of 2012.

We plan to include requirements within the procurement specification to enable us to make a selection between competing providers on objectively-justifiable criteria: for example, specifying sample coverage areas, wholesale rate books for key items, etc, to inform a baseline comparison between competing bids. We have also developed a Suffolk Better Broadband Balanced Scorecard of metrics to help us to set priorities for, and to measure outcomes from, the programme – see Figure 14.

We would expect to select a successful partner, and enter into a contract with them, by Q3 2012 to enable deployment to begin before the end of 2012, in order to deliver our plan targets by 2015. We would expect the contract to establish a Joint Steering Board (between the Suffolk Better Broadband Programme and the successful commercial operator) for the deployment project, as a vehicle for agreeing plans for each phase of the deployment, and for reporting/measuring progress and outcomes.

Suffolk County Council would act as the Accountable Body for the procurement process, and for the contract with the successful commercial operator.

We are also in discussions with Norfolk County Council about the potential for sharing expertise and experience through the procurement process, and in coordinating broadband network deployments in our shared boundary areas.

SECTION E – DELIVERABILITY

E1. Project management, resourcing and funding

Following our original submission of this plan, and Suffolk County Council's subsequent commitment to provide up to £10m of capital expenditure to help to fund the programme, we have further developed and strengthened the governance arrangements and resources for the programme, as shown in Figure 15.

Ownership and leadership of the programme now rests squarely with Suffolk County Council (as Accountable Body), with the Leader of Suffolk County Council (Mark Bee) now chairing the Programme Board (meets monthly), which continues to have senior representatives from Suffolk County Council, Leaders and Chief Executives of District/Borough Councils and Suffolk business groups (each representing their respective constituencies), and the Programme Director. The Board continues to report progress on the programme to the Suffolk Public Sectors Leaders Group (of all Suffolk Councils' Leaders and Chief Executives) and the New Anglia Local Enterprise Partnership.

We have established a Broadband Implementation Group, chaired by Lucy Robinson (SCC SRO), with the Programme Director (Peter Ingram), the named functional leads, and other team resources (including those from District and Borough Councils) in attendance (meets fortnightly).

We have also established a separate Broadband Demand Stimulation Group to help to mobilise resources from across the public sectors and SMEs to help to develop a comprehensive Demand Stimulation Plan (by December 2011) to complement the planned broadband network deployment. The Demand Stimulation Group is chaired by Chris Soule (Chairman of FSB Suffolk Branch), led by Chris Bally (SCC Assistant Director), with senior representatives from District and Borough Councils, Health, Social Care, Education, Police, Voluntary Organisations, SMEs, etc, and reports to the Broadband Implementation Group.

CVs of the Board and other key resources are available on request.

We would expect to agree a programme management methodology with the successful commercial operator (we are currently using PRINCE2).

Resource (revenue) funding for the programme amounts to £872k over the four year period (see table below and Figure 13b), of which £272k is expected to come from ERDF (subject to a bid in progress), and £600k from Suffolk's local authorities (including £100k from the GENIX (ex-Business Link) fund (subject to confirmation).

The resource (revenue) funding will be used to fund a four-year Broadband Demand Stimulation Campaign (£472k), and to cover the operating costs of the Suffolk Better Broadband Programme, including external resources (~£100k pa). We have costed the in-kind resources contributed to the programme by Suffolk County Council and other District/Borough Councils at a further ~£150k in Year 1 (2011/12), reducing to ~£75k per annum in years 2 – 4 (2012/13 – 2014/15)) – these in-kind resource contributions are in addition to the financial resources shown in the table below. We also expect in-kind resource and some revenue contributions to the Broadband Demand Stimulation Campaign

from public sector service providers and from the chosen commercial operator (to be agreed during the Procurement process). The level of funding for demand stimulation in 2013/14 and 2014/15 will be reviewed in light of a future funding settlement with central Government for that period, and early experience of work on demand stimulation to see if additional funding for demand stimulation would help to drive further benefits.

Given our proposed approach (which is to use public funding to leverage further investment by commercial operators through a competitive procurement process (ie we are not proposing to build nor operate our own network in competition with established operators)), we believe we have the necessary, skills, resources and budget in place to operate the programme, to procure the proposed broadband investment, and to deliver the complementary demand stimulation campaign.

Project Team and Programme Resource funds (Revenue)	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
£	000	000	000	000	000	000
Budget						
Demand Stimulation	25	215	117	115		
External Resources	100	100	100	100		
Contingency	0	0	0	0		
TOTAL	125	315	217	215		

E2. Timetable

This Local Broadband Plan sets-out our approach for improving broadband infrastructure within the whole of the county of Suffolk. This is a multi-phased project to be implemented between now and 2015. It includes both upgrades to higher-speed broadband access and ensuring that everyone can get a basic level of service above 2Mbps.

A timetable for the initial phase of the programme is set-out in the table below, which is subject to agreement at key milestones with BDUK.

The timetable is based upon the current plan for the BDUK Procurement Framework, and an assumption that we will launch our mini-competition/call-off in parallel with the development of the Framework. In this regard, our critical dependencies are:

- BDUK meeting the current plan to deliver the Procurement Framework on time
- BDUK's decision on when Suffolk can launch our mini-competition/call-off under the Framework

We are already working with BDUK on developing the BDUK Procurement Framework.

We have begun the pre-procurement preparations required for our own mini-competition/call-off (including defining our local requirements and priorities, developing more detailed plans for demand stimulation/take-up, establishing a data room, etc), and we aim to have these completed by the end of March 2012, to enable our mini-competition/call-off to be launched as soon as possible in Q2 2011.

We have also begun to develop a comprehensive plan for how broadband will be used to transform the delivery of public services to improve quality and reduce costs. This plan will build upon, and integrate, work that has already been done for many of our public services, to ensure a more co-ordinated, joined-up approach. The plan will show how we aim to stimulate broadband demand and take-up by making broadband a key enabler for the delivery of public services. As part of this plan, we will identify savings and opportunities for re-investment. We are committed to completing this comprehensive plan by December 2011.

The timeline for the deployment phase of the project is critically dependent on when the procurement process can be completed, and a contract awarded to the successful commercial provider.

The deployment plan itself will be dependent upon the resources and capabilities of the chosen supplier. We would hope to deploy the Fixed Wireless Broadband overlay solution within the first year of the contract, in order to rapidly improve broadband access in the worst affected rural parts of the county. We remain committed to getting better broadband to everyone in Suffolk by 2015.

An indicative plan for the later phases (FYs 2012/13 – 2014/15) of the project is described in Section A4, and shown in Figure 10. This planning is aligned with the indication of likely funding requirements given in Section C1.

Key milestone	Expected date
Suffolk Local Broadband Plan (original submission) approved by local bodies	8 th April 2011
Suffolk Local Broadband Plan - original submission to BDUK	14 th April 2011
BDUK Spring 2011 Award Round	27 th May 2011
BDUK Procurement Framework - PIN issued	27 th May 2011
SCC Cabinet Special Meeting on Broadband (decision to invest up to £10m)	10 th June 2011
BDUK Feedback on Original Submission	23 rd June 2011

BDUK Procurement Framework OJEU Notice issued and PQQ available	23 rd June 2011
Suffolk Local Broadband Plan – revised submission to BDUK	28 th July 2011
BDUK Procurement Framework ITPD	12 th September 2011
BDUK Procurement Framework – ITPD Dialogue/Evaluation	19 th September – 11 th October 2011
DCMS/BDUK announcement of approval of Suffolk Local Broadband Plan (Assurance Checkpoint A)	14 th September 2011
BDUK Procurement Framework ISDS	17 th October 2011
BDUK Procurement Framework – ITCD Dialogue/Evaluation	12 th December 2011 – 12 th January 2012
Suffolk’s plan for using broadband to transform the delivery of public services	21 st December 2011
BDUK Procurement Framework – Draft ITSFT	20 th January 2012
Suffolk Draft ITT and initial call-off dialogue	January/February 2012
Suffolk Local Call-off Public Consultation	February/March 2012
BDUK Procurement Framework – Final Dialogue/Evaluation	12 th – 15 th March 2012
BDUK Procurement Framework – Issue ISFT	19 th March 2012
Suffolk Pre-Procurement Preparations complete (Assurance Checkpoint B)	31 th March 2012
BDUK Procurement Framework – Final Supplier Submissions	10 th April 2012
BDUK Procurement Framework – ISFT Evaluation	11 th – 20 th April 2012
BDUK Procurement Framework – Notification of Successful Bidders	23 rd April 2012
BDUK Procurement Framework – Contract Finalisation (including standstill)	23 rd April – 11 th May 2012

BDUK Procurement Framework signature (agreement announced)	14 th May 2012
Suffolk Call-off – Issue Final ITT (Assurance Checkpoint C)	31 th May 2012
Suffolk Call-off – Final Dialogue	4 th - 30 th June 2012
Suffolk Call-off – Final Submissions	14 th July 2011
Suffolk Call-off – Evaluation	16 th – 28 th July 2012
Suffolk Call-off – Pre-contract Confirmation of Investment Decision (Assurance Checkpoint D)	31 st July 2012
Suffolk Call-off – Contract Award	August 2012
Suffolk Deployment commences	September 2012
Suffolk FWB Overlay in place	Mid-2013
Suffolk Implementation complete	March 2015
Suffolk Contract end date	August 2019

E3. Expected Strategic Benefits

We believe that higher-speed broadband services are vital to future economic development in Suffolk, driving:

- economic growth of ~15-20% (~£2bn)
- the retention and growth of small businesses (~500 pa), particularly in the creative industries
- access to a global online market for entertainment and business opportunities
- modernising and cost-reducing the delivery of public services online
- retaining and growing employment (~5,000 FTE jobs)
- raising and modernising skills and achievement levels
- and avoiding a 'digital divide'.

Note: a recent report from Ericsson, aggregating 124 different surveys of broadband usage, found that on average a 10% increase in high-speed internet access in most countries was worth one percentage point of GDP, and that for each 1,000 homes connected to broadband 80 net jobs are created.

We recently commissioned the economic consultancy Regeneris to model the impact of our broadband plans on the Suffolk economy (full report available on request). Under a conservative set of assumptions, Regeneris gave a central estimate of:

- Gross GVA over 15 years: £168m (£108m net)
- Average Gross GVA per annum: £11m (£7m net)
- Gross additional jobs: 268 (170 net)
- Value for Money/Return on Public Investment of £20m (GVA per £ spent): £5.40 (£2.70 on total investment of £40m)
- Public investment cost per job: £118k (£235k total cost).

Regeneris agreed that the conservative assumptions underlying their central estimate were likely to understate the transformative effect of broadband on the Suffolk economy, so an alternative 'best case' was estimated as:

- Gross GVA over 15 years: £937m (£562m net)
- Average Gross GVA per annum: £62m (£37m net)
- Gross additional jobs: 1,501 (886 net)
- Value for Money/Return on Public Investment of £20m (GVA per £ spent): £28.10 (£14.00 on total investment of £40m)
- Public investment cost per job: £23k (£45k total cost).

The Regeneris report also estimated efficiency savings in the cost of delivering public services in Suffolk over 15 years of £48.85m, and household savings over 15 years of £367.2m (or £24.48m per annum, ranging from £279 per household in the lowest income decile to £1,775 per household for the highest).

We have historic trend and forecast data for key economic statistics for Suffolk (GVA, number and survival rate of small businesses, employment, skills, etc) as a baseline against which to judge any improvement achieved as a result of higher-speed broadband services (net any other significant effects from other causes).

We are working with the relevant public authorities with responsibility for public service delivery (through our Broadband Demand Stimulation Group) to be able to account for the contribution higher-speed broadband services make to the modernisation and cost reduction of public services online, which we expect to be substantial.

Each sector has a set of existing targets to meet in relation to strategic benefits.

For example:

Educational attainment, which is a priority for the county, and we are looking to improve:

- Results at Age 5 – increase in the proportion of children scoring 78+ points at Foundation Stage
- Performance at Age 11 on KS2 SATs – increase above national average
- Performance at Age 16 on GCSEs – increase to top quartile nationally

Skills, where, in order to help to create more, higher value jobs, we want to see increasing proportions of the working age population with higher levels of skills:

- Level 2+ qualifications
- Level 4+ qualifications

Health and Care, where a key driver is cost reduction, we want to see:

- more people helped to live independently, reducing the cost of residential care (by at least £15m)
- help with overcoming disabilities
- increased access to healthcare
- reduced waiting and consultation times
- faster, more accurate, diagnosis and treatment
- reduction in unnecessary transfers and investigations
- reduction in the number and cost of acute admissions to hospitals
- increased adherence to medication
- higher employment participation and earnings
- reduced morbidity/mortality avoidance

Reducing CO₂ emissions, to support our ambition to be the greenest county, by using new technology (including higher-speed broadband) to:

- reduce travel and CO₂ emissions, reducing costs and improving productivity
- increase working from home (we estimate that each 1,000 people working from home would save £2.5m on office costs, £1m on staff absence, and £1m on business travel).

We are now looking beyond the existing service-specific targets to see how faster, more reliable broadband services could help us to drive take-up of council services delivered online to improve quality and reduce costs. Existing 'channel shift' targets are expected to lead to savings for Suffolk County Council in property costs of £2m between 2012 and 2014, and greater use of high-speed broadband services should enable further savings to be realised.

E4. Risk management/log

The main risk to our plan is the failure of, or significant delay to, the BDUK Delivery Project and/or the Suffolk Better Broadband Programme. Absent this plan, the commercial operators are unlikely to invest in extending Superfast Broadband beyond their announced commercial deployment plans in the foreseeable future, which would leave more than half of all premises in Suffolk without better broadband services. A growing concern had been the length of time it was taking to secure funding (12 months+), the time it will take to complete a procurement process (another 12 months+), delaying the start of deployment (to late 2012), and limiting the time available to complete the deployment to target by 2015. While the targets could be eased beyond 2015, this is not an attractive alternative, particularly for those parts of Suffolk currently poorly-served by broadband.

The second major risk is the failure to secure, through the procurement process, a sufficient number of 'whole county' bids from commercial operators (or syndicates) for the opportunity to extend deployment of Superfast Broadband in Suffolk to be competitively contested (we need at least one such bid, but more than one would provide competitive leverage). In the (unlikely) absence of any 'whole county' bids, we would have to consider smaller-scale schemes in parts of Suffolk (though we do not believe a number of smaller-scale schemes would deliver the same level of benefits for the county as a whole). We will be able to test for this risk as part of the BDUK Procurement Framework process and the Suffolk mini-competition/call-off. A related risk is that the BDUK Procurement Framework, or our selection of a deployment partner through the procurement process, is legally challenged – we aim to share/mitigate this risk by adopting the BDUK Procurement Framework process and by using objectively-justifiable criteria to select our partner.

We hope to transfer most of the risks associated with deployment to the chosen supplier in the contract.

A further major risk is that take-up of higher-speed broadband services is insufficient to make a return on the investment made through this project, which could jeopardise the commercial sustainability of those services and limit further investment in further extending coverage and speeds. We are committed to developing a comprehensive plan (by December 2011) for the use of broadband to transform the delivery of public services to improve quality and reduce costs, and to running a multi-pronged demand stimulation programme, to help to mitigate this risk.

The risk log below identifies the main risks to the project, and how we aim to mitigate them.

Risk log:

Risk		Risk Assessment (Low, Medium, High)		Threat to Project/ Mitigation (L, M, H)
No.	Description	Likelihood	Severity	
1	Any delay in securing BDUK funding and a procurement timeslot for Suffolk, and/or a delay in the BDUK Procurement Framework process	M	H	H Would delay start of deployment, and reduce the time available to complete deployment by our target date of 2015/ Re-plan project for a later target date (2016 - 2017).
2	Failure to secure ERDF (and/or GENIX) funding	M	M	M Limited funding for demand stimulation programme/ Seek alternative funding for demand stimulation.
3	Failure to secure remaining local funding (most now secured)	L	L	L Seek alternative local funding.
4	No 'whole county' bids	L	H	H Encourage 'whole county' bids through market engagement via the BDUK Procurement Framework process/ Consider aggregation of smaller-scale schemes in parts of the county
5	Insufficient 'whole county' bids	M	M	M Encourage multiple 'whole county' bids through market engagement via the BDUK Procurement Framework process/ Work with incumbent

6	Supplier match funding insufficient to meet project targets	L	M	<p>M</p> <p>Could limit coverage achieved, and leave some premises with less than 2Mbps/ Maximise competition among suppliers during procurement, and the attractiveness of the project to potential suppliers. Reduce scope of project, if necessary.</p>
7	Legal Challenge to the procurement process and/or partner selection (delay, cost), including issues common to other similar projects (eg differing treatment of competitors on the rateable value of optical fibre)	M	M	<p>M</p> <p>Project could be delayed, legal costs/ Adoption of the BDUK Procurement Framework should share/mitigate most of the risk (compared with a stand-alone OJEU procurement process), but Suffolk County Council will bear the remaining risk associated with the Suffolk mini-competition/call-off. European Commission decisions on appeals</p>
8	Failure to secure State Aid approval	L	M	<p>L</p> <p>Project would be delayed and have to be re-scoped/ ‘Umbrella’ State Aid clearance under the BDUK Procurement Framework should mitigate most of the risk.</p>
9	Chosen supplier has limited resources and/or resource conflicts with other projects to fully deliver the Suffolk project on-time	M	M	<p>M</p> <p>Project deployment could be delayed/ Manage risk via procurement contract</p>

10	Cost/time overruns (after contract award)	M	M	M Project deployment could be delayed/ Transfer deployment risks to partner in contract
11	Public sector fails to maximize the use of broadband to transform the delivery of public services to improve quality and reduce costs	L	M	L Broadband fails to fulfill its potential to transform the delivery of public services/ SCC are committed to working with partners to develop a comprehensive plan for the use of broadband to transform the delivery of public services by December 2011.
12	Take-up of higher-speed broadband services remains below the level required for commercial sustainability/further growth in coverage	M	M	M Lack of commercial sustainability could risk continuity of service, and limit further investment in extending coverage/ Plan, deliver and monitor effectiveness of demand stimulation programme.
13	Chosen supplier unable to complete deployment or to continue to provide service (eg due to becoming insolvent)	L	H	M Incomplete deployment or discontinuity of service/ Establish financial strength of potential suppliers through procurement process; Work with Government/suppliers to transfer customers to an alternative supplier

14	Change of project governance arrangements during the project	L	M	<p>M</p> <p>Could delay/disrupt project 'in flight'/</p> <p>Build a robust governance arrangement, able to withstand some changes</p>
15	Continuity of key project resources (over a 3 – 5 year project)	L	M	<p>M</p> <p>Could impact project delivery.</p> <p>Build a project team with sufficient resources and breadth of view to cover for the loss of a key resource.</p>

CEO sign off/Section 151 officer/Executive Member (portfolio holder)

a) Submission:

In submitting Local Broadband Plan, I verify that the proposal fits with corporate policy

Signed:



Name: Mark Bee

Job Title: Leader, Suffolk County Council

Date: 14. 9. 11.

Signed:



Name: Judy Terry

Job Title: Portfolio Holder, Suffolk County Council

Date: 14-9-11.

Signed:



Name: Lucy Robinson

Job Title: Interim Chief Executive, Suffolk County Council

Date: 14/9/11

Signed:



Name: Andy Wood

Job Title: Chairman,
New Anglia Local Enterprise Partnership

Date: 14. 9. 11.

Annexes:

- Figure 1: Suffolk (map)
- Figure 2: ADSL Broadband Coverage in Suffolk (map)
- Figure 3: Broadband Competition in Suffolk (map)
- Figure 4: Virgin Media Coverage in Suffolk (map)
- Figure 5: Distribution of Number of Premises per Exchange in Suffolk (chart)
- Figure 6: Suffolk Exchanges accounting for ~80% of <2Mbps lines in Suffolk (table)¹¹
- Figure 7: Suffolk Exchanges accounting for ~80% of <2Mbps lines in Suffolk (map)
- Figure 8: Distribution of Premises served by <2Mbps in Suffolk (chart)
- Figure 9: Cost Profile of Superfast Broadband in Suffolk (chart)
- Figure 10: Suffolk Deployment Plan – A Mix of ‘Adding’ Exchanges and ‘Infill’ (chart)
- Figure 11: Impact on Premises currently served by <2Mbps (chart)
- Figure 12: Existing & Planned Community Broadband Schemes in Suffolk (map)
- Figure 13: Suffolk Local Broadband Plan – Business Plan Funding Summary
- Figure 14: Suffolk Better Broadband Balanced Scorecard (chart)
- Figure 15: Suffolk Better Broadband Programme: Governance & Team (chart)

Acknowledgements:

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(However, Figure 6 and Figure 7 are unpublished BT data, made available under a Non-Disclosure Agreement (NDA), and should not therefore be published or disclosed (eg under Freedom of Information (FoI) Act requests).

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¹¹ Figure 6 and Figure 7 are subject to NDA – see Acknowledgements section.

Figure 1: Suffolk



Figure 2: ADSL Broadband Coverage in Suffolk

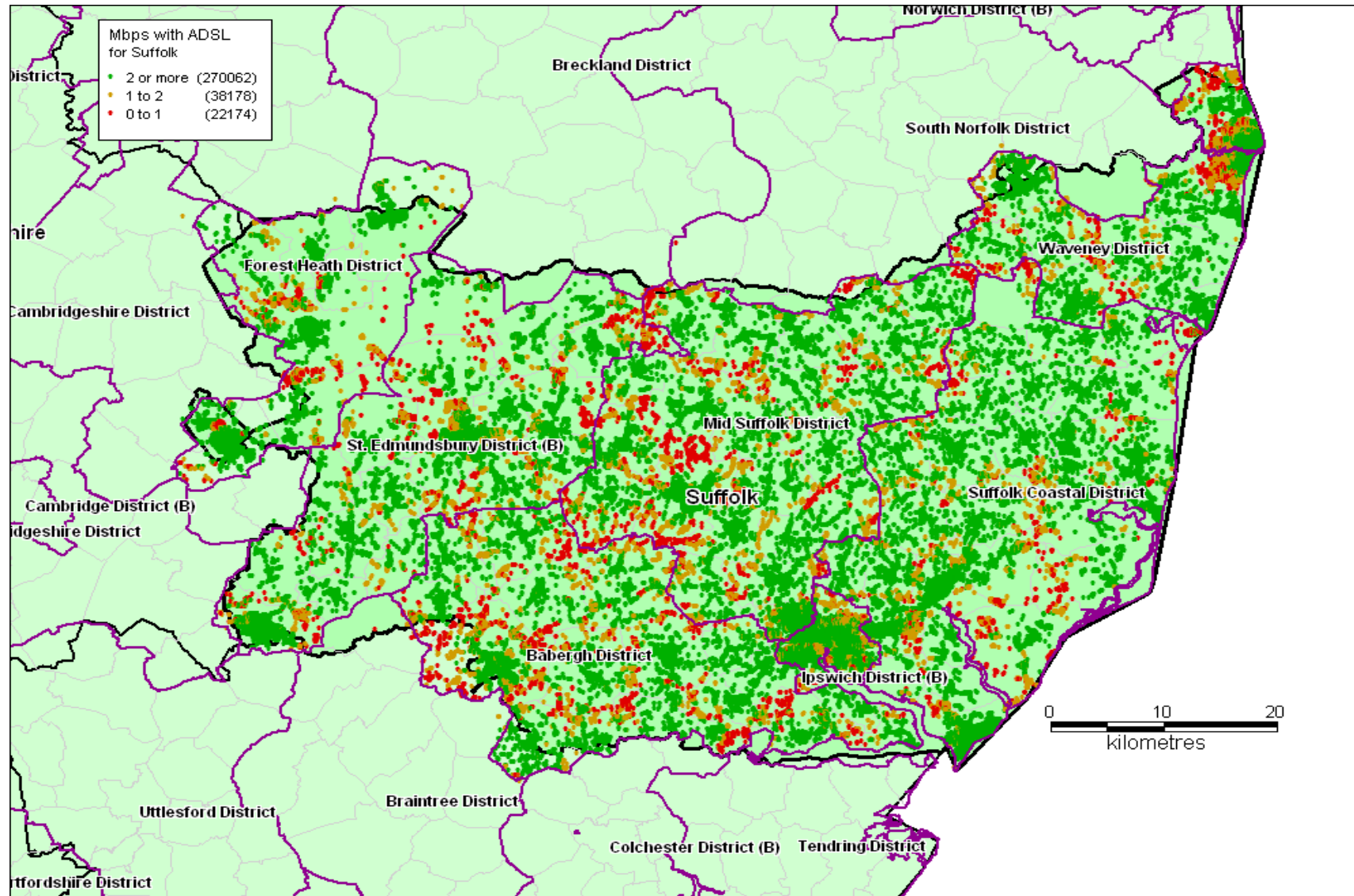


Figure 3: Broadband Competition in Suffolk

- Key:
- Market 1
 - Market 2
 - Market 3

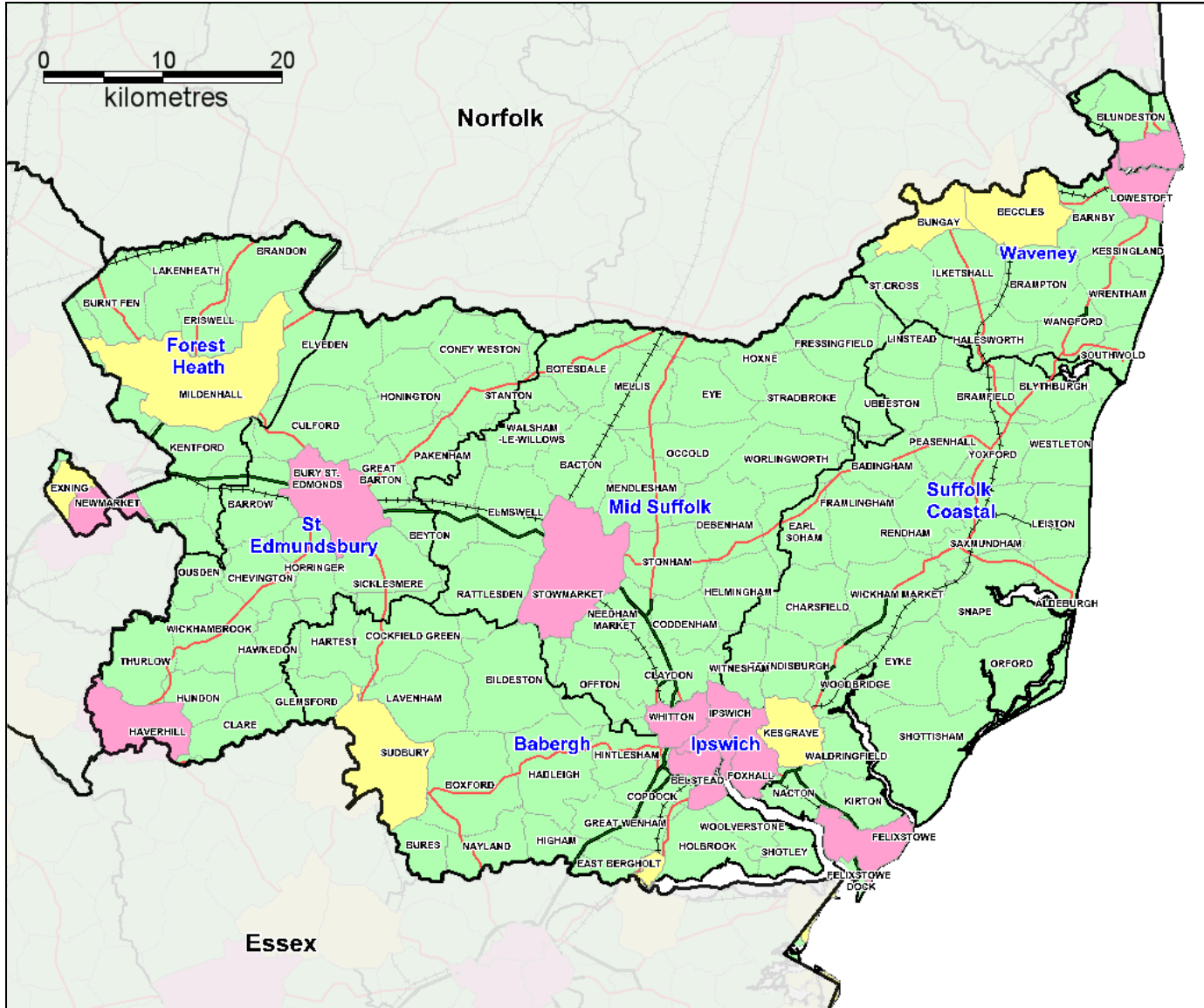


Figure 4: Virgin Media Coverage in Suffolk

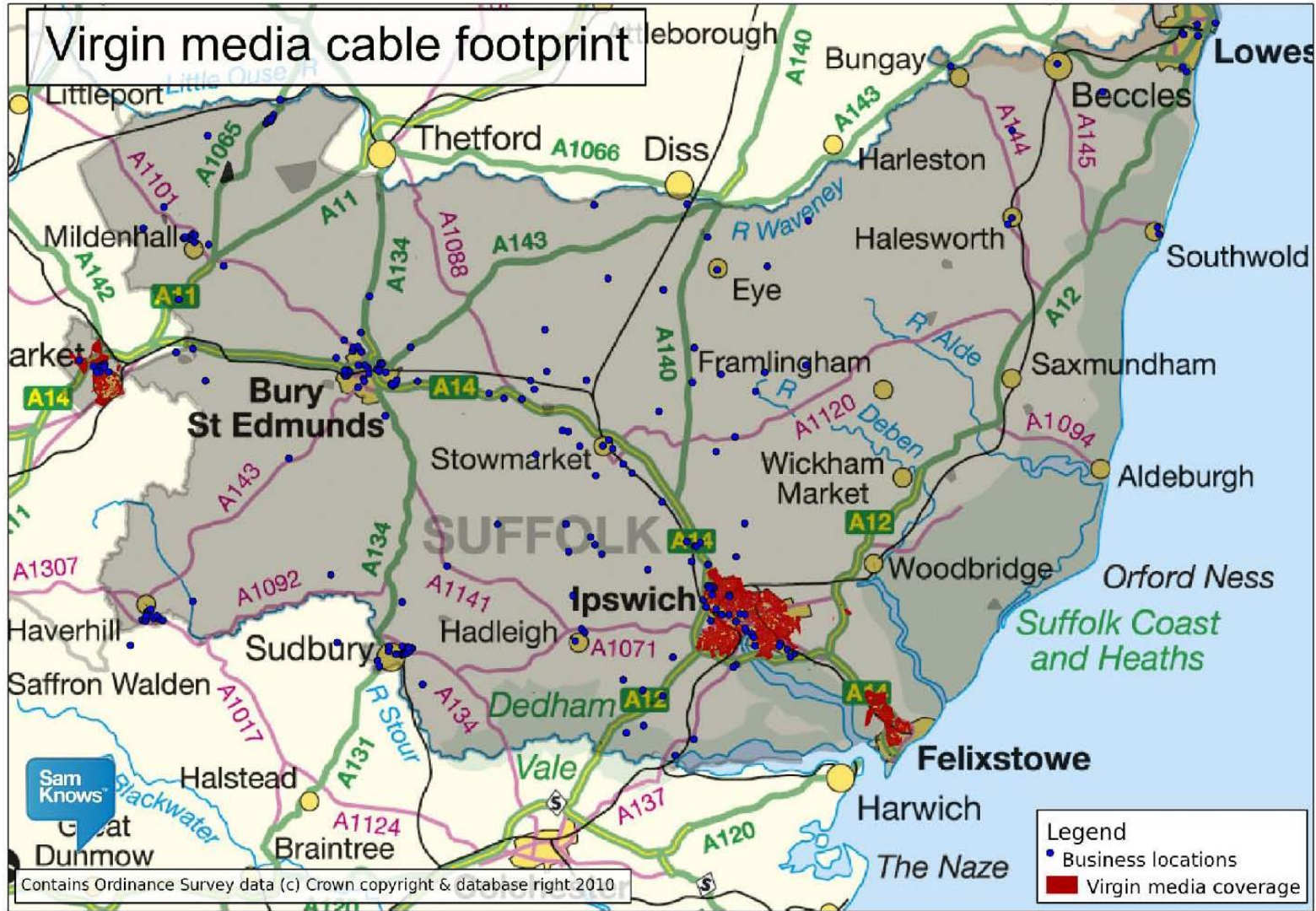


Figure 5: Distribution of the Number of Premises per Exchange in Suffolk

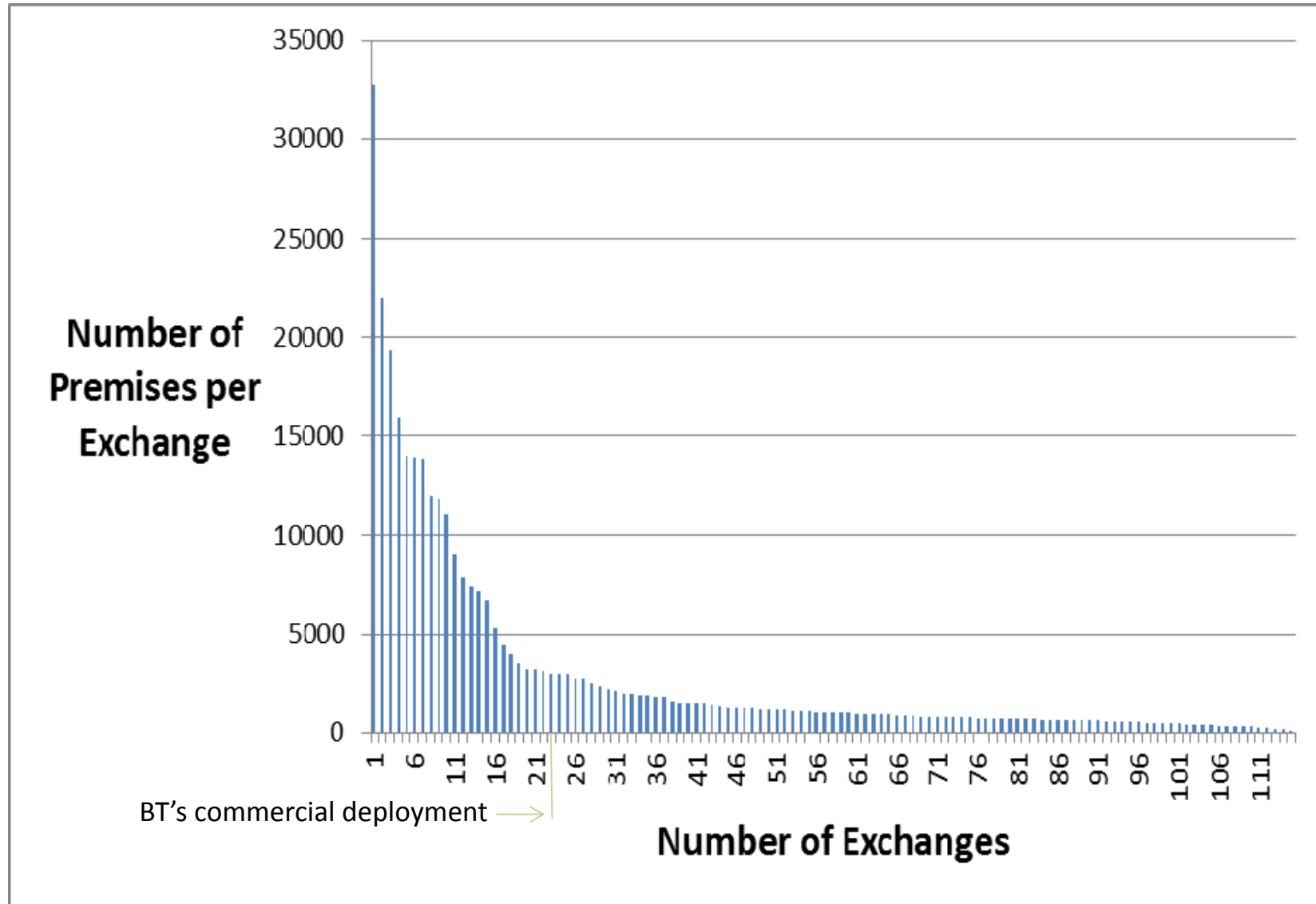


Figure 6: Suffolk Exchanges accounting for ~80% of lines with <2Mbps ADSL Performance

[REDACTED]

Figure 7: Suffolk Exchanges accounting for ~80% of lines with <2Mbps ADSL Performance

[REDACTED]

Figure 8: Distribution of Premises served by <2Mbps in Suffolk

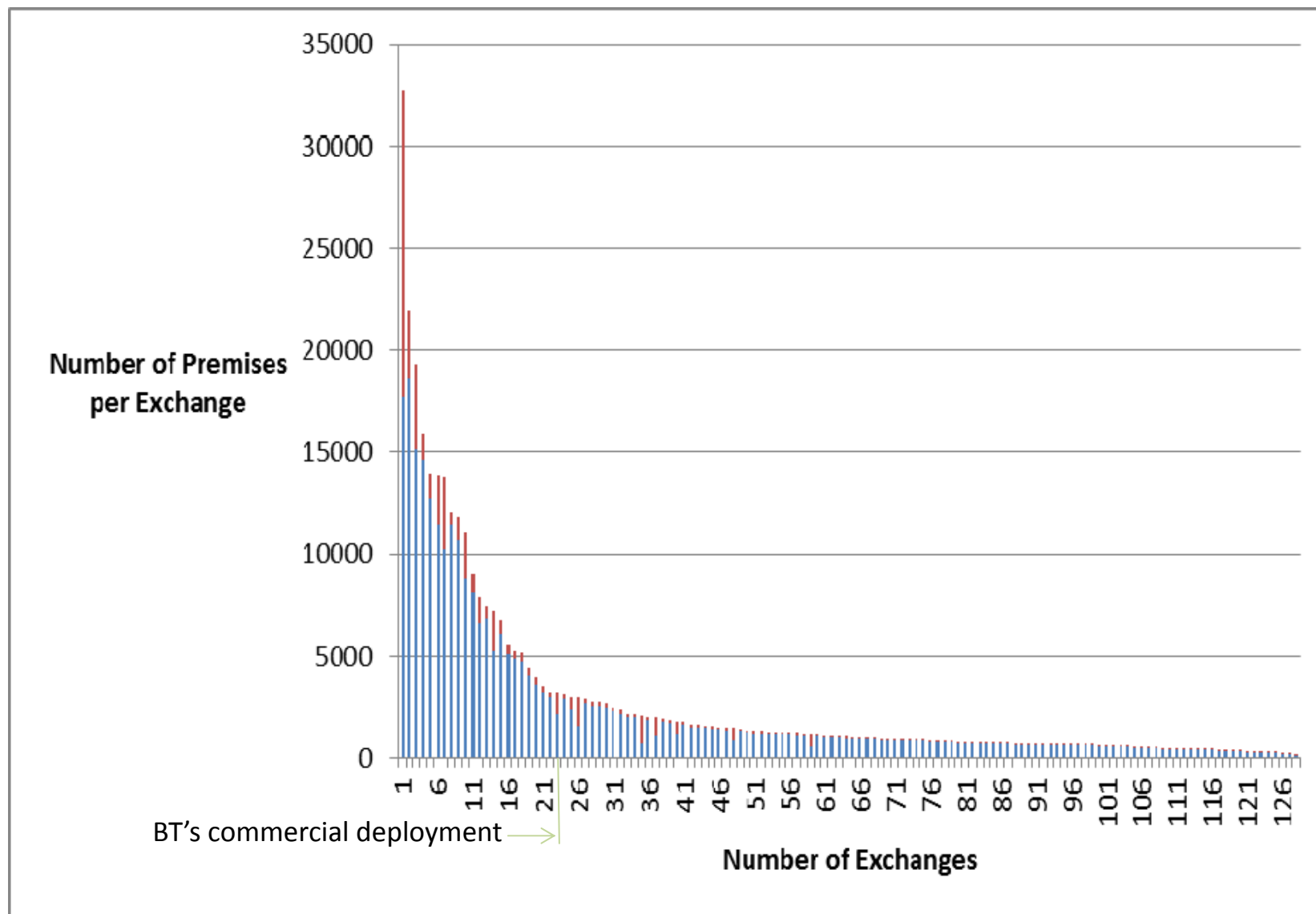


Figure 9: Cost Profile of Superfast Broadband in Suffolk

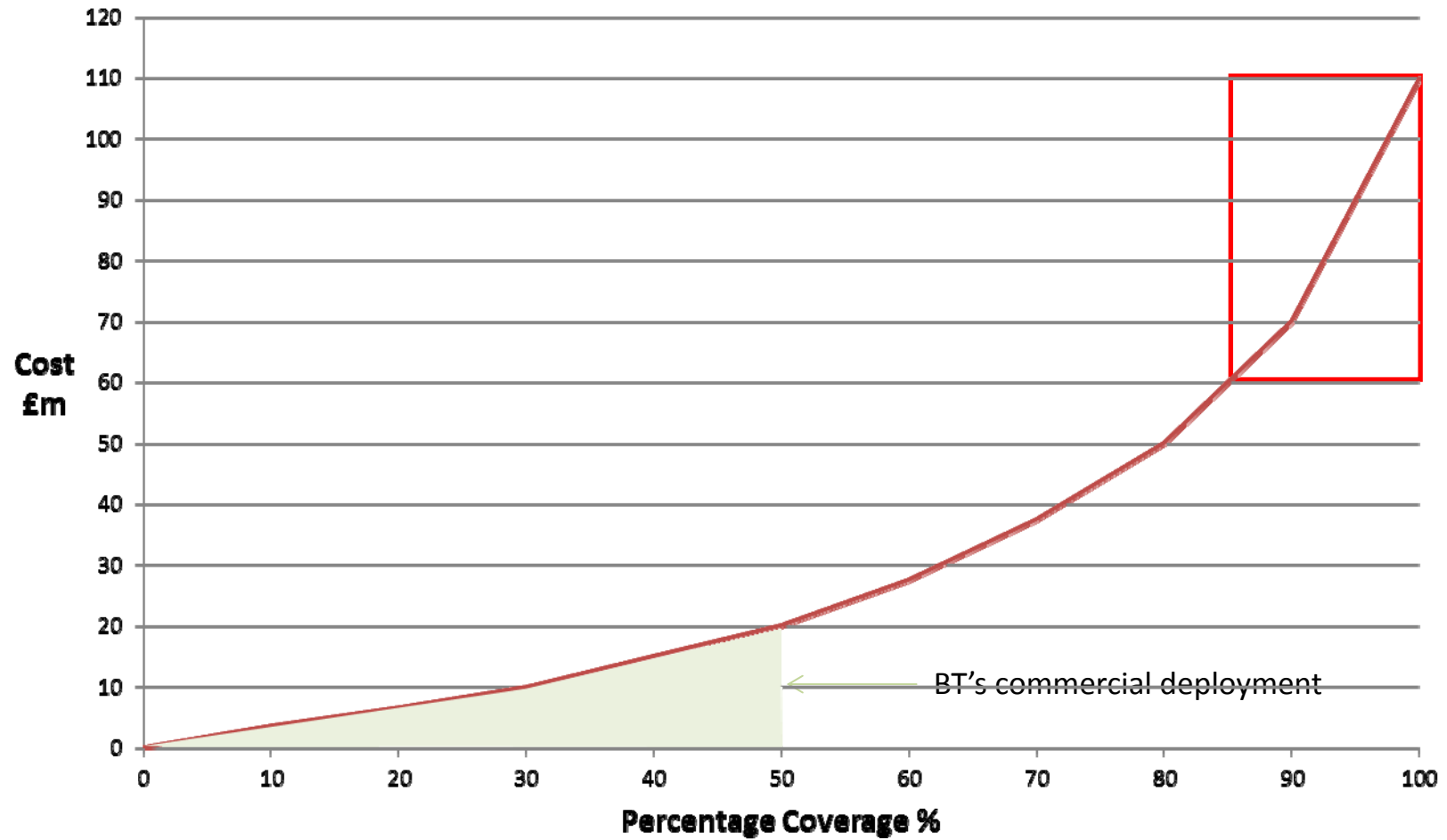


Figure 10: Suffolk Deployment Plan – A mix of ‘Adding’ Exchanges and ‘Infill’

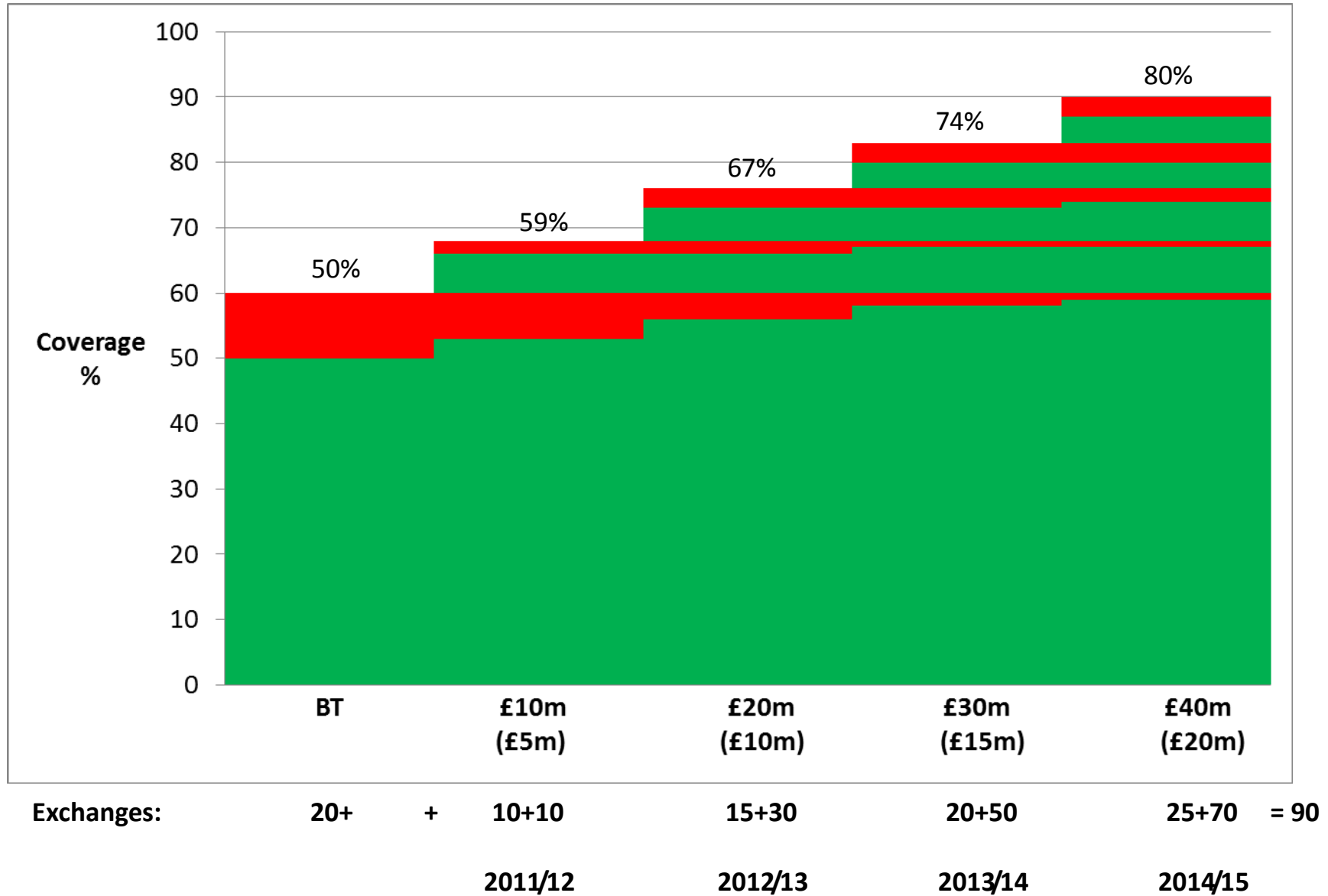
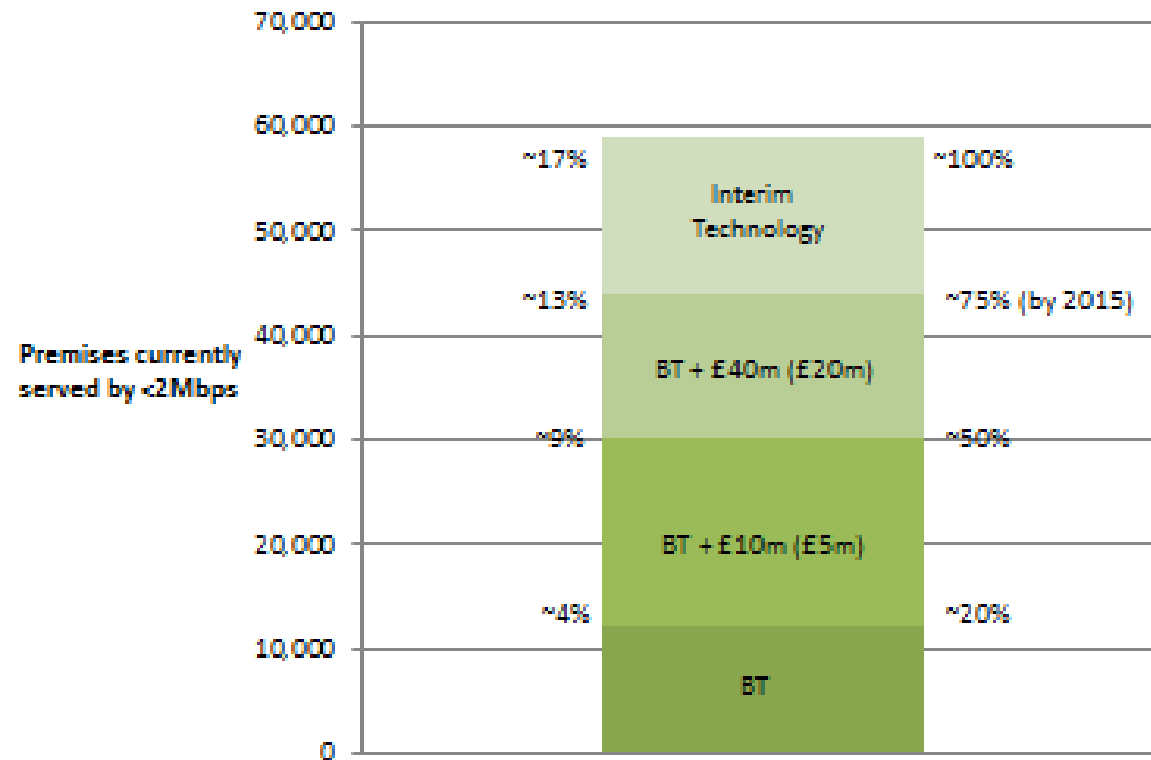


Figure 11: Impact on Premises currently served by <2Mbps



Source: TCL

Figure 12: Existing & Planned Community Broadband Schemes in Suffolk

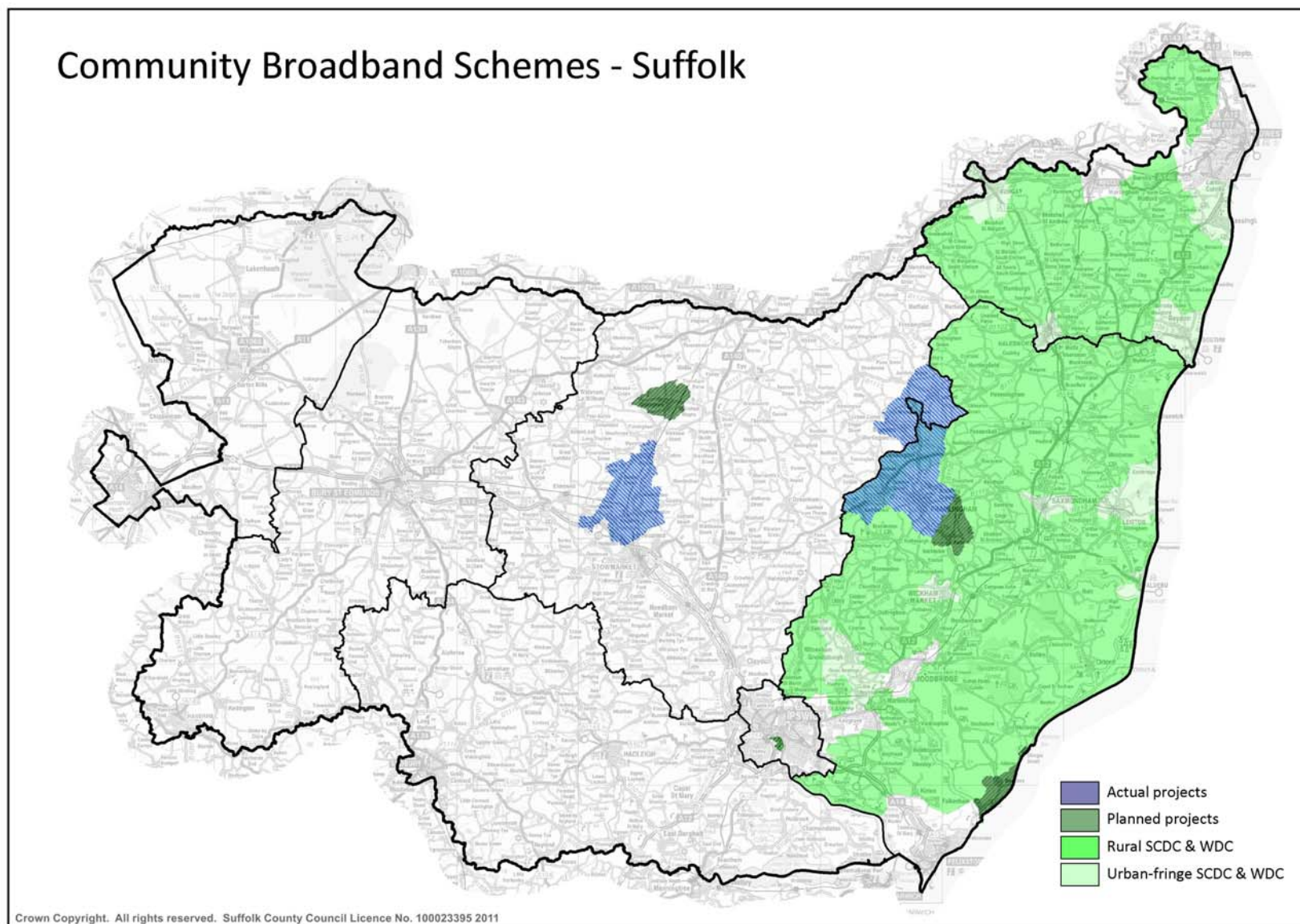


Figure 13a – Suffolk Local Broadband Plan – Business Plan Funding Summary (Capex)

BUSINESS PLAN	2011/12	2012/13	2013/14	2014/15	Total
Capital Expenditure:	£k	£k	£k	£k	£k
BDUK Capital Funding:		3,365	4,000	4,315	11,680
Private Sector (Telecom Operator) Capital Investment:		6,870	8,100	8,730	23,700
European Capital Funding:					
ERDF		140	100	100	340
Local Capital Funding					
Suffolk County Council		3,000	4,000	3,000	10,000
District & Borough Councils (& LSPs)		365			365
Subject to need/contract				1,315	1,315
Total Local Capital Funding:		3,365	4,000	4,315	11,680
Total Capital Expenditure:		13,740	16,200	17,460	44,700

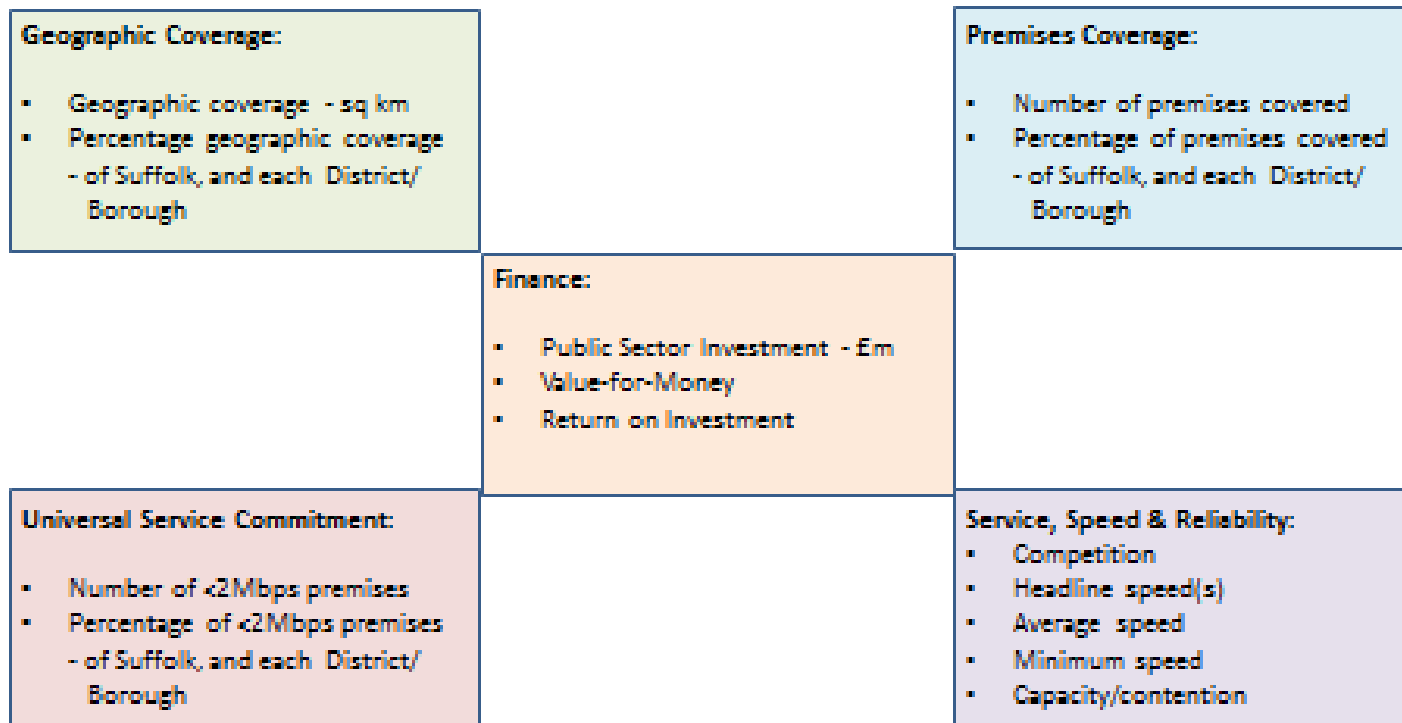
Figure 13b – Suffolk Local Broadband Plan – Business Plan Funding Summary (Revenue)

BUSINESS PLAN	2011/12	2012/13	2013/14	2014/15	Total
Revenue Expenditure:	£k	£k	£k	£k	£k
European Revenue Funding:					
ERDF	0	59	53	51	163
Local Revenue Funding:					
GENIX	0	100	0	0	100
Suffolk County Council	51	51	51	51	204
District & Borough Councils	68	68	68	68	272
Suffolk Constabulary	3	3	3	3	12
Suffolk PCTs	3	3	3	3	12
Total Local Revenue Funding:	125	225	125	125	600
Total Revenue Funding:	125	284	178	176	763
...of which:	£k	£k	£k	£k	£k
Demand Stimulation Programme Costs:	25	184	78	76	363
Programme Operating Costs:	100	100	100	100	400
Contingency	0	0	0	0	0
Total Revenue Costs:	125	284	178	176	763

Figure 14: Suffolk Better Broadband Balanced Scorecard

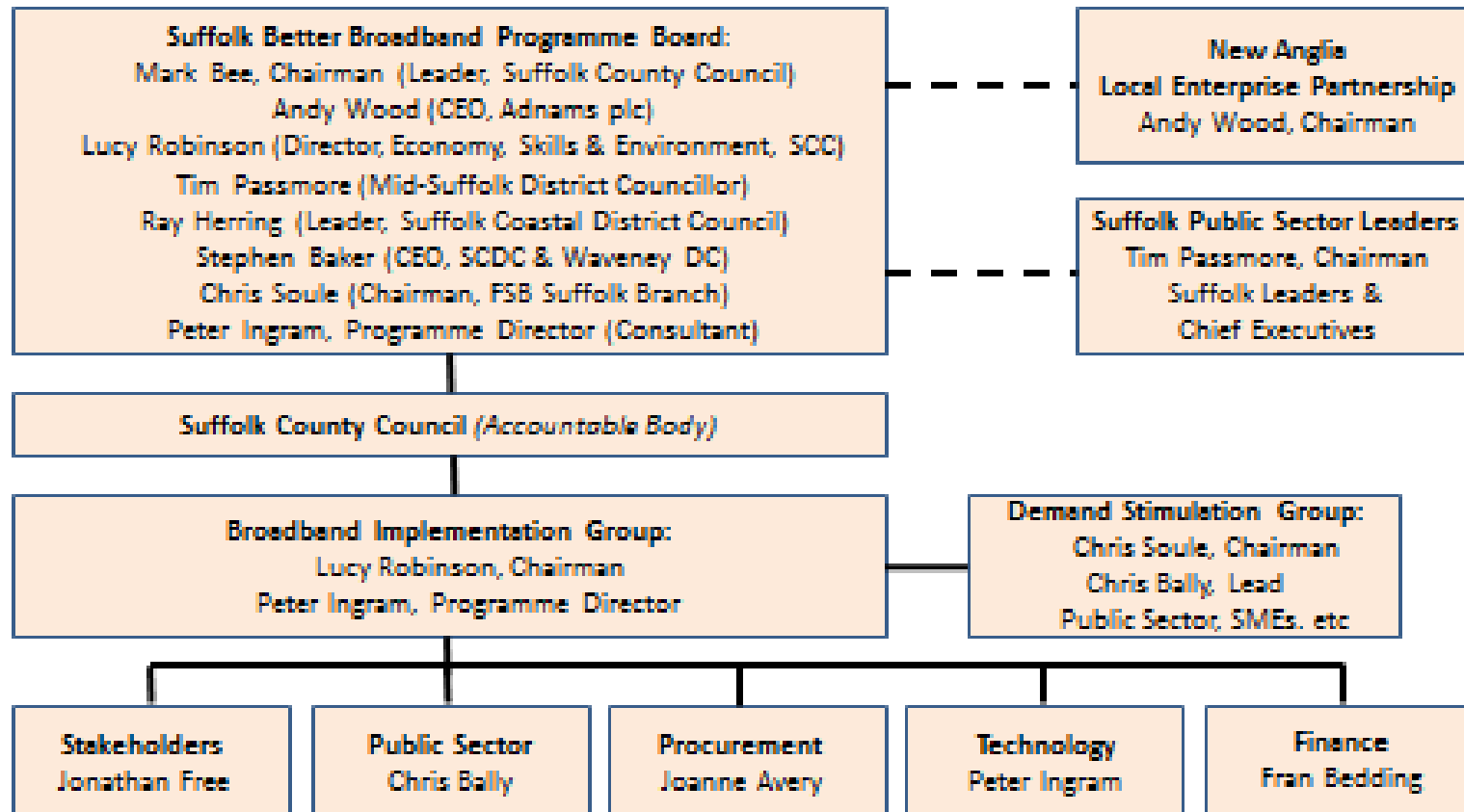
Suffolk Better Broadband Balanced Scorecard

...to help to set priorities, and to measure outcomes



Source: TCL

Figure 15: Suffolk Better Broadband Programme: Governance & Team



Source: SCC



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culture, media
and sport

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