GMCA GREATER MANCHESTER COMBINED AUTHORITY

GREATER MANCHESTER FULL FIBRE NETWORK PROSPECTUS

OCTOBER 2019

Delivering A Full Fibre Network – How GM will support industry investment

CONTENTS

Greater Manchester Full Fibre Network Prospectus

1. INTRODUCTION AND BACKGROUND

1.1 Introduction

The Greater Manchester Combined Authority is fully committed to working with the private sector to ensure that all our businesses and local communities' benefit from having access to full-fibre infrastructure as quickly as possible.

From our The Greater Manchester Digital Strategy 2018-2020 published on 05/07/2018, it is our stated aim:

Measure	Target
7. Digital Infrastructure – fixed broadband speed	Increase the percentage of premises in Greater Manchester with fibre to the premises from 2% to 25% by 2020

To accelerate market investment in the roll out of full fibre networks we are committed to working with the market providers and the Government's DCMS Barrier Busting Task force to minimise barriers to investment and reduce roll out costs. Consumers, households and businesses - need fibre connectivity in order to thrive in this digital age. By 2020, the volume of global internet traffic is expected to be 95 times that of 2005. In the UK, fixed internet traffic is set to double every two years, whilst mobile data traffic increases at a rate of up to 242% per year. The UK's digital infrastructure must be able to support this rapid increase in traffic, providing sufficient capacity to ensure data can flow at the volume, speed and reliability.

The purpose of the Prospectus is to set out our Greater Manchester approach to full-fibre implementation, demonstrating how we (and our respective Districts) will work with Providers to ensure a consistent, seamless approach to achieving our ambitious connectivity targets.

2. KEY PRINCIPLES & APPLICABLE LEGISLATION

2.1 Overarching Legislation relating to telecoms

The Telecoms industry is regulated by various statue and legislation. The GM FFN Prospectus does not seek to replace or supersede this legislative framework but seeks to harmonize is application in relation to both streetworks and network operation. Telecom Operators remain governed through the overarching Telecommunications Act and Planning Legislation and these will always take precedence over the GM FFN Prospectus.

2.2 Legislation applicable to full-fibre network roll-out

- The *New Roads & Street Works Act 1991*, (NRSWA) and more recently the *Traffic Management Act* governs the way in which works are carried out on the highway. It sets out the relationship and duties between authorities and statutory undertakers.

- *Reinstatements must follow the Specification for the Reinstatement of Openings in Highway* – This document is available from The Stationary Office

- *Permit to Work (GMRAPS)* – this is the permit scheme for the GM authorities. The scheme document is available on www.gmraps.org.uk

- *The Highway Authority and Utilities Committee (HAUC)* provides a forum for matters of mutual interest in relation to street works. It also provides practical guidance thorough advice notes for example "Reinstatement of microtrenching". Streetworks UK formerly NJUG also provides codes of practice for example positioning, depth and colour coding of underground utilities apparatus.

- *NRSWA*– introduces measures of quality for permanent reinstatement, which allows the authority to issue notices for non compliance. Chargeable inspections can be undertaken by the authority and defective reinstatements must be remediated. *Fixed Penalty Notices* can be issued by authorities for NRSWA non-compliane and works overrunning can attract charges prescribed by legislation

- The *Temporary Traffic Regulatory Order (TTRO)* process allows the utility service provider to make an application to the local authority to close the highway to undertake works. (Authority fees may vary), Section 50 license fees may also apply if suppliers do not have the statutory right to undertake works in the highway.

- The joint chairs of HAUC (UK) launched the Code of Conduct in May 2011. The voluntary agreement is another important milestone in the partnership between utility companies and local authorities to work together to minimise disruption and improve standards of road and street works.

- The *Streetworks Toolkit (version 2.0) for Fibre Deployment in England and Wales* published

by the DCMS Barrier Busting Taskforce, (and sponsored by the Department for Culture, Media and Sport, and the Department for Transport) provides examples of good practice and includes a toolkit offering advice for highway authorities (HA) and utilities wishing to collaborate in a cooperative working relationship

- The *Electronic Communications Code of Practice* (published in December 2017 by Ofcom) regulates the legal relationships between site providers and operators of electronic communications networks (known as Code Operators), to support the rollout and sustainability of communication technology infrastructure

2.3 Common principles of good practices, collaboration & quality standards

- **Safety** – Having a competent, caring and responsible work force whilst carrying out street works to ensure sites are kept to a high standard, through compliance with the 'Safety at Street Works and Road Works' Code of Practice and working with other road users to minimise road occupation where safe and practical to do so
- **High quality** – Continuously focusing on improvement and high quality and the achievement of 'right first time' in all aspects of carrying out street works.
- **Minimise disruption** – Working with local authorities to minimise disruption through effective planning, coordination and delivery of works, including traffic management utilised for the right duration to avoid unnecessary occupation
- **Keep the public fully informed** – Communicating effectively on all aspects of street works before they take place and whilst in progress, where they impact on the public and local business
- **Avoid damage to underground assets** – Taking all reasonable steps to ensure damage to underground assets is avoided
- **Innovation** – Actively seeking, promoting and adopting innovative ways of working using new technologies, materials and equipment to reduce the impact of street works. In particular no dig technology.

3. GMFFN OBJECTIVES

3.1 Raise awareness of Digital / Fibre across GM

As noted in the DCMS Barrier Busting Taskforce presentations to key stakeholders, our consumers value the importance of High-Speed Connectivity, a view that is strongly endorsed and supported through the Greater Manchester Digital Strategy 2018-2020.

Rank	Community Feature indicated as being important	National	City/Town	Hamlet/Village
1	Doctors' surgery	99.5%	99.4%	99.9%
2	High speed broadband	98.1%	97.9%	98.3%
3	Open space /Recreation ground	97.6%	97.7%	97.4%
4	Local shops (Butchers etc)	97.2%	97.7%	96.2%
5	Bus route	95.7%	96.6%	93.9%
6	Hospital	95.1%	95.3%	94.7%
7	Park/Village green	94.7%	94.8%	94.6%
8	Post Office	94.2%	94.4%	93.8%
9	Coffee shop/Tea room	91.3%	92.6%	88.7%
10	Health Visitor /District Nurse	90.3%	90.5%	89.9%

The effective implementation of the Greater Manchester Full Fibre Network programme will be a major platform for enhancing people's awareness and understanding of the digital connectivity across our region and this document will play an important role in setting out our objectives and highlighting the importance of operating within a collaborative framework across all GM highways authorities, utility companies, full fibre providers, contractors and other key stakeholders within GMCA.

3.2 Optimise the Latest Innovation and Technology for Effective Full-Fibre Implementation

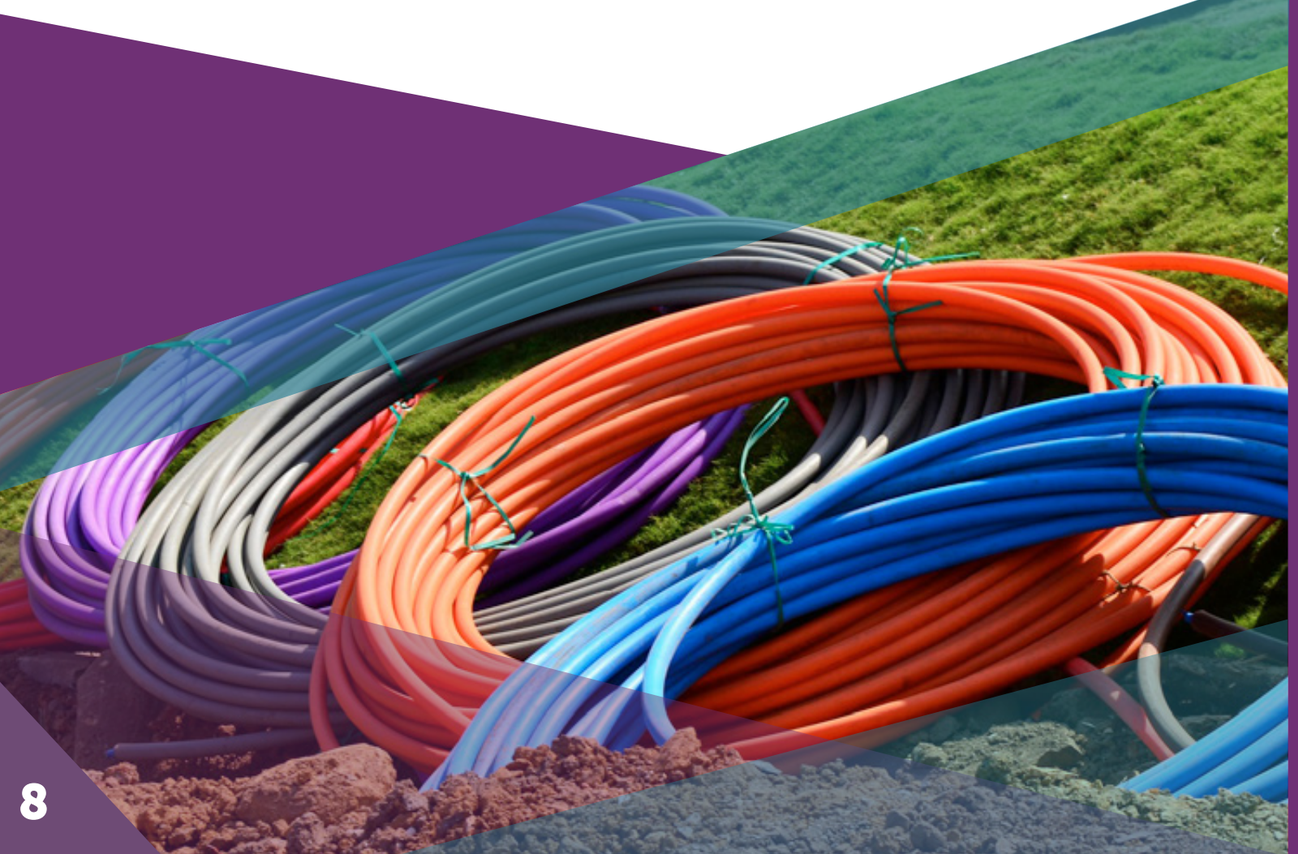
Infrastructure delivery organisations will need to maximise the number of homes and businesses they reach. They will be incentivised to expand reach as far as possible, through the opportunity for additional connectivity, and more efficient works will allow them to connect more homes and businesses with the available resources. These are fundamental to reaching the required delivery targets. The local authorities will be at the forefront of deployment and will understand the potential pinch points and barriers as well as their region's particular challenges. A collaborative and open approach is fundamental, and the prospectus will be built around the need for consistency, transparency and collaboration, especially where innovation is considered as part of the delivery strategy. Authorities can ensure existing processes facilitate delivery and avoid delays. Experience has shown that Local authorities that develop

fibre-friendly processes are likely to be prioritised for deployment by Infrastructure delivery organisations. Equally important will be Infrastructure delivery organisations who deliver incentive-based deployment schemes to ensure assets, congestion and public information meet the demands in all those areas. Historically, safety working on the highway and the quality of reinstatements by the communications industry has been poor. However, performance is beginning to improve, and this needs to continue. Performance drives change, and good performance will drive more change. Problems that arise during fibre deployment are not inevitable. In builds where a *collaborative & flexible approach consistent policies*, and early & proactive engagement are evident, we have seen rapid and successful deployment.

3.3 Reflect ambition of forward Planning Development pipelines

Forward planning and setting policies in place to deliver fibre and a digital economy within the GMCA must be set around a framework which delivers consistency and regulatory certainty. Development strategies need to focus on the balance between regulation, consumer needs and authority ambition.

The Government's view is that the policy and regulatory framework should be sufficiently flexible and forward-looking to reflect the growing convergence between fixed and mobile networks and services. This could be achieved through:



- Removing practical obstacles or barriers to converged networks;
- Recognising convergence and considering access network requirements holistically, through unified market reviews; and
- Allowing operators to benefit from unrestricted usage of open access infrastructure (ie Openreach's passive infrastructure) for the provision of mobile backhaul services.
- Government would like network operators and mobile operators, working with local authorities and other relevant parties, to engage on the likely locations for 5G cell sites, for the purpose of ensuring that fibre networks can be future-proofed.
- Government will ensure that existing programmes, in particular 5G Testbeds and Trials and LFFN, promote investments that recognise convergence, and use the new Local Connectivity. This drives the need for longer term strategies which focus on the need to maintain a regulatory balance.
- Greater regulatory stability and clarity, through longer, five-year market review periods and a framework whereby firms making large, risky investments can have confidence that any regulation reflects a fair return on investment commensurate to the level of risk.
- Recognising the convergence of business and consumer uses of networks, through unified access market reviews, where appropriate.
- Regulation only where and to the extent necessary to address competition concerns and ensure the interests of consumers are safeguarded as fibre markets become more competitive.
- Recognition of the differences in local market conditions across the GMCA through, where appropriate, a geographically differentiated approach to wholesale regulation and delivery. For areas where there is actual or prospective competition between networks, we would expect there to be less need for regulation; and
- Flexibility for firms to develop new approaches to reduce deployment costs and manage risks through their commercial arrangements.

3.4 Compliments & Reinforces existing National and GM policies

Working in alignment to the Department of Digital, Culture, Media and Sport and the Department for Transport, our Greater Manchester Local Full Fibre Network programme will deliver infrastructure works in line with and reinforcing these National Policy contexts. The application of existing National Policies and Legislation such as New Roads & Streetworks Act, the Electronic Communications Code of Practice, Traffic Management Act and the HAUC (England) Operation of Permit Guidance will be strengthened throughout Greater Manchester during this LFFN roll-out.

This programme will also be working in alignment to GM Policies and guidance, such as GMRAPS, HAUC policies adopted locally, materials specifications and local policies and practices where applicable. More information is set out in Section 5: Operating Guidelines.

3.5 Link to future Highway Asset Management strategies

As the Greater Manchester authorities have significantly improved their asset management practices and capabilities in recent years, much more data is available on their respective highways assets to make more-informed, longer-term decisions in order to best preserve the highways infrastructure. As the implementation of the local full-fibre network will impact on the performance of our Region's carriageways and footways, it is critical to incorporate design, build and maintenance information into our highways asset management teams and systems to ensure that current condition is known, and some informed prediction of road performance and interventions for repairs and renewals can be made.

4. INTEGRATION WITH POLICY & PLANNING GUIDANCE

4.1 Greater Manchester Combined Authority (GMCA) Policy and Planning guidance overview

The wording below is contained in the Greater Manchester Spacial Framework (Draft January 2019) as it relates to Digital Connectivity. It sets out Greater Manchester's ten local authorities and the GMCA support the provision of affordable, high quality digital infrastructure. Developers are expected to work and share costs with telecoms operators as appropriate to maximise coverage and enable consumers to make informed choices. It is expected that internet connections will work immediately when residents move into new properties.

In making decisions Greater Manchester's authorities will support a range of measures, including:

- Enabling the roll-out of latest generation mobile technology and full fibre to the premises connectivity, in a way that maximises coverage whilst protecting townscape quality and ensuring an ability respond to updated/changing technology;

- Requiring all new development to have full fibre to premises connections, unless technically infeasible, and to incorporate multiple-ducting compliant with telecoms standards, to facilitate future-proof gigabit-capable network connections; and

- Facilitating the provision of free, secure, high speed public wi-fi connections, particularly in the most frequented areas.

4.2. Considerations for Full Fibre in our Planning Guidance

Greater Manchester supports improved digital connectivity, including the provision of full fibre and 4G and 5G across the region, due to the benefits it will bring to both businesses and residents. It supports the installation of communications infrastructure in excavation projects where the individual District has determined that it is both financially feasible and consistent with the District's long-term goals to develop full fibre communications infrastructure and seek major new housing and commercial developments to be directly served by high quality fibre networks. Such high-quality communications infrastructure is essential to ensure Greater Manchester is able to develop sustainable communities by achieving the Combined Authority's aspirations for sustainable economic growth as well as supporting the increasing number of internet capable devices in the home.

It is the Combined Authority's preference that full fibre connectivity will be designed into any development at the masterplan stage and implemented through a planning condition. If the development proposal does not adequately address the requirement for full fibre connectivity, the respective District Council may request a financial contribution to improve linkage to an available backhaul network, exchange and/ or the upgrading of an exchange where this has been identified as necessary to ensure full fibre can be provided.

The respective GM District Council will negotiate with the developer over the appropriate level of financial contribution required.

4.3 Develop Opportunities through Planning Applications of Approved Development Sites

This information is readily available through the granted planning permissions within LA's data bases of developer applications, the data bases can provide geographical locations of the development sites in relation to the LFFN designed routes to take advantage of joined up working.

GMCA proposes the following approach: -

LA's to engage with their internal partners within planning.

Map any FFN sites within the districts against the local development sites.

LA's to work closely with the Telecoms Asset Provider to identify the opportunities of joint working and use of existing infrastructure through schemes such as Openreach PIA

The monthly publication of all major new development in Greater Manchester received planning permissions.

In the short-term strong guidance will be issued to all developers issued across GM to ensure they engage with at least two fibre providers and make provision of competitive ducting in their development.

In the medium term, Greater Manchester will be seeking to embed policy within its Spatial Framework that adds further weight to the above guidance.

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4.4 Open access infrastructure mapping

- The asset owner will have the maintenance liability of the LFFN network, once the duct and fibre cable has been installed, we would therefore recommend that the recording and mapping of the newly laid asset is the responsibility of the asset provider and drawings/maps are shared with each of the local authorities. This will be built into the requirements.

- Greater Manchester has already developed a pioneering map of public sector assets and utility infrastructure (https://mappinggm.org.uk/). This will be further developed to include ducting and (under restricted access) mapping of existing commercial ducting and fibre infrastructure.

- This sharing of data within the industry should encourage joint working initiatives that can reduce overall roll out costs.

The up to date existing asset records of each utility's apparatus are also available upon request from each utility.

5. OPERATING GUIDELINES

5.1 Proposed Approach

The proposed approach to be adopted by the Greater Manchester Combined Authority to deliver an effective Full-Fibre Network Programme will include the following components: -

The introduction of GM **Standardised Wayleave** – working across the public sector and with key landowners and landlords.

1. **LFFN Delivery - Uniformed Approach through Local Authority Highways Dept's** – Implementation of Street Works Regulations, GMRAPs, Permanent Reinstatements - Quality Standards across Greater Manchester, to ensure that any roll out programmes which cross the district boundaries are handled similarly and to minimise local disputes and implementation delays

2. The adoption of a "**no-dig or dig once**" strategy which is achieved by the sharing of data of future planned highway/Street works to align to the installation of the LFFN fibre ducting. Using the principles set out in the Fibre Street Works Toolkit document.

3. **Develop Opportunities through Planning Applications of Approved Development Sites** across Greater Manchester which will include the provision for competitive open ducting.

4. **Open access to mapping** of all public sector assets and commercially available fibre and ducting.

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5.2 Greater Manchester Standardised Wayleave

The Wayleave agreements may be considered to be too rigid within the content of opposing rights and consents, and inflexible for all parties to sign up to due to non-commercial gain or the loss of personal entitlements.

In an attempt to remove restrictions and to provide a single overarching document, GMCA is currently in the process of reviewing the Ofcom Electronic Communications Code of Practice Standard Terms document and the OFCOM model "Code Agreement".

Once we are in a position to recommend a way forward, we would then look to adopt the code agreement and embed within the GMCA framework procurement process which will form part of the project plan/agreement with the successful asset provider/s.

Proposed actions following review: -

- GMCA/TfGM will develop with the asset providers a consensus driven standard document that meets the requirements of the LAs, property and telecommunications industries.
- This will be in a standardised format and form of legal drafting that avoids the need to create individually negotiated agreements.
- The document will also give clarity to individual accountability, however where third party WL's agreements may be required further negotiation and process to be established.
- Develop the OFCOM's bespoke standard Wayleave to endorse/promote the standard terms - Code of Practise Implement.

5.3 GMFFN Delivery - Uniform Approach through the Local Authority Highways Dept's

The procurement of the GMCA framework will not change any legislation currently within operation for street works access (NR&SWA, TMA permit schemes, full construction of highways reinstatements using new materials, HAUC Advise note etc.). There is no suggestion that the Prospectus document should replace legislation, conditions or requirements. However, there is innovation that can be used to help deliver a cost effective and cost efficient programme.

The Greater Manchester Road Activity Permits Scheme (GMRAPS) will ensure that each of the local authorities will have control of the telecoms utilities works activities to ensure that measures around quality of reinstatements, close out of works, over run of works and defects are captured and corrected.

The GMCA framework should be promoting consistency through best practice and the procurement process by utilising the current measures through legislation, which will be appropriate to individual authorities.

The successful asset providers will be required to plan, engage and sign up to GMCA's performance plan of delivery for LFFN to work.

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5.4 "No-Dig or Dig Once" Strategy

One of the most effective ways to manage fibre infrastructure implementation of the "dig once" approach is through increased levels of collaboration, including the regular LA street works co-ordination meeting. Through these meetings all street works are coordinated e.g. when a road is being excavated for utilities infrastructure, we will be promoting joint trench options for additional ducting to be laid where it's beneficial to the LFFN project.

Proposed actions following review: -

- There will be full disclosure by Greater Manchester Authorities of short, medium- and long-term street and highway proposals to enable fibre infrastructure providers to align investment with planned highway and utility digs wherever possible to minimise costs and disruption.
- During the local authority's statutory quarterly coordination meetings with all the utilities, the Telecoms Service Providers (TSP) network improvements and Joint Utility Trench (JUT) opportunities will be communicated
- Agreed a "protocol of use" with the TSP of utilising their existing network to facilitate our provision will be agreed.
- This will be aligned with the current Greater Manchester Road Access Permit Scheme to ensure consistency of approach.
- The DCMS Street Works Toolkit to provide reference and best practice examples to support these increased levels of collaboration and coordination.

In February 2018, Ofcom published a series of final proposals that it hoped would incentivise further industry investment in FTTP (Fibre to the Premise) by making infrastructure cheaper to build. Ofcom said that its plans would reduce the cost of full-fibre broadband network builds by up to 50% and would help the industry hit its own targets of connecting up to 20% of UK premises to FTTP broadband by 2020 – the current figure stands at around 5%. The regulator reiterated that Openreach was obliged to open its poles and ducts to rivals.

It is anticipated the Fibre Providers will consider the adoption of either the No-Dig (via PIA or other option) or Dig Once Strategy as appropriate when deploying infrastructure works.

6. FULL-FIBRE ROLL-OUT: COMMUNICATION & COORDINATION

6.1 Early Engagement & Programme Development

So much an ingredient of success for this Local Full-Fibre Programme implementation relies on timely and effective communication and coordination. With the Greater Manchester Combined Authority covering ten (10) Highway Authorities (HAs), it is critical that any works are planned and delivered in a coordinate manner.

In order to best facilitate this early and ongoing communication and coordination, Fibre Providers are encouraged to co-locate with GM District teams where possible. District teams have undertaken to create suitable working space to enable co-location and thereby increase access to real-time planning information.

At the earliest practical time, Fibre Providers will be in contact with respective GM HAs to share their proposed Deployment Plans. These plans will show proposed deployment of works along with works extent, timing and proposed resource usage.

It will be the responsibility of the respective Highway Authority to provide the Fibre Providers with their latest, most accurate information on the specific asset sections likely to be affected by the works. The District's asset management systems will provide the detailed inventory and condition data required by the Fibre Providers to ensure the most effective, and also to determine the optimum location for works.

GM Districts will also review Providers' Deployment Plans in relation to existing Capital and Structural Maintenance programmes in place by the highways service to identify potential conflicts of work extent, timing and general disruption to the travelling public, and business and residential users affected.

Following coordination between Providers and Highways Authorities, and with liaison and input from the GMCA Digital Infrastructure Coordinator, the Providers will revise and produce an updated Deployment Plan for implementation.

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6.1.1 Existing Investment Programmes

Where Fibre Providers and individual GM Districts have already developed and commenced planning and deployment for their wholesale investment programmes, there will be a requirement to communicate and coordinate with Local Authority representatives, respective District Streetworks Coordinators and Asset Managers to facilitate a programme of works minimising disruption and avoiding overbuild and duplication.

6.1.2 Exclusion / No Damage to New Roads (< 3 years)

Fibre Providers will coordinate programming plans to avoid deploying works in areas of carriageways and footways where new or renewal works have been undertaken within the previous 3 or 5 years (dependent on treatment type). If, through mutual coordination and planning it is deemed necessary to undertake works within these network areas, reinstatement must achieve a level of quality consistent with the new/renewed asset.

6.2 Tactical Planning & Permitting

Once revised Deployment Plans are agreed with the respective, the indicative timings, durations and works extent must be used to provide input to requisite planning and permitting arrangements, primarily through the GMRAP process but also in compliance with locality managers and community groups as required.

6.3 Operational Planning & Deployment

Regular communication and coordination are required throughout the deployment of physical works, ensuring that all required approvals have been provided to enable works to commence and to monitor progress to completion. To that end, active involvement with Streetworks Coordinators/Traffic Managers and Highways Asset Managers with Fibre Providers' team will be key.

6.4 Development of GM Service Level Protocol

Following the appointment of Full-Fibre providers for the LFFN Programme, the relevant working groups within Greater Manchester (including Streetworks Coordinators and Asset Managers) will convene and develop a GM Service Level Protocol that will define the specific requirements of the Providers in relation to the above key stages. This protocol will include interpretation and practical application of the NRSWA Specification for the Reinstatement of Openings in Highways for the physical deployment of works, and the GMRAPS process for permitting.

One of the key aspects to be defined within this Protocol will be a 3600 performance aspect to assess the effective of this LFFN Programme Implementation, and both the Providers and GMCA/Districts functions within.

7. MAINTAINING THE FULL-FIBRE ASSET

Through the effective implementation of this LFFN programme, it is critical that the Providers take into account, and work closely with District Highway Asset Managers to ensure the long term sustainability of the highways asset (within which the fibre infrastructure exists). To this end, the importance of early engagement and effective coordination as set out in Section 6 will support this sustainability, but equally so is the Provider and District approach to maintaining high quality workmanship and reinstatement standards following fibre placement.

7.1 Quality Standards

Quality relating to testing with regard to Street Works relates to core sampling for depth and air voids form the cores that have complied with the layer thickness. The infrastructure providers will need to have their own compliance checking process within their contracts and they must include:

- depth checks for the installation of the network
- compaction checks on granular material using clegg hammers
- temperature audits for hot lay material

7.2 Reinstatement standards and consistency

Key to this will be the reinstatement options the Fibre Providers will adopt. This aspect of work has seen a lot of activity in terms of innovation with developments such as a volumetric asphalt process where bituminous materials are mixed on site. This process would deliver a consistent product as part of a just in time delivery model giving the contractor full control over the works, it reduces waste and increases recycling. There are other materials being developed which could make a significant contribution to the delivery plan and improve productivity. Key to the strategy must be to set in place a framework which encapsulates the notion of innovation idea and helps reduces the potential negative impact of woks and safeguards the highway asset.

The Provider executing works shall reinstate the highway in accordance with the statutory "Specification for Reinstatement of Openings in Highways". The guarantee shall begin on the completion of the permanent reinstatement and shall run for the period set out in the specification (currently 2 years or 3 years if the opening was 1.5 metres or deeper).

The Highway Authority or Contracting Body may carry out investigatory works as appear to them necessary to ascertain whether the Provider has complied with the specification. If failure is discovered the Provider shall bear the cost of the investigatory works and any works required to rectify the reinstatement.

In addition, inspections may be undertaken by the Highway Authority in accordance with the "Code of Practice for Inspections" and inspections fees may be recovered. The provider shall bear these costs which is currently £47.50 per inspection. Remedial works must be completed within ten working days or a period agreed with the highway authority following a joint inspection.

7.3 Testing and monitoring of reinstatements

If defects are discovered that are likely to cause danger the Highway Authority will normally notify the Provider immediately. The Provider shall take immediate action to make the site safe either by signing, lighting and guarding or carry out an interim/permanent reinstatement (or other agreed method agreed by the authority). The Provider shall contact the Highway Authority within 2 hours of the notification with the actions taken. The Highway Authority may take remedial action if they feel the danger requires attention straight away or the Provider fails to make good the defect or fails to inform the Highway Authority. The authority may recover their cost making the defect good and these will be borne by the provider.

8. GOVERNANCE & MONITORING – CONTRACT ASSURANCE

8.1 Key Stakeholders for the GM Full Fibre Network

A fundamental requirement and significant challenge to the effective implementation of our GM Full-Fibre Network programme is the ongoing collaboration and coordination of the various groups of stakeholders within the region.

- Local Authorities Street Works Coordinators
- District, TfGM & GMCA Planning Managers
- District Highways Asset Managers
- Full-Fibre Network Service Providers
- Department of Culture, Media and Sport - Barrier Busting Taskforce
- Department for Transport
- Key Business / Commerce Representatives

8.2 Coordination of Activities

GMCA is committed to putting in place a Digital Infrastructure Coordinator to take forward these activities drawing upon local knowledge and expertise to establish clear public/private sector engagement structures to ensure effective communication across Greater Manchester. Pivotal to this will be the quarterly Street works coordination meetings.

8.3 Contract Assurance

Digital governance is a discipline that focuses on establishing clear accountability for digital strategy, policy, and standards.

The Prospectus sets out a policy line but to drive this forward and maintain continuous improvement and investment there is a need to set out a digital governance framework which specifies who has decision-making authority and who provides input for digital strategy, digital policies, and standards.

Investment aspirations will in part be realised where providers have confidence in a delivery mechanism which is underpinned by a digital governance structure that centres on thoughtful, systematic, and transparent structures. It is accepted that digital governance is complex and that no single team has the background to make all the decisions, however it would provide the bridge for decision makers and delivery providers to connect. Governance will be required to ensure that operational processes and ensure stakeholders are working in a framework which has structure and delivers consistency. Each element needs to be clear of its 'fit' within the overall aspiration and how each of them will turn policy into reality in operational terms.

A Digital champion that provides a conduit with the board, GMCA members, and Infrastructure delivery organisations would to me seem a high priority. In all discussions with the DCMS and Communication providers a central focus was number one on the list of needs. This gives them comfort around consistency, transparency and corporate responsibility. Each District shall nominate an individual/s to represent both the Highways Asset and Streetworks aspects when liaising with the Fibre Provider.

The figure below establishes the key links between the various parties to the LFFN programme implementation, and through the development of the Service Agreement Level Protocol, appropriate reporting frequencies and formats will be defined and agreed with Providers, and regular monitoring and reporting shall be undertaken.

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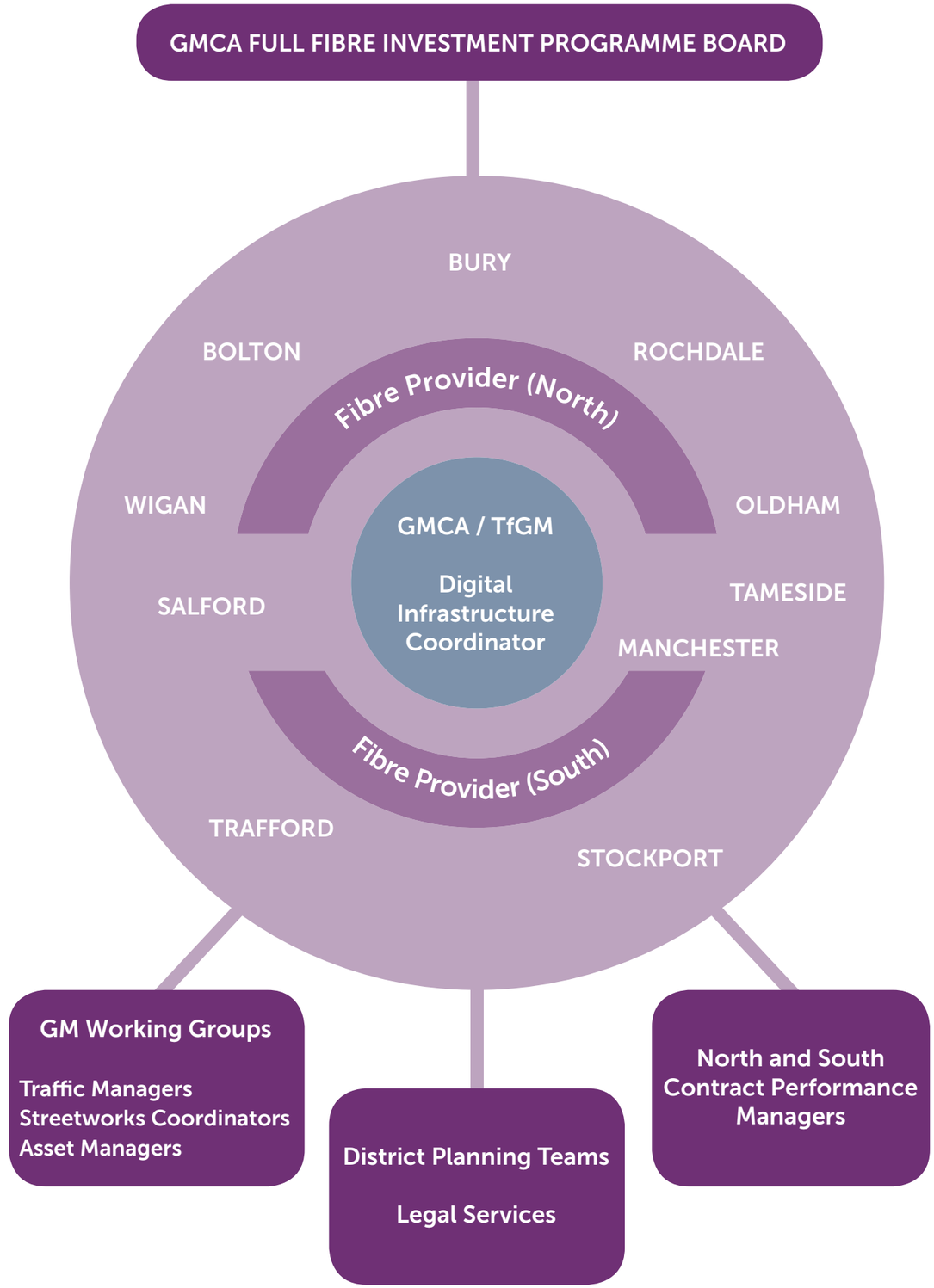

9. RELEVANT REFERENCE DOCUMENTS

9.1 Appendix A: GM Service Level Protocol Process Overview

Early Engagement & Programme Development	Tactical Planning & Permitting	Operations Planning & Deployment	Monitoring & Governance
Key meeting regime between GMCA, HAs and Fibre Provider/s (FP) Existing Programme review & identify new works / potential overbuild sites Alignment to existing AM Strategies with HAs Alignment to GM Strategic Planning guidance and objectives Develop outline Deployment Plan	Review existing asset condition and carriageway/ footway characteristics Identify key annual programme targets Identify Permitting requirements in advance as required FP direct liaison with each GM HA for scheme identification in each District Coordination with GMCA LFFN Coordinator and HAs Agree Construction methods, Dig/No Dig options Establish performance regime	Approved Detailed Scheme plans in place and scheduled to commence in-year (incl all key stakeholders aligned, GMRAPS-ready Schemes deployed based on Prospectus principles Works coordinated in line with permit and approved GMCA LFFN programme	Carry out scheme inspection and testing Undertake post-scheme evaluation for compliance with legislation, District/ Region policies Update asset registers, AM plans and programmes w/as-built info Report on performance regime Maintain robust reporting and meeting/liaison regime to monitor overall delivery Annual Review by GM LFFN Steering Group

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Group Contributions
GM Highways Infrastructure Maintenance Group
GM Highway Infrastructure Asset Managers Group
GM Traffic Managers Group
GM Highways Managers Group

Stakeholder Forums
GM Place Directors
GM IT Digital Leads
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