FarrPoint

Scottish Futures Trust

Infralink Exchange Benefits Realisation

End of Pilot Report

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Executive Summary

Introduction

The Infralink Exchange Pilot, was one of 8 pilot projects, established in March 2022, as part of the Department for Culture, Media & Sport (DCMS) Digital Connectivity Infrastructure Accelerator (DCIA) Pilot programme. The aim of these pilot projects was to help accelerate both investment in and the deployment of advanced wireless networks – in particular for the facilitation of wider 5G roll-out - by improving the engagement between local authorities and the mobile industry for the siting of mobile infrastructure on publicly owned assets.

As part of its Grant Fund Agreement, each pilot was required to report on the measurable benefits and outcomes. This has included ensuring that there is a robust Benefits Realisation Framework in place that establishes the measurable outcomes, mapping and evaluating the impact that the pilot has on both quantitative and qualitative benefits. This report summarises the findings and enables the success of the pilot to be evidenced against its objectives.

Methodology

This pilot evaluation has been produced in line with HM Treasury Magenta Book guidance on evaluation and takes into account the recently published Digital Appraisal Manual for Scotland.

To understand which benefits should be measured as part of this monitoring and evaluation workstream, work has been undertaken to establish a robust framework which creates a clear link from the outputs of the pilot back to the primary government policy – as set out within an accountability framework *(Figure 1-0)*. These have then been mapped from the project's inputs, via outputs to the short to medium term and longer outcomes as part of a Theory of Change assessment *(Appendix B)*. This Theory of Change approach has been developed through extensive engagement with the various project stakeholders, through multiple workshops held at the beginning of the project.

Figure 1-0: Accountability Framework

To ensure that the assessment focussed on the main project's main workstreams, the benefits evaluation has been structured as follows:

Process - Capturing impact on efficiency of processes both internal within LAs as well as between the LAs and Industry	
Assets - Identifying the impact on both the identification of potential asset locations and the utilisation of the publicly owned assets.	
Platform - Understanding the effectiveness of the digital asset management platform used within the project	
Knowledge - Ascertaining the knowledge and findings shared with the 5G ecosystem	

Several sources of information were used to collect evidence of impact on the benefits, including a series of questionnaires throughout the lifetime of the pilot to Participant Local Authorities, Industry, and the Digital Platform Provider.

Analysis & Conclusions

Whilst the main aim of the DCIA pilot programme was to accelerate the deployment of digital mobile connectivity infrastructure by improving the ability to access and acquire public sector asset sites, there were several limitations to measuring impact on achieving this aim through the Pilot. These included:

- The short duration of the pilot (only 13 months) meant that ascertaining the impact of the pilot where it relates to deployment is very difficult given the planning processes usually take a much longer period;

- The timing of the project meant it was very likely that industry deployment plans for 2022/23 were determined significantly in advance of the pilot;

- The delays in pilot activity, such as for example the initial delay in getting parties (both LAs and Industry) to sign up to the platform contract, has impacted the time for any meaningful use of the platform; and,

- Finally, and most importantly, the infancy of 5G mobile deployments, meant the anticipated demand for small cells is yet to materialise.

Given these limitations, the initial quantitative benefits analysis indicated that the Infralink Exchange DCIA Pilot had limited impact. However, the wider monitoring undertaken by the project, suggested this was not the case and in fact the pilot had delivered considerable benefit:

- **Process:** Reducing the potential time taken for Local Authorities to react to requests - Implementing structured, streamlined processes (including the introduction of standardised templates and costings) by which LAs can respond to requests, will ensure that once the demand for assets does increase, they will be in a strong place to react effectively and efficiently;

- **Assets:** Activity within the pilot, has led to significant improvements in the quality and availability of public sector asset data across a range of different asset types without having to try and engage individual departments within each LA. This should increase the likelihood of industry organisations finding a suitable location for deployment. In addition, the work undertaken by Connected Places Catapult and the Improvement Service has provided a replicable mechanism, reducing the time and associated effort required for any subsequent LAs who decide to adopt a similar approach;

- **Platform:** whilst feedback on the current value for money of the Digital Asset Management Platform has been mixed (whilst demand remains low) it does represent a possible option as a route to the LA proactively marketing assets and any resulting enquiries in the future; and,

- **Knowledge:** the significant knowledge transfer and case study building activity that has taken place during the period of the pilot (especially driven by SFT), alongside the Playbook which provides guidance to other LAs considering taking a similar approach, is likely to have positive long-term impact on any future engagement between the local authorities and industry which extend beyond the specific scope of the DCIA pilot.

Alongside these quantitative and qualitative findings, a number of lessons learned were captured during the pilot which directly impacted the Benefits Realisation reporting. These include:

- Getting industry involvement has been the most difficult aspect.

- Industry organisations are not as organised or strategic as expected.

- LA data is integral to this project but improving the quality of the source data was not in the scope of the DCIA pilot.

- Having a front-end platform in place is only a small part of achieving the benefits.

- The pilot required a multi-skilled team.

A key benefit of the Infralink Exchange DCIA Pilot is the significant momentum that has been achieved within the LAs in terms of considering how their assets can be used to improve digital connectivity, and the policies, processes, barriers and opportunities that need to be addressed to enable this. Building upon the momentum of the wider Infralink and Tay Cities digital connectivity work (outside of the pilot), this will enable the region to become fairer and wealthier as well as achieve its Net Zero ambitions and improve public service delivery.

When taking all of these factors into consideration it is clear that the Infralink Exchange DCIA Pilot has contributed to the DCIA Programme's ambition to accelerate the deployment of digital mobile connectivity infrastructure. By ensuring that the region has the robust processes and knowledge in place, the work undertaken through the pilot has meant that when demand for using assets does increase, they can react and help roll out improved connectivity.

1. Introduction

1.1 Background

The Future Telecoms Infrastructure Review highlighted the Government's commitment to high quality mobile connectivity where people live, work and travel.[1] Advanced wireless networks (including 5G) are likely to entail greater deployment of digital infrastructure, including on publicly available assets (such as land, buildings and street furniture) to provide extra capacity in specific locations.

In 2022, the Department for Culture, Media & Sport (DCMS) launched a £4 million Digital Connectivity Infrastructure Accelerator (DCIA) Pilot programme.[2] The aim of the resulting 8 pilot projects was to help accelerate both investment in and the deployment of advanced wireless networks, by improving the engagement between local authorities and the mobile industry for the siting of mobile infrastructure on publicly owned assets. This has included the delivery of standardised leases and payment guidance, and the development of a connectivity marketplace platform to present local authority assets to industry.

The Infralink Exchange was one of the successful pilot applicants and has been delivering the programme since March 2022. As part of its Grant Fund Agreement, each of the pilots was required, throughout the life cycle of the pilot, to report on the measurable benefits and outcomes.

FarrPoint has been tasked with delivering this Benefits Realisation piece of work throughout the process of the pilot. This has included ensuring that there is a robust Benefits Realisation Framework in place that establishes the measurable outcomes, mapping and evaluating the impact that the pilot has on both quantitative and qualitative benefits. Work was undertaken to establish an initial baseline analysis and then conduct timely monitoring throughout the pilot before producing this final Benefits Realisation Report. The report summarises the findings and enables the success of the pilot to be evidenced against its objectives.

1.2 Document Structure

The structure of this document is as follows:

- **Section 1: Introduction** – details the background to the project and the structure of the report.

- **Section 2: Methodology** – describes the approach taken to the Benefits Realisation within the Infralink Exchange Pilot, this will include the process, based on a Theory of Change approach, by which the objectives of the pilot were mapped to wider strategic policy objectives of key stakeholders. This section will outline the framework by which both quantitative and qualitative benefits have been monitored and assessed. Finally, it will also begin to consider any limitations of this methodology and that of the wider pilot approach.

- **Section 3: Analysis** – this section sets out the analysis of the results from the Benefits Realisation, considering both the quantitative metrics captured as well as the more qualitative insights gained through the life of the pilot. These will be presented across the four key themes:

 Process   Assets   Platform   Knowledge

- **Section 4: Conclusions** – the final section presents the conclusions from the Benefits Realisation including an overall assessment of the success of the pilot against its objectives.

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[1] Source: Future Telecoms Infrastructure Review, DCMS, UK Government

[2] Source: Digital Connectivity Infrastructure Accelerator (DCIA) Guidance, DCMS, UK Government

2. Methodology

2.1 Approach

This pilot evaluation has been produced in line with HM Treasury Magenta Book[3] guidance on evaluation, as well as HM Treasury guidance on the effective benefits management of major projects.[4] It also takes into account the recently published Digital Appraisal Manual for Scotland (DAMS).[5]

Evaluation can often be thought of as something that happens after an intervention has been implemented. However, evaluation should inform thinking throughout the policy making and implementation cycle – before, during and after implementation – and has maximum utility if thought about in this way. Therefor the approach taken for this benefits realisation evaluation focusses on ensuring that the pilot can have the greatest impact throughout the policy process as set out in *Appendix A*.

The focus of this evaluation process is on understanding the 'benefits impact' of the DCIA Pilot. A benefit is defined as: *the measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders, which contributes towards one or more organisational objectives*. Fundamentally this means that the benefits identified:

- should be measurable;
- are the improvement resulting from the outcome of the change, they are not the change itself;
- are in the eye of the beholder – in other words different stakeholders will value the same benefits differently. In some cases, a benefit to one stakeholder may be a disbenefit to another;

- should create the link between tangible outputs and strategic goals; and,
- should ensure there is alignment of effort, resources and investment towards achieving organisational objectives.

To understand which benefits should be measured as part of this monitoring and evaluation workstream, work has been undertaken to establish a robust framework which creates a clear link from the outputs of the pilot back to the primary government policy – as set out within an accountability framework. These will then be mapped from objectives, through inputs, outputs to outcomes as part of a Theory of Change assessment.

Subsequently, a robust Benefits Realisation Matrix will be set out, designed to record benefits and outcomes of the pilot and map them directly to the ambition of the pilot and primary government policy including UK Government.

2.2 Policy Narrative

It is important to ensure that the benefits realisation process demonstrates whether or not the programme meets its objectives and how that relates to delivering wider national, subnational and local strategic policy.

Accountability is essential for ensuring that any decisions made within the development of a project are aligned to supporting strategic objectives, policies and programmes. All stakeholders within the project are responsible for demonstrating how the pilot delivers upon its key objectives. Therefore, it is important to ensure that a robust accountability framework underpins the Benefits Realisation, which is simple to understand, captures the key accountabilities, meets the requirements of all stakeholders, and takes an appropriate and realistic approach to understanding what can be delivered within the scope and timescales of the project.

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[3] Source: HM Treasury Magenta Book, UK Government

[4] Source: HM Treasury Guide for Effective Benefits Management in Major Projects, UK Government

[5] Source: Digital Appraisal Manual for Scotland (DAMS), Scottish Government

Figure 2-1: Accountability Framework

Figure 2-1 sets out the high-level policy to programme alignment from the UK Government's strategic objectives through to the Digital Connectivity Infrastructure Accelerator Pilot's aims. The rest of the section outlines the key policy themes and objectives which must be considered as part of this benefits realisation process.

A high-level review of the relevant UK Government's strategic policy documents[6] highlights several key themes relating to digital connectivity that need to be considered:

- Improving digital infrastructure is key to boosting productivity and creating jobs within the economy;

- Recognise the Levelling Up agenda, and ensure that the prosperity and benefits of a strong digital economy are spread across the country;

- Stimulate innovation and investment through research and development and growing the UK's expertise in technologies of the future;

- Digital connectivity is unlocking new and previously unimaginable ways of working, and is now essential to facilitate public services;

- Empower communities and people through reducing exclusion and improving skills; and,

- Contribute to achieving Net Zero by 2050 and improve the long-term sustainability of infrastructure.

Undertaking a similar review of the Scottish Government's strategic policy documents[7] emphasises similar key policy themes based around delivering a strong place-based green recovery and wellbeing economy for Scotland. There is a focus on three main ambitions:

- Fairer – Ensuring that work pays for everyone through better wages and fair work, reducing poverty and improving life chances;

- Wealthier – Driving an increase in productivity by building an internationally competitive economy founded on entrepreneurship and innovation; and,

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[6] Sources: UK Digital Strategy (2022), UK Innovation Strategy (2021), Build Back Better: our plan for growth (2021), The Ten Point Plan for a Green Industrial Revolution (2020), and Levelling Up the United Kingdom White Paper (2022)

[7] Sources: Scotland's National Strategy for Economic Transformation (2022), Scotland's National Performance Framework (2018), A stronger and more resilient Scotland: Programme for Government 2022-23 (2023), and A changing nation: how Scotland will thrive in a digital world (2021)

- **Greener** – Demonstrating global leadership in delivering a just transition to a net zero, nature-positive economy, and rebuilding natural capital.
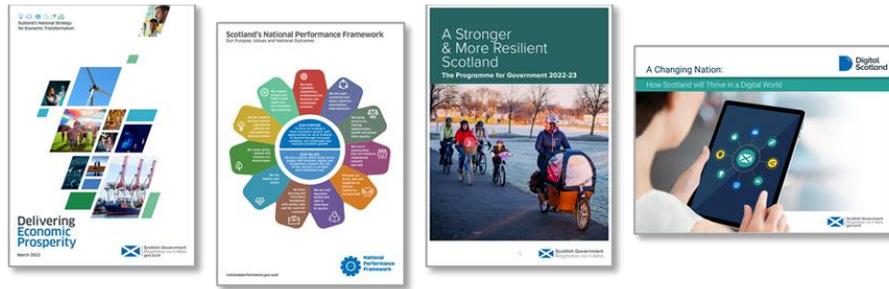
The Scottish Futures Trust (SFT) is an executive non-departmental public body of the Scottish Government, established to improve public infrastructure investment across Scotland. Its activities are targeted toward delivering the infrastructure related ambitions of the Scottish Government outlined above.[8]
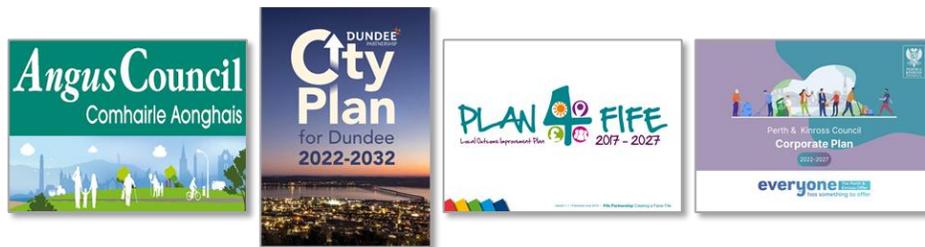
Turning to the ambitions of the pilot's constituent Local Authorities – Angus Council, Dundee City Council, Fife Council, and Perth & Kinross Council,[9] the key themes identified across their strategic policy narratives focussed on:

- **Tackling climate change** and achieving **Net Zero ambitions**;

- Ensuring **communities are resilient** and **physically, digitally and socially connected**;

- Creating a **stronger and greener economy**, where people and businesses can prosper, with jobs and opportunities for all;

- Delivering **quality community led public services** – including health, care and education as well as other council services – where possible delivered digitally; and,

- **Reducing inequality** and tackling the root causes of **poverty**.

Finally, as set out by DCMS, the main aim of the DCIA pilots is to: *accelerate the deployment of digital infrastructure by improving the ability to access and acquire sites*, focussing on:

- Encouraging deployment of infrastructure in the region;

- Enabling practical proactive engagement between the public sector and industry in the deployment of digital infrastructure;

- Producing a national sustainable approach;

- Driving engagement between Local Authorities and Mobile Network Operators (MNOs);

- Encourage proactive activity by Local Authorities to make best use of infrastructure;

- Enable use of best practice with a flexible approach; and,

- Build evidence and demonstrate impact.

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[8] Sources: SFT Corporate Plan 2019-2024 (2019), SFT Outcomes (2019), and SFT Business Plan 22/23 (2022)

[9] Sources: Council Plan 2022-2025, Angus Council (2022), City Plan for Dundee 2022-2032, Dundee City Council (2022), Plan for Fife, Fife Council (2017), and Corporate Plan 2022-2027, Perth & Kinross Council (2022)

2.3 Theory of Change

As established, a good evaluation of policy making requires an understanding of the objectives of an intervention as well as an understanding of how the intervention is expected to achieve these outcomes. Subsequently, the Benefits Realisation process can be used to test the extent to which the intervention has the desired impact. Understanding the intervention is typically done through synthesising existing evidence and producing a Theory of Change.

For the purpose of this Benefits Realisation, this Theory of Change will establish an understanding of how the Infralink Exchange Pilot is expected to work in practice, starting from the problem the intervention aims to address; the change it aims to bring about; the causal chain of events that are expected to bring about the change; the main stakeholders expected to affect change and be impacted; and the expected conditions required for the intervention to succeed. It will expose any assumptions upon which the intervention is based and the strength or weakness of the evidence supporting these assumptions. A linear Theory of Change approach structured as in *Figure 2-2* will be followed.
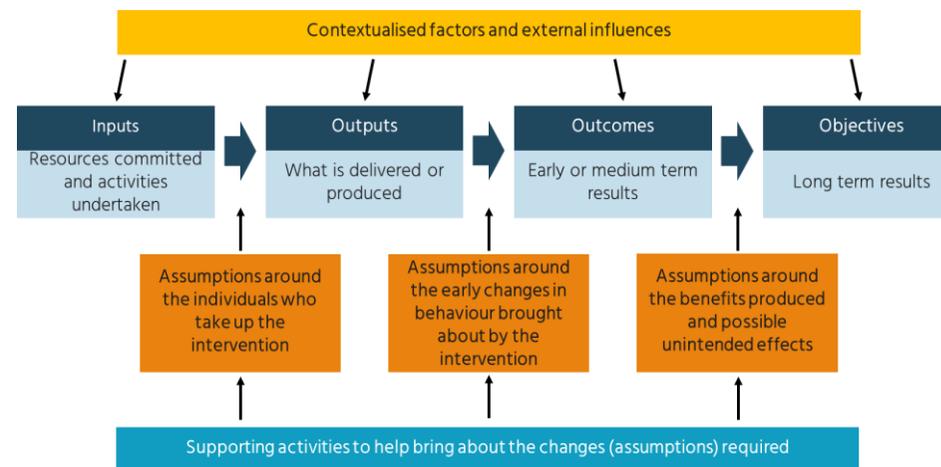
Figure 2-2: A Linear Theory of Change (Source: Magenta Book)

The full Infralink Exchange Theory of Change logic map is detailed in *Appendix B*. This Theory of Change approach has been developed through extensive engagement with the various project stakeholders, through multiple workshops held at the beginning of the project.

The main assumption underlying the Theory of Change Model is that improving coverage and quality of mobile connectivity creates jobs, boosts productivity, reduces inequality, aids levelling up, improves public service delivery and helps to achieve Net Zero.[10] Due to the short time limit on the pilot, it is not possible to test this assumption as part of this benefits realisation.

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[10] Source: The impacts of mobile broadband and 5G: A literature review for DCMS, Deloitte (2018), The global economic impact of 5G: Powering your tomorrow, PWC (2021) The Socio-Economic Benefits of Mid-Band 5G Services, GSMA (2022)

2.4   Benefits Realisation Matrix

Following on from this Theory of Change analysis, as well as the strategic policy narrative assessment, the Benefits Realisation Matrix is to capture the key outcomes and benefits of the Infralink Exchange DCIA project. This Matrix focusses on demonstrating the impact that the project has on the specific policy ambitions set out within the framework.

To ensure that this assessment focusses on the main workstreams, it has been structured as follows:

Process - Capturing impact on efficiency of processes both internal within LAs as well as between the LAs and Industry

Assets - Identifying the impact on both the identification of potential asset locations and the utilisation of the publicly owned assets.

Platform - Understanding the effectiveness of the digital asset management platform used within the project

Knowledge - Ascertaining the knowledge and findings shared with the 5G ecosystem

Through the Theory of Change logic mapping process, a range of key benefits to be monitored and evaluated (including those contained within DCMS' Benefits Realisation Reporting Framework) have be established and agreed with the stakeholders and data holders. These are set out in *Table 2-1*. Further detail on the metrics used to capture and monitor the impact on each of these benefits are contained within *Appendix C*.

Process	1.1	More effective Local Authority response to asset requests
	1.2	More efficient identification to acquisition for Industry
	1.3	Reduced time taken for Local Authorities to respond to requests
	1.4	Improved collaboration between Local Authorities and Industry
	1.5	Improved approach to asset valuation by Local Authorities
	1.6	Accelerated 5G roll out across the region
	1.7	Improved Industry planning success rate
Assets	2.1	Increased number of assets taken-up by Industry
	2.2	Increased of number of new sites requested by Industry
	2.3	Improved Industry confidence in accuracy of asset data sets
	2.4	Improved ability for Local Authorities to update data sets
Platform	3.1	More proactive marketing of public sector assets
	3.2	Increased use of platform as a route to acquiring assets
	3.3	Increase in enquiries for assets through platform
	3.4	Increased Industry engagement through platform
	3.5	Increased of number of new sites available on platform
Knowledge	4.1	Improve Local Authorities knowledge of 5G ecosystem
	4.2	Become a source of specialist knowledge on the 5G ecosystem
	4.3	Better organisation of digital activity in LAs with a Digital Champion
	4.4	More structure of digital in Local Authorities with Digital Infrastructure Strategy
	4.5	Spreading the knowledge outside of Tay Cities
	4.6	Improve knowledge through the development of case studies
	4.7	Spreading the knowledge via SFT

Table 2-1: Key Benefits and Metrics (Source: FarrPoint)

2.5 Data Collection Approach

Several sources of information have been used to collect evidence of impact on the benefits identified as part of the Benefits Realisation Matrix. A series of monitoring questionnaires were issued throughout the lifetime of the pilot to Participant Local Authorities, Industry (including both Wireless Infrastructure Providers and Mobile Network Operators), and the Digital Platform Provider. Further detail on which stakeholder provided information on each of the benefits (in *Table 2-1*) is contained within *Appendix C*.

An initial baseline was produced at the start of the pilot, prior to any activity being undertaken (in June 2022), to gain a better understanding of the current situation. This provided the evidence that there was room for intervention to provide benefit. Subsequently, three additional questionnaires were undertaken at regular intervals during the life of the pilot (in September and December 2022 and in March 2023).

2.6 Limitations

It is important to highlight several of the limitations and caveats that will influence the results of this Benefits Realisation. These will be further explored through the Analysis section but are also outlined here at the end of the methodology for completeness:

- **Pilot Duration**: The short duration of the project (only 13 months) means that ascertaining the impact of the pilot where it relates to deployment is very difficult given the planning processes usually take a much longer period. For example, from identifying an asset to be used for mobile deployment through to the infrastructure being installed is often over 12 months meaning that along with the initial set up of the project and the platform would not be possible to see the resulting impact within the lifetime of the 13-month pilot;

- **Industry Planning**: The timing of the project is a limitation given it was very likely that MNO deployment plans for 2022/23 were determined significantly in advance of the project awards. Again, this would mean that deployment and use of assets would not be seen through the period of the pilot;

- **Infancy of technology**: Currently, it is still very early in the 5G mobile deployment lifecycle, so anticipated demand for small cells is still yet to materialise, and when it does it is at least at the beginning likely to be focussed on the UK's larger cities; and,

- **Delays in Pilot Activity**: Several of the key project activities were delayed, for example the initial delay in getting parties (both LAs and Industry) to sign up to the platform contract, has impacted the time for any meaningful use of the platform.

Given some of these limitations, it is expected that the influence on many of the quantitative metrics identified by DCMS, within their Benefits Realisation Matrix spreadsheet, will be minimal. Therefore, for the purposes of this end of pilot evaluation report, a review will also be undertaken of any additional Lessons Learned and qualitative findings obtained throughout the lifetime of the pilot, to assess its impact on the potential benefits identified.

Alongside this, throughout the Benefits Realisation Process there has been a lack of engagement from the industry organisation – in part driven by the lack of current demand of these assets due to technology infancy meaning that the MNOs and Wireless Infrastructure Providers (WIPs) have not engaged with some aspects of the pilot. This meant that the response rate to the Industry Surveys was as such:

- Baseline (July) – 5 industry respondents;

- Q1 Activity (September) – 4 industry respondents;

- Q2 Activity (December) – 0 industry respondents; and

- Q3 Activity (March) – 3 respondents.

3. Analysis

A full results table covering all of benefits metrics measured throughout the course of the Infralink Exchange Pilot (including the 6 DCMS Benefits) is contained within *Appendix C*. This following analysis section brings together an assessment of both the quantitative metrics, and whilst considering the limitations of this approach, it also reflects on some of the more qualitative evidence surrounding the impact of the pilot.

3.1 Process

Firstly, focussing on the impact that improving internal and external processes has had, the Infralink Exchange DCIA Pilot undertook a significant amount of work to develop improved, more structured processes within the local authorities, as well as introducing standardised documents and creating a playbook.

Benefit		Impact of the Pilot
1.1	**More effective Local Authority response to asset requests**	**Limited impact** – while the industry organisations believed that LAs effectiveness in responding to requests had improved (currently '*good*'), LAs continued to think there was '*poor*' to '*no*' interaction.
1.2	**More efficient identification to acquisition for Industry**	**Limited impact** – whilst some slight improvements in the expectations of time taken from identification to acquisition by industry, there were no use cases within the period of pilot.
1.3	**Reduced time taken for Local Authorities to respond to requests**	**Limited impact** – as there was no demand during the pilot it was not possible to evidence a change in time taken to respond to request.

Benefit		Impact of the Pilot
1.4	**Improved collaboration between Local Authorities and Industry**	**Positive impact** – the LAs believed that Infralink Exchange's assistance had '*helped a lot*' in building more collaborative relationships with industry.
1.5	**Improved approach to asset valuation by Local Authorities**	**Positive impact** – the LAs believed that Infralink Exchange's valuation process had '*helped somewhat*' with them to progress code agreements.
1.6	**Accelerated 5G roll out across the region**	**Limited impact** – LAs believed that there had been no to limited impact on accelerating 5G roll out within the region. However, interestingly industry did think it had '*helped somewhat*' with increasing roll out.
1.7	**Improved Industry planning success rate**	**Positive impact** – Despite there being no uptick in requests during the period of the pilot, industry believed that Infralink Exchange had '*somewhat helped*' improve their planning success rate.

Lessons Learned

- DCMS's approach to the pilot has been for LAs to change their behaviour and practices rather than MNOs doing this in tandem with LAs. MNOs and LAs need to be aligned to ensure benefits are realised and it has taken time to engage MNOs in a meaningful way.

- The timing of project was not aligned with MNO budget cycle and was too short to realise the benefits within the project lifecycle. If you want to realise benefits you need to consider funding cycles or stakeholders will not be able to deliver on the expected benefits.

- That industry could have been more proactive in engagement with the pilot. Getting industry involvement has been the most difficult aspect and it has been difficult to get useful engagement with MNOs. LAs would have found it beneficial to bring them

Lessons Learned
together with industry earlier in the pilot to align on requirements and improve engagement.
• Industry organisations are not as organised or strategic as expected. Their approach is more opportunistic and profit motivated. Operators were not always willing to engage.
• The Single Point of Contact (SPOC) has a difficult task being a representative for so many varied departments - it is very useful to help them by having various wider sessions within LAs to summarise progress and next steps. There were challenges for SPOCs in maintaining this engagement as the project progressed.
• Having a Digital Champion helps with engagement levels with industry and internal changes regarding policies and processes. The Digital Champions are often found in economic development.
• In such a project there needs to be a coordination lead (in this case SFT) and there are benefits from this being an impartial body that is not directly linked to the activities required but can oversee and manage the project.
• Policies and strategies are the foundation for culture change and should be given priority. Policies and strategies: some asset management policies may prohibit use of land, building and street furniture other than for its core purpose due to health and safety concerns or legal restrictions. Benefits of getting policies and strategies lined up in advance included being able to raise awareness of the need to update strategy for telecommunications and, for example in Perth & Kinross, produce a new Telecoms Policy Statement that is more proactive in encouraging telecoms deployment.
• SPOCs feel it has moved from a transactional & adversarial way of working to a partnership approach with MNOs.
• There are benefits of preparation prior to engaging with MNOs so that there is internal agreement about the starting position for commercial negotiations. For example, the use of template agreements and rate card enables good customer experience to external/ internal users, reducing the paperwork and timescales.

Table 3-1: Key Process Results from INFRALINK EXCHANGE DCIA Pilot

Whilst feedback from Industry Organisations has shown a consistent improvement in local authorities' effectiveness in responding to requests over the course of the pilot, rising from an initial starting point of 'no' to 'poor' interaction with the Local Authorities to 'good' interaction by the end of the pilot, this view is not shared by the local authorities who have stated a slight reduction in interaction over the same period, despite a temporary increase mid-pilot.

However, both Industry Organisations and the local authorities indicated an improvement in the time taken from identification to acquisition for industry, with local authorities suggesting a reduction of 6 months whilst industry suggesting a reduction of 8 months, despite neither party suggesting any change or reduction in the time taken for local authorities to respond to requests for asset use.

Positively, improvements were indicated across the areas of collaboration between the local authorities and industry, the approach to asset valuation by local authorities and in accelerating the roll-out of 5G across the region alongside a perceived increase in industry's planning success rate.

A key example of this has been that Perth & Kinross Council and Freshwave Group have successfully completed a framework agreement to allow the future deployment of small cells on Council assets to boost connectivity in the area. This landmark deal captures legal and commercial terms along with operational procedures around design, installation and maintenance. Agreement was reached in an accelerated period of one month, showcasing the benefits of clearly identified points of contact with a shared objective. Infralink is proud to have supported the parties and is delighted to be part of an outcome that demonstrates use of best practice template documents can cut delivery timescales and ease burden on resource.

Overall, however, the lack of demand and duration of the pilot hindered the ability for end-to-end processes to be fully tested. However, when combined, the feedback from local authorities and industry suggests that whilst this lack of testing has prevented some of the expected benefits being realised within the 12 months, the work done to improve processes as part of the Infralink Exchange DCIA pilot will have a positive impact in the longer term.

3.2 Assets

The steps taken to understand what assets are available, and who owns the data sets which contain them, as well as the cleansing and improvement activity, has been a critical part of the Infralink Exchange Tay Cities Pilot.

Benefit		Impact of the Pilot
2.1	**Increased number of assets taken-up by Industry**	**No impact** – as there has been no assets which went from identification to acquisition through the platform the number of assets taken up by industry remains at 0%
2.2	**Increased of number of new sites requested by Industry**	**Limited impact** – only one industry organisation highlighted that there were 2 possible sites to request, but was yet to do so through the platform
2.3	**Improved Industry confidence in accuracy of asset data sets**	**Positive impact** – Industry organisations were confident that the accuracy of the asset data would enable them to identify suitable sites.
2.4	**Improved ability for Local Authorities to update data sets**	**Positive impact** – Local Authorities agreed that they would both be able to add new asset data and change current asset data without undue additional admin burden

Lessons Learned

- Change in the project lead 4 months into the project led to a change in approach as the way the project was set up was unable to be continued. This impacted data governance leaving a gap which was filled retrospectively by Connected Places Catapult (CPC.) It was felt that the project could have had a clearer project initiation document for others to pick up and continue with.

Lessons Learned

- The use of public sector data is far more complicated than the presentation layer within the platform would suggest, it needs an internal LA appreciation of what it is to be used for as well as internal strategies that back the end goals of the data and asset users.
- The platform is only as good as the quality of the data within it. Quality of data is a huge risk to the success of a platform and could deter MNOs if they do not have confidence in the usability of the sites in the platform. Data quality and data management would have benefited from having clarity on the data required and mapping out the "as is" and "to be" of the data flow.
- LA data is integral to this project but the quality of it cannot be in-scope. The use of public sector data for these purposes requires a shift in thinking for LAs. This is likely to be the first of many use cases that need public data (e.g. EV charging) and the process of getting that data and using it is convoluted. The process of cleansing it / improving it needs to be on-going and led by demand rather than a need to get it 100% correct before use - otherwise no data will ever be used.
- The existence of a data aggregator, namely Improvement Service, was critical to the speed and efficiency of being able to identify and collate data and provide it to the platform. This not only saved time and resource but has resulted in a sustainable basis for the future of the pilot.
- There are a limited number of people in Local Authorities who know where data is. It is not always easy to understand who the data owners are, particularly when working with different data sets.
- There needs to be more consideration about the source of data and data governance, for example advanced consideration about whether licences are needed to share data or whether it can be categorised as open data.
- There is a key benefit in contracting experts in certain areas to assist with the delivery of the project. For example, having CPC's data, security and governance expertise was a key component of being able to deliver a project which was sustainable and safe but also to be able to deliver on the grant requirements.

Table 3-2: Key Asset Results from the Infralink Exchange DCIA Pilot

Unfortunately, the limited duration of the pilot has not provided sufficient time to demonstrate the anticipated impact on both the identification of potential asset locations and the utilisation of these publicly owned assets. As a result, feedback from local authorities and industry remained largely static throughout the pilot.

However, these metrics do not fully reflect the significant benefits that have been realised as a direct result of the Infralink Exchange DCIA pilot in terms of the improvements to the quality of asset data. As well as the internal stakeholder buy-in to make these assets available for the deployment of mobile infrastructure, the significant work undertaken by LAs, CPC and the Improvement Service to ensure that the asset data can be maintained and updated more easily, enables the LAs to market their assets more effectively in addition to proving a replicable process for any subsequent LAs who decide to adopt a similar approach in future. It has also led to significant improvements in the ease with which industry can now gain access to asset data across a range of different types of available assets (land, greenfield and street lighting) without having to try and engage with individual departments within each local authority, thereby increasing the likelihood of finding a suitable location for deployment.

3.3 Platform

Benefit		Impact of the Pilot
3.1	**More proactive marketing of public sector assets**	**Positive impact** – half of the LAs and a third of the industry organisations were planning on implementing/ utilising some form of Digital Platform after the pilot ends.
3.2	**Increased use of platform as a route to acquiring assets**	**No impact** – there were no inquiries for assets through the platform during the period of the pilot
3.3	**Increase in enquiries for assets through platform**	**No impact** – there were no enquiries for either small or macro cells through the platform during the period of the pilot

Benefit		Impact of the Pilot
3.4	**Increased Industry engagement through platform**	**Positive impact** – by the end of the pilot there were 3 Mobile Network Operators and 7 Wireless Infrastructure Providers engaged on the platform.
3.5	**Increased of number of new sites available on platform**	**Positive impact** – by the end of the pilot there were 110,000 small cell sites and 3,000 macro cell sites identified on the platform

Lessons Learned
• Having a front-end platform in place is only a small part of achieving the benefits. The most important elements in achieving the benefits are culture change, data change, engagement change, raising awareness, improving stakeholder relationships and encouraging MNO demand.
• More information from the platform provider could have been shared at the start of the project to maximise what could be done in the project term. For example, the project would have benefited from having a good understanding of the data requirements for the platform earlier, having them up front would have meant the data could have been uploaded sooner.
• The local authorities took more effort to onboard onto the platform than anticipated, it would have benefited from a clearer process for onboarding.
• Not all assets will be usable (e.g. graveyards and manhole covers) and therefore there needs to be some filtration built into the platform's data governance process.
• There was a disproportionate emphasis around security risks at the beginning of the project – i.e. presented worst case scenario rather than risks appropriate to the project. Security focus from DCMS has been sporadic and not all results from activity fed back to the projects, it should have been a consistent theme throughout the programme.

Table 3-3: Key Process Results from INFRALINK EXCHANGE DCIA Pilot

Local authorities and industry presented contrasting feedback with regards to the platform, with local authorities stating that the likelihood of implementing or using a digital platform had increased over the pilot, whilst the likelihood on the industry side had diminished despite an increase in the number of MNOs and WIPs accessing the platform in the latter half of the 12-month pilot.

Notably, no enquiries or acquisitions had been made by industry via the platform during the Infralink Exchange DCIA pilot, despite increased engagement between local authorities and industry during this period. However, it should be noted that this could at least be partially due to the delays experienced in getting industry organisations signed up to the platform and its associated terms and conditions.

Other feedback from industry regarding the use of a platform has been mixed, with one source stating that it is too early to assess the effectiveness of the platform as the majority of projects are reactive (NTQs – Notices to Quit) or upgrades which therefore only relate to the management of existing sites. Another source stated that the platform's commercial model is the fundamental challenge as the value-add of the pilot platform needs to be clearly demonstrated to parties that are expected to pay.

3.4   Knowledge

Benefit		Impact of the Pilot
4.1	Improve Local Authorities knowledge of 5G ecosystem	**Positive impact** – the level of understanding within the LAs of the issues/ solutions with regards to utilising publicly owned assets for wireless connectivity had increased significantly during the pilot.
4.2	Become a source of specialist knowledge on the 5G ecosystem	**Positive impact** – all the LAs believed that Infralink Exchange was a valuable source of specialist knowledge (e.g. telecommunications,

Benefit		Impact of the Pilot
		the operators and 5G) throughout the period of the pilot
4.3	Better organisation of LA digital activity with a Digital Champion	**No impact** – the three out of four LAs who had a Digital Champion had one at the end of it
4.4	More structure of digital with Digital Infrastructure Strategy	**Limited impact** – whilst one LA (Perth & Kinross) had already begun the process of creating a new Telecoms Policy, the Infralink Exchange project helped to speed up its approval. However, there was no other Digital infrastructure Strategies created during the life of the pilot.
4.5	Spreading the knowledge outside of Tay Cities	**Positive impact** – there was a significant amount of knowledge sharing outside the participant LAs – with 10 information sharing sessions with other local authorities about the Infralink Exchange Pilot
4.6	Improve knowledge through the development of case studies	**Positive impact** – 4 case studies were developed to be used for wider knowledge sharing during the pilot
4.7	Spreading the knowledge via SFT	**Positive impact** – there was a significant amount of knowledge sharing and engagement by SFT with 21 sessions (13 with LAs and 8 with Industry Organisations) during the pilot

Lessons Learned
• The pilot required a multi-skilled team. SFT's existing format and relationships helped a lot. LAs need to be aware of the skills required going into a project like this and where they can subcontract those skills if they do not exist in-house.
• The pilot has been a positive step towards creating consistency across the Tay Cities region. Working together regionally has enabled best practice to be shared and has acted as a catalyst for changing mindsets. Regional collaboration increases the profile of the work.
• Turnover of staff within LAs, particularly with age of workforce and frequency of retirements, affects progress. LAs are reliant on individuals with little/ no contingency in place. Knowledge sharing is key.

Table 3-4: Key Process Results from INFRALINK EXCHANGE DCIA Pilot

Whilst the other benefits were constrained by the duration of the pilot and lack of demand for assets within the period, this was not the case for the knowledge aspects which could be delivered regardless of the level of demand.

The most significant knowledge gains were achieved in improvements to local authorities' knowledge of the 5G ecosystem, specifically with regard to their level of understanding of the issues/ solutions relating to utilising publicly owned assets for wireless connectivity deployment.

Furthermore, all local authorities stated that the Infralink Exchange Programme had become a valuable source of specialist knowledge regarding telecommunications, the operators and 5G, with a number of information sharing sessions held with other local authorities about the Infralink Exchange Pilot outside of the Tay Cities., A number of valuable case studies were also collected during the 12-month period.

Notably, Scottish Futures Trust played a key role in spreading knowledge throughout the pilot, with the initial focus on delivering knowledge transfer sessions to the local authorities which later switched to focusing on industry.

These knowledge gains are likely to have positive long-term impact on any future interactions between the local authorities and industry which will extend beyond the specific scope of the DCIA pilot.

4. Conclusions

The key findings from the Benefits Realisation of the Infralink Exchange DCIA Pilot in the Tay Cities are:

- The **main aim of the DCIA pilot programme was to accelerate the deployment of digital mobile connectivity infrastructure** – in particular for the facilitation of wider 5G roll-out - by improving the ability to access and acquire public sector asset sites. The work within the pilot would be focused on a Digital Asset Management Platform which would be used to improve internal and external processes, enhance engagement between industry and local authorities, improve the readiness and availability of asset data, and encourage more proactive activity by local authorities to make best use of their assets;

- However, there were several limitations to measuring impact on achieving this aim through the DCIA Pilot. These included:

    - The short **duration of the pilot** (only 13 months) meant that ascertaining the impact of the pilot where it relates to deployment is very difficult given the planning processes usually take a much longer period;

    - The **timing of the project** meant it was very likely that industry deployment plans for 2022/23 were determined significantly in advance of the pilot;

    - The **delays in pilot activity**, such as for example the initial delay in getting parties (both LAs and Industry) to sign up to the platform contract, has impacted the time for any meaningful use of the platform; and,

    - Finally, and most importantly, the **infancy of 5G mobile deployments**, meant the anticipated demand for small cells is yet to materialise.

- Given these limitations, the initial quantitative benefits analysis – in the form of DCMS' Benefits Realisation Matrix – indicated that the pilot had had limited impact. However, the wider monitoring undertaken by the project, both quantitative and qualitative throughout the pilot, suggested this was not the

case and in fact the Infralink Exchange DCIA Pilot had delivered considerable benefit:

- **Process:** **Reducing the potential time taken for Local Authorities to react to requests** - Implementing structured, streamlined processes (including the introduction of standardised templates and costings) by which LAs can respond to requests, will ensure that once the demand for assets does increase, they will be in a strong place to react effectively and efficiently. As a direct result of this, Perth & Kinross Council and Freshwave Group have successfully completed a framework agreement to allow the future deployment of small cells on Council assets to boost connectivity in the area, with the Agreement reached in an accelerated period of one month, showcasing the benefits of clearly identified points of contact with a shared objective;

- **Assets:** Activity within the pilot, has led to significant **improvements in the quality and availability of public sector asset data** across a range of different asset types (land, greenfield and street lighting) without having to try and engage individual departments within each LA. This should increase the likelihood of industry organisations finding a suitable location for deployment. In addition, the work undertaken by Connected Places Catapult and the Improvement Service has provided a replicable mechanism, reducing the time and associated effort required for any subsequent LAs who decide to adopt a similar approach;

- **Platform:** whilst **feedback on the current value for money of the Digital Asset Management Platform has been mixed** (whilst demand remains low) it does represent a possible option as a route to the LA proactively marketing assets and any resulting enquiries in the future; and,

- **Knowledge:** the significant knowledge transfer and case study building activity that has taken place during the period of the pilot (especially driven by SFT), alongside the Playbook which provides guidance to other LAs considering taking a similar approach, is likely to have **positive long-**

term impact on any future engagement between the local authorities and industry which extend beyond the specific scope of the DCIA pilot.

Alongside these quantitative and qualitative findings, a number of lessons learned were captured during the pilot which directly impacted the Benefits Realisation reporting. These include:

- **Getting industry involvement has been the most difficult aspect**. It has been difficult to get useful engagement with MNOs and LAs would have found it beneficial to bring them together with industry earlier in the pilot to align on requirements and improve engagement.

- **Industry organisations are not as organised or strategic as expected**. Their approach is more opportunistic and profit motivated. Operators were not always willing to engage.

- LA data is integral to this project but improving the quality of the source data was not in the scope of the DCIA pilot. The use of public sector data for these purposes requires a shift in thinking for LAs. This is likely to be the first of many use cases that need public data (e.g. EV charging) and the process of getting that data and using it is convoluted. The process of cleansing it / improving it needs to be on-going and led by demand rather than a need to get it 100% correct before use - otherwise it risks no data being available for use.

- **Having a front-end platform in place is only a small part of achieving the benefits**. The most important elements in achieving the benefits are culture change, data change, engagement change, raising awareness, improving stakeholder relationships, and encouraging MNO demand.

- The **pilot required a multi-skilled team**. SFT's existing format and relationships clearly helped with this. LAs need to be aware of the skills required going into this type of project and where they can subcontract those skills if they do not exist in-house.

A key benefit of the Infralink Exchange DCIA Pilot is the significant momentum that has been achieved within the LAs in terms of considering how their assets can be used to improve digital connectivity, and the policies, processes, barriers and opportunities that need to be addressed to enable this.

Overall, the Infralink Exchange DCIA Pilot has contributed to the DCIA Programme's ambition to accelerate the deployment of digital mobile connectivity infrastructure. By ensuring that the region has the robust processes and knowledge in place, the work undertaken through the pilot has meant that **when demand for using assets does increase, they can react and help roll out improved connectivity.** Building upon the momentum of the wider Infralink and Tay Cities digital connectivity work (outside of the pilot), this will enable the region to become fairer and wealthier as well as achieve its Net Zero ambitions and improve public service delivery.

Appendices

OBJECTIVES		INPUTS		OUTPUTS		OUTCOMES	
Vision	Mission	Resources	Workstreams	Projects	Outputs	Short-medium term impact	Long term benefits
What is the gap in current policy that this intervention will fill?	What does the intervention hope to achieve?	What resources (funding/people) will be required for this intervention?	How will the programme/project be managed?	What activities will be included within the intervention?	What is delivered or produced?	What are the short or medium-term results on the objectives?	What are the longer-term sustained impacts on results on the objectives?

Capture strategic policy narrative

Establish scope & objectives

Obtain funding & resourcing

Baseline activity

Initiate programme

Undertake programme activities

Monitor outputs

Undertake initial evaluation of short and longer term outcomes

Feedback - Use learning from evaluation to reassess programme objectives and activities

Blue process steps are the key stages of the benefits realisation process.

Appendix B – Infralink Exchange DCIA Theory of Change Logic Map
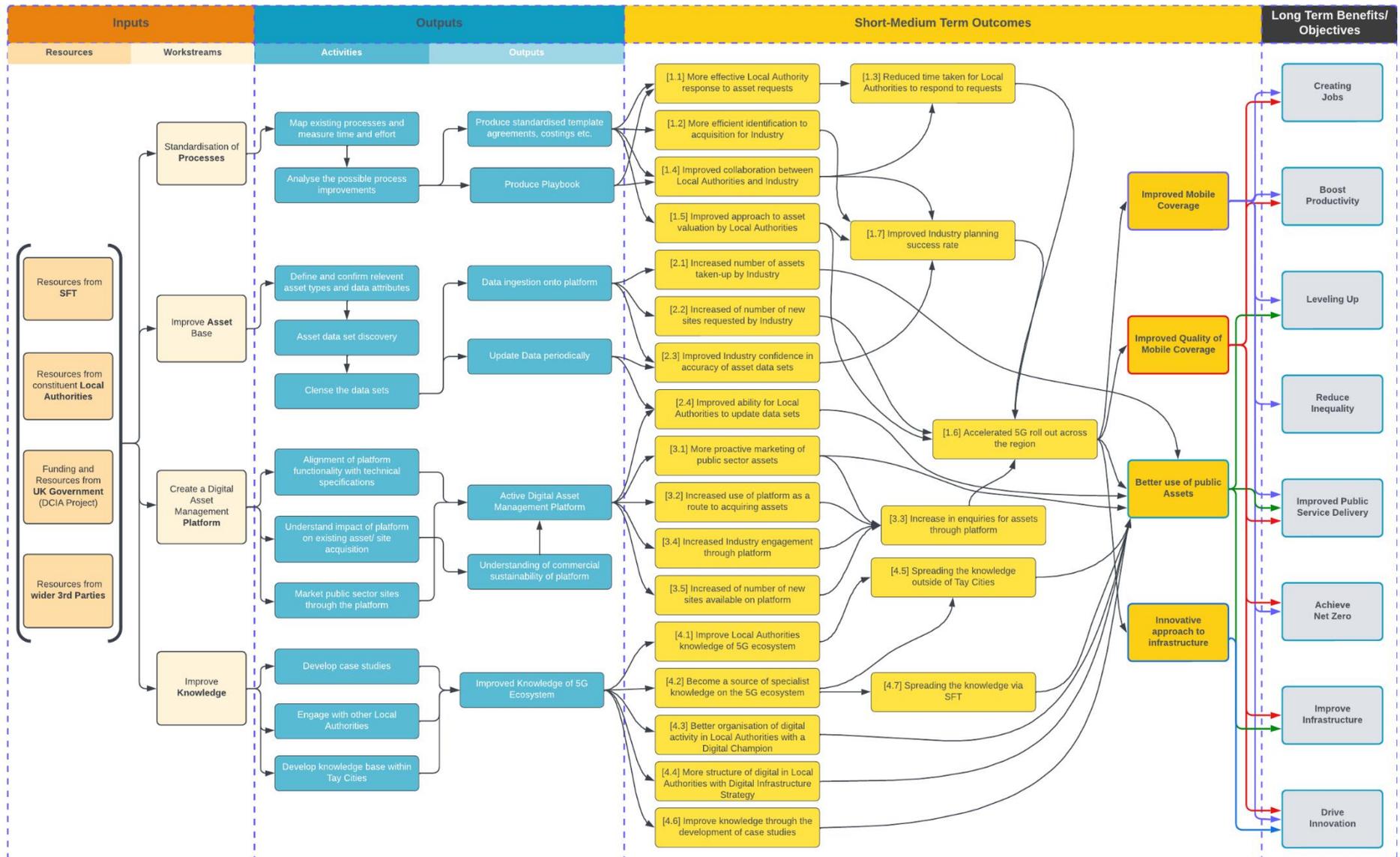
Appendix C – Full Infralink Exchange Benefits Realisation Metrics Results

Benefit			Metric Captured	Results			
				Jun 22	Sep 22	Dec 22	Mar 22
Process - Capturing impact on efficiency of processes both internal within LAs as well as between the LAs and Industry							
1.1	More effective Local Authority response to asset requests *(DCIA Benefits 1A/1B)*	Local Authorities	*Beliefs in the effectiveness of LAs response to requests for use of assets by Industry (No Interaction=1; Poor Interaction = 2; Good Interaction = 3; and Excellent Interaction = 4). Collected from LAs and Industry.*	1.75	2.0	1.5	1.25
		Industry Organisations		1.4	2.5	NA	3.0
1.2	More efficient identification to acquisition for Industry *(DCIA Benefits 5A/5B)*	Small Cell Site	*Quantified view of a savings benefit, measuring reduction in time taken by industry, where time is a proxy for lowering costs of and accelerating network deployments. Collected from Industry.*	6-18 months	8-12 months	NA	8-12 months
		Macro Cell Site		2 – 24 months	1 -16 months	NA	1 -16 months
1.3	Reduced time taken for Local Authorities to respond to requests *(DCIA Benefits 4A/4B)*	With standardised processes (SP)	*Quantified view of a savings benefit, measuring reduction in time taken by LAs to respond to asset requests, where time is a proxy for reduced effort, resources and cost. Collected from LAs.*	No SP in place	No SP in place	1 month to over a year	1 month to over a year
		Without standardised process (SP)		1 month to over a year	1 month to over a year	1 month to over a year	1 month to over a year
1.4	Improved collaboration between Local Authorities and Industry		*Extent to which Infralink Exchange's assistance helped in building more collaborative relationships with the operators. (It has made it harder = 1; It has not helped at all =2; It has helped somewhat = 3; It has helped a lot =4; It would not have happened without it = 5). Collected from LAs.*	-	2.5	3.0	4.0
1.5	Improved approach to asset valuation by Local Authorities		*Extent to which Infralink Exchange's valuation process for compensation helped LAs to progress Code agreements (It has made it harder = 1; It has not helped at all =2; It has helped somewhat = 3; It has helped a lot =4; It would not have happened without it = 5). Collected from LAs.*	-	1.75	1.25	3.0
1.6	Accelerated 5G roll out across the region	Local Authorities	*Extent to which the Infralink Exchange project has helped to accelerate 5G rollout across the region. (It has made it harder = 1; It has not helped at all =2; It has helped somewhat = 3; It has helped a lot =4). Collected from LAs and Industry.*	-	0.75	1.5	1.5
		Industry Organisations		-	0.5	NA	3.33

Benefit			Metric Captured	Results			
				Jun 22	Sep 22	Dec 22	Mar 22
1.7	Improved Industry planning success rate		*How much has the Infralink Exchange pilot improved WIP's planning success rate has improved by? (It has made it harder = 1; It has not helped at all =2; It has helped somewhat = 3; It has helped a lot =4). Collected from Industry.*	-	2.25	NA	3.0
Assets - Identifying the impact on both the identification of potential asset locations and the utilisation of the publicly owned assets							
2.1	Increased number of assets taken-up by Industry (*DCMS Benefits 2A/2B*)	Small Cell Site	*What is the proportion of sites which Wireless Infrastructure Providers have taken up which LAs have made available through the platform? Collected from Platform Provider*	-	0%	0%	0%
		Macro Cell Site		-	0%	0%	0%
2.2	Increased of number of new sites requested by Industry		*Industry's views on number of new sites that have been positively assisted by the actions of Infralink Exchange. Collected from Industry.*	-	2	NA	2
2.3	Improved Industry confidence in accuracy of asset data sets		*Extent to which Industry have confidence in the accuracy of asset data to enable them to identify suitable sites during the pilots? (Strongly Disagree = 1; Disagree =2; Neutral= 3; Agree=4; Strongly Agree = 5). Collected from Industry.*	-	3.75	NA	3.66
2.4	Improved ability for Local Authorities to update data sets	Adding new asset data	*Extent to which LAs believe they can easily add new asset data to the digital platform without undue additional admin burden during the pilots (Strongly Disagree = 1; Disagree =2; Neutral= 3; Agree=4; Strongly Agree = 5)*	-	3.75	3.5	3.75
		Changing current data	*Extent to which LAs believe they can easily make changes to existing asset data within the digital platform without undue additional admin burden during the pilots (Strongly Disagree = 1; Disagree =2; Neutral= 3; Agree=4; Strongly Agree = 5)*	-	2.5	3.5	3.5
Platform - Understanding the effectiveness of the digital asset management platform used within the project							
3.1	More proactive marketing of public sector assets (*DCMS Benefit 6A/ 6B*)	Local Authorities	*Proportion of organisations planning on implementing/utilising a Digital Platform after the pilot ends?*	25%	25%	25%	50%
		Industry Organisations		75%	50%	NA	33.3%

Benefit			Metric Captured	Results			
				Jun 22	Sep 22	Dec 22	Mar 22
3.2	Increased use of platform as a route to acquiring assets (DCMS Benefit 3)		Proportion of Local Authorities' sites which Wireless Infrastructure Providers have taken up through the platform versus the total which they have requested by all available means. Collected from Platform Provider	-	0%	0%	0%
3.3	Increase in enquiries for assets through platform	Small Cell Site	Number of enquiries made through the platform. Collected from Platform Provider	-	0	0	0
		Macro Cell Site		-	0	0	0
3.4	Increased Industry engagement through platform	Mobile Network Operators	Number of Industry Organisations. Collected from Platform Provider	-	-	3	3
		Wireless Infrastructure Providers		-	-	5	7
3.5	Increased of number of new sites available on platform	Small Cell Site	Number of Assets on the platform by potential asset type. Collected from Platform Provider	-	-	140,000	110,000
		Macro Cell Site		-	-	6,000	3,000
Knowledge - Ascertaining the knowledge and findings shared with the 5G ecosystem							
4.1	Improve Local Authorities knowledge of 5G ecosystem		Level of understanding within the Local Authorities of the issues/ solutions with regards to utilising publicly owned assets for wireless connectivity (1 being no understanding and 10 being expert). Collected from LAs.	4.5	6.25	6.5	7.5
4.2	Become a source of specialist knowledge on the 5G ecosystem		Is the Infralink Exchange Programme a valuable source of specialist knowledge e.g. telecommunications, the operators and 5G (% of LAs responding "yes")? Collected from LAs.	-	100%	100%	100%
4.3	Better organisation of LA digital activity with a Digital Champion		Proportion of Local Authorities with a Digital Champion to facilitate engagement with Wireless Infrastructure Providers across the organisation? Collected from LAs.	75%	75%	75%	75%
4.4	More structure of digital with Digital Infrastructure Strategy		Proportion of Local Authorities with a Digital Infrastructure Strategy to set the framework for positive engagement with Wireless Infrastructure Providers? Collected from LAs.	0%	0%	0%	25%

Benefit			Metric Captured	Results			
				Jun 22	Sep 22	Dec 22	Mar 22
4.5	Spreading the knowledge outside of Tay Cities		Number of information sharing sessions with other local authorities about the Infralink Exchange Pilot outside of the Tay Cities within the quarter	-	4	2	4
4.6	Improve knowledge through the development of case studies		Number of case studies collected demonstrating the proactive actions undertaken by the Local Authorities	-	2	3	4
4.7	Spreading the knowledge via SFT	Local Authorities	Number of knowledge transfer sessions delivered to within each quarter	-	4	6	3
		Industry Organisations		-	1	3	4

Notes: Any results with a value of "-" is due to there being no baseline value (for example due to the fact the Infralink Exchange Pilot hadn't begun in the baseline). Any result with "NA" in is because there were no responses from the Industry organisation in December 2022.

Version Control

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