

**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 28 February 2018

Subject: Digital Strategy – Project Proposal

Report of: Strategic Director (Development) and Deputy Chief Executive (People)

Summary

The Council is committed to creating a new Digital Strategy for the city in the Our Manchester Strategy 2016-2025. A project proposal for the Digital Strategy's content and development has been produced (appended to this report). It recommends that the Strategy should act as a digital framework for the whole city, requiring stakeholder engagement in its creation.

Recommendations

The Committee is requested to:-

1. Note and comment on the report; and
2. Consider the proposed content for the Digital Strategy and the suggested development plan for its creation.

Wards Affected:

All wards

Alignment to the Our Manchester Strategy Outcomes (if applicable)

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The digital sector is currently a large part of Manchester's economy. It is one of the main identified growth sectors to 2025, both in terms of gross value added and job creation.
A highly skilled city: world class and home grown talent sustaining the city's economic success	To enter roles in the digital sector, residents need to be equipped with the required skills; this is essential to ensuring the city's future growth. There are many opportunities for residents wishing to pursue a career in this industry, including apprenticeships.

A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The digital agenda is central to the success of other services, such as health and social care improvements, the reform of children and families' services, and supporting people in work.
A liveable and low carbon city: a destination of choice to live, visit, work	Key enablers in improving the city's liveability, sustainability and connectivity are digital and technology.
A connected city: world class infrastructure and connectivity to drive growth	Creating a digital framework for the city. Digital ability underpins connection, both in terms of infrastructure and transport.

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

1.0 Introduction

- 1.1 The significant growth Manchester's digital sector has seen in recent years is set to continue, both in terms of additional jobs and Gross Value Added. As well as being important for its own sake, the city's digital agenda will be crucial to the successful achievement of many other ambitions, including within health and transport.
- 1.2 Within the 'We Wills' of the 'Connected City' theme, the Our Manchester Strategy 2016-2025 commits to "Create a framework for action as a Digital City". Some aims for wider digital activities, such as connectivity and digital skills, are included in other 'We Wills'. Consequently, a project proposal for a Digital Strategy's content and development has been produced (appended). It recommends that the Strategy should act as a digital framework for the whole city, requiring stakeholder engagement in its creation.
- 1.3 A Greater Manchester Digital Strategy is currently under production, with a first draft presented to the Greater Manchester Wider Leadership Team in early January. It is a high level document primarily focused on the growth of the digital sector within the region. It is proposed that the Manchester Digital Strategy is developed in tandem and is complementary to the Greater Manchester Digital Strategy on growth, as well as going further on areas such as digital public services and education. This will create a cross-cutting digital framework for the city that captures the unique challenges and opportunities Manchester faces as the conurbation core.
- 1.4 The ICT Service is currently updating the Council's 2016-2019 ICT Strategy and a new Information Governance Strategy is also under production. It is essential that these are linked into the proposed Digital Strategy.

2.0 Digital Strategy – Proposed Content

- 2.1 Given the fast rate at which the digital agenda is evolving, a Digital Strategy could age very quickly. To combat this, the following structure is proposed.
- 2.2 Principles: simple headline statements, these 'rules of engagement' would guide the approach to digital within the city, as well as digital interactions with the Council. Eindhoven's Smart Society Charter is a good example of where principles have been successfully used in this way; it is appended to the Project Proposal for information.
- 2.3 High level priorities: it is proposed that the Strategy considers the following five priorities, which interlink and capture the main areas of digital focus that are essential to Manchester achieving its 2025 ambitions:
 - Manchester as a Digital City
 - Digital Public Services
 - Digital Infrastructure
 - Digital Education and Skills

- Smart Cities

The supporting themes of procurement, training and finance will be woven throughout. The suggested content and MCC lead for each priority can be found in the appended Project Proposal.

- 2.4 Implementation plan: this can set out specific digital projects and innovations in more detail. The implementation plan be updated on an annual / bi-annual basis to capture progress, allowing for a level of specificity but without risking the premature ageing the whole Strategy.

3.0 Digital Strategy – Proposed Development

- 3.1 In line with the Our Manchester approach, it is proposed that the Digital Strategy is developed in a collaborative way, with co-design at its core. We need to recognise the tremendous creativity and vast digital expertise within the city to create a framework that works for Manchester, not just the Council. As well as listening to key stakeholders, we will be looking to them to provide leadership on the digital agenda. We will identify what our partners can individually and collectively do to help deliver the Strategy's aims.
- 3.2 An internal steering group will be convened to consider the Council's position and role in the coordination of the Strategy's development. A workshop session for the internal steering group will be arranged with Thoughtworks (a leading global digital agency based at Federation House) to further develop the outline strategy.
- 3.3 Once initial scoping work has been undertaken as outlined above, a project plan, including timescales for the Strategy's development, will be produced.
- 3.4 A wider external leadership group will then be established to drive the Strategy's content. This group will draw on the CityVerve partnership group and the lessons they have learnt. Further wider engagement exercises and consultation will follow as the Strategy's development gets underway.

4.0 Conclusion

- 4.1 Economy Scrutiny Committee are requested to consider the Digital Strategy – Project Proposal, in particular comment on the proposed content for the Strategy and the suggested development plan for its creation.

APPENDIX : DIGITAL STRATEGY – PROJECT PROPOSAL

BACKGROUND

Manchester's digital sector has grown dramatically in recent years and will be one of the city's main growth sectors to 2025. An additional 2,100 jobs are predicted to be created in the cultural, creative and digital sector between 2017 - 2025, and percentage growth in the sector's GVA is predicted to be almost 25% for the same period – the second highest of any sector. Digital developments will have an impact on all of Manchester's key sectors, as well as the way our residents go about their day-to-day lives. We are seeing a wide range of industries, from hospitality to advanced manufacturing, being impacted by digital technology. As such, it is essential that the city is ready for the 'Fourth Industrial Revolution'.

Recognising the importance of the digital sector, the Our Manchester Strategy commits us to creating a Digital Strategy for Manchester to ground the city's work on digital infrastructure:

“The city's digital infrastructure is critical to its future success, as this connectivity underpins growth across all sectors. While super-fast broadband is being introduced in the city and free wi-fi networks cover areas in the city centre and the Northern Quarter, we need to keep pace with international competitor cities. This means faster digital connectivity with higher bandwidth. Importantly, it also means we need to use everyday digital technology – smartphones, real-time transport information, and smart meters – in new and connected ways that help us meet the overall objectives of the city. A new Digital Strategy for Manchester will provide the framework for action.”

The pace of change within the digital environment means that this excerpt of the Strategy is already out of date; for example, the city centre's current free wifi provision will come to an end in June 2018. However, in other areas progress remains too slow; for example, smart meters are still not transferable between suppliers. These examples demonstrate the need to develop a strong but flexible framework within which to respond to this constantly evolving sector.

The Our Manchester Strategy contains a number of “We Wills” that specifically relate to wider digital activity:

- under the Thriving and Sustainable theme, we pledge to “Chart a course to becoming a leading digital city”;
- under the Highly Skilled theme, we commit to “Improve educational attainment to be above the national average, with a focus on science, technology, engineering, maths, digital skills and creativity”;
- under the Liveable and Low Carbon theme, we pledge to “Harness the potential of technology to improve the city's liveability, sustainability and connectivity”;
- and
- under the Connected City theme, we commit to “Create a framework for action as a Digital City”.

However, the digital agenda underpins many of the other “We Wills” within the Our Manchester Strategy, including (amongst others):

- Collectively improve our health and wellbeing and be more active as adults and children;
- Have an integrated, smart and affordable transport system;
- Increase productivity for the benefit of the city and the UK as a whole;
- Support the growth of established and emerging business sectors;
- Improve the resource efficiency, carbon and environmental performance of all business sectors;
- Continue to drive economic growth in high-value sectors to retain and attract the best talent;
- Be a 100% clean energy city by 2050.

In addition, since coming into post in May 2017, digital has been high on the agenda of the Mayor of Greater Manchester. He has publicly stated the ambition to make Greater Manchester “a globally recognised digital city region and top five in Europe by 2020”. A GM Digital Summit was held in June 2017 to discuss how the region can build on its existing strengths to achieve this ambition, following which the GMCA have been creating a Greater Manchester Digital Strategy. A follow up summit was held on 8 December 2017 to share the suggested headline themes and actions for the Strategy, with a first draft of that strategy due to be produced later this year. The Greater Manchester Digital Strategy will be a high level document, focusing on the digital sector in relation to region’s continued economic growth.

The Executive approved the Council’s ICT Strategy 2016 – 2019 in July 2016. This is a primarily internally-focused document that examines the requirements of the Council’s ICT equipment and service delivery, rather than being a strategic vision for the wider digital needs of the city. The ICT Service is currently in the process of updating this document, with a draft to be available shortly. A new Information Governance Strategy is also currently being created.

Building on all of this work we now need a strategic document that clearly sets out what the City of Manchester wants to achieve in relation to the digital agenda - both directly and through partners, and also provides a cross-cutting framework that underpins the delivery of a whole range of other strategic priorities. The Council did create a Digital Strategy in 2010; however, the document was largely internally focused so was refreshed in 2012 to reflect a more city-wide digital agenda. The refreshed Strategy scoped digital programmes of work until 2015 and is now out of date.

PROPOSAL

In line with the Our Manchester Strategy, we propose to create a Digital Strategy for Manchester that will act as a framework for all digital action within the city. Like the Our Manchester Strategy, the Digital Strategy will be a strategy for the city, not just the Council. Now is an opportune time to create one as it can align to and complement the high level regional Greater Manchester Digital Strategy, but also provide greater focus on the work required within Manchester specifically.

Manchester is in a unique position as the conurbation core, with different demands on businesses and infrastructure than in the wider region; it is important that the specifics of our digital sector are captured within a Manchester Digital Strategy. It will also relate to the internal ICT Strategy, showing how proposed changes to our ICT estate play a role within the wider digital ambition for the city, as well as the new Information Governance Strategy.

It is proposed to establish a set of **principles** to underpin and guide the approach to digital within the city. The principles would need to be agreed through the process of developing the Strategy with partners. Examples from cities elsewhere in the world have included principles on issues such as open data, accessibility, privacy and security; Eindhoven's Internet of Things principles are attached for illustration (attached at Annex A). The benefit of such an approach is that such principles are less likely to become outdated, which is particularly important given how quickly the digital agenda is evolving. They can also act as 'rules for engagement' for any digital company wishing to approach the Council.

The strategy will then set out a number of **high level priorities**, provisionally around the following themes:

1) Manchester as a Digital City

- This section will look at digital growth and promotion in Manchester, looking at the wider digital city.
- It will examine how we promote Manchester as a digital city on both a national and international stage, to a digital and non-digital audience.
- It would identify the wider digital sector and examine how we need to support it to grow, considering the unique position of the conurbation core. This would include looking at the business development of start-ups and SMEs, and inward investment.
- It would also consider the digital future-proofing of Manchester, including governance and resourcing.

2) Digital Public Services

- This section will consider how ICT can be used as an enabler to help deliver digital government at a local level in a more effective way. This will include the digital public services that Manchester residents will have access to.
- It will consider how digital will be used as a key enabler to support the Council's wider public service reform agenda, including health and social care transformation.
- It will consider partner-to-partner communication, as well as partner-to-resident communication.
- It should also look at the Council's new Information Governance Strategy, the role of open data (including how it drives business growth), and regulatory requirements (such as GDPR).

3) Digital Infrastructure

- This section will set out how we can ensure that the digital infrastructure we need to support the city's wider ambition is in place, and the city's position as a digital provider itself.
- Infrastructure to consider would include 4G, 5G, fibre to premise, and use of street furniture (lampposts, bus stops etc).
- It will consider a plan for engagement with large fibre providers and linking work on highways
- We need to develop a plan for mapping the current smart city infrastructure of the city - sensors, low frequency networks and other Internet of Things infrastructure
- We then need a framework for designing, implementing, managing and governing the smart city architecture of the city.

4) Digital Educations and Skills

- This section will look at the digital skills gap and set out how we will address it; it will link into the Greater Manchester Digital Skills Strategy.
- It will look at this from three main perspectives – 1) equipping residents to access jobs in the expanding digital sector, 2) ensuring our residents have the skills to access digital platforms, and 3) the skills required by the digital sector.
- We need to identify and quantify the higher level skills needs of the digital sector over the period of the Strategy. We need to consider the roles of universities and other providers (e.g. North Coders) in supplying required training, as well as ensuring graduate retention.
- It will also consider STEM and digital education provided via our schools, and youth engagement on the digital agenda.

5) Smart Cities

- This section will consider the work Manchester will continue to take through and as a result of its Smart Cities programmes.
- It will consider the application of digital technology to make Manchester a more liveable city (e.g. smart transport and smart buildings).
- We also need to establish a roadmap for encouraging digital innovation in the city across the public and private sectors, including universities.
- It will assess how digital could be used to promote civic innovation.

As well as these five main areas, there are also the cross cutting themes of procurement, training and finance; these would be woven through the document and mentioned specifically where appropriate. We need to ensure that our procurement processes allow for new ways of working, where civic innovation partnerships become the norm to tackle challenges together. Lessons have already been learnt from CityVerve, Triangulum and Smart Impact projects on the importance of ensuring that our own organisation is able to best support these necessary transitions; these should be fed into the Strategy. The importance of digital to creating and enabling a low carbon culture should also be highlighted as an underlying theme throughout.

To ensure the longevity of the strategy, the priorities outlined will be relatively high level. However, the Strategy will be accompanied by an **implementation plan** that sets out specific interventions in more detail, and which can be updated on annual or bi-annual basis to reflect developments.

DEVELOPING THE STRATEGY

As a strategy for the city not just for the Council, the Digital Strategy will be developed in an Our Manchester way from the outset. We will collaborate with and listen to our partners and other key stakeholders. We will seek to identify what our partners can do to help us deliver the aims of the strategy.

An internal steering group of MCC officers has been established to develop the Council's position and to co-ordinate the Strategy's development. Thoughtworks (a leading digital agency based at Federation House) will support the internal steering group to further develop the outline strategy through constructive challenge from sector experts.

Following this, it is proposed to establish a wider external leadership group, including prominent digital figures and anchor institutions, to drive the development of the strategy and ensure ownership of that strategy from wider stakeholders. It is suggested that this draws on the existing CityVerve partnership group, including representatives from the universities, the Corridor Partnership and digital sector, and a head teacher. Further wider engagement exercises will then follow, which we will look to the leadership group to help support. External stakeholders will be asked to support with the engagement of the wider digital network.

We will continue to liaise with GMCA colleagues to ensure the two Strategies complement each other. An early discussion has been held with Health Innovation Manchester to ensure the alignment of agendas.

ANNEXES

- A. Eindhoven's Smart Society Charter (below)
- B. Our Manchester - Smart and Digital (below)

ANNEX A: EINDHOVEN'S SMART CITY CHARTER

WORK IN PROGRESS – V1.0

Smart Society Charter

IoT Architecture principles & guidelines

City of Eindhoven

In a Smart Society, digital online technologies become seamlessly integrated in the physical offline world, to improve people's lives and contribute to the development of the society. The most important thing in a Smart Society is that people experience the benefits of what the intensive co-evolution of digital and analogue, virtual and physical, online and offline will bring them.

With more and more technologies on the Internet of Things, and increasing volumes of data being collected, it is inevitable that IoT and data-driven services will have a serious impact on our lives. As a pioneer of the Smart Society, the City of Eindhoven is already facing up to imminent changes, and confronting the dilemmas that the new technologies bring with them. In order to safeguard public interest, stimulate innovation, foster a sustainable ecosystem of partners and encourage socially responsible business models, we have put together a few simple common principles to apply to an architecture of all current and emerging IoT initiatives across the city.

These principles are being developed in cooperation with commercial partners, start-ups and small enterprises, independent IoT developers, academic and research institutes, citizen-driven initiatives and other public organizations. We believe that these principles reflect our common values, contribute to the development of the city and improve the quality of life of its residents. We call on all IoT parties in Eindhoven, as well as our Dutch and international partners, to adopt, extend and reflect on these principles when building new or improving existing IoT and data infrastructures, platforms, services and applications. In a Smart Society, all participants should benefit from technology's achievements.

1 Privacy first

First and foremost, the privacy of the users and citizens should be guaranteed. People should be given insight into the data that is collected and control over the way it is and will be used. Ethical aspects should be taken into account when extending practices into areas not addressed by current legislation.

2 Open data and interfaces

We facilitate innovation by making data publicly available and enabling access to IoT & data systems through open interfaces.

We stimulate new business models and emerging services that rely on generating added value, rather than exploiting licenses on data or exclusive rights on the infrastructure. We recommend making the infrastructure open on the lowest level and making raw data publicly available whenever this can be done without compromising the privacy and security of the citizens.

3 Embrace open standards

Wherever available, the IoT infrastructure, connectivity, platforms, devices and services should be built on open or broadly agreed de-facto standards.

Using established standards will facilitate evolution of infrastructure and services, sustain a competitive market and prevent vendor lock-in. Where standards are not yet available, maintaining openness and sharing best practices will help to lay a foundation for the future.

4 Share where possible

We expect all IoT and Data developments to provide well-defined, easily accessible stable interfaces for sharing and reusing existing assets.

Shared use of grids, sensor networks, connectivity and software components will lower the barriers for their adoption, increase connectivity and stimulate interoperability. The IoT & Data infrastructure should be available for re-use, as well as open to innovation and expansion.

5 Support modularity

We recommend adopting a modular architecture with well-defined open interfaces as the core of any IoT or data-driven development.

Modularity helps to ensure interoperability between platforms, services and applications and facilitates re-use and cooperation between partners.

6 Maintain security

The reliability of components, platforms, solutions and services must be constantly safeguarded.

Ensuring confidentiality, integrity and availability is vital to essential services and core parts of the infrastructure, which need to be safeguarded to the highest possible degree. In addition, all digital assets must be well-protected from attack, damage or unauthorized access.

7 Accept social responsibility

Providing new technologies and services, and collecting and combining data may result in unforeseen effects on society or individuals.

We cannot predict the future. We encourage experimentation, provided responsibility is taken for the consequences.

ANNEX B: OUR MANCHESTER – SMART AND DIGITAL

Our Manchester – Smart & Digital

The Our Manchester Strategy vision is for *Manchester to be in the top flight of world class cities by 2025*. The Strategy pinpoints 64 actions to make 'Our Manchester' a reality. Of these, 15 actions have been identified as high level aims for the next ten years. The following 4 actions are those most relevant to our current Smart City / Internet of Things projects - SmartImpact, Synchronicity, Triangulum and CityVerve:

- Collectively improve our health and wellbeing and be more active as adults and children
- Be known for high life-quality, better green spaces and world-class sport, leisure and culture
- Have an integrated, smart and affordable transport system
- Be on a path to being a zero-carbon city by 2050

The Strategy has 5 themes that describe how the actions will be delivered. The following 4 themes demonstrate a direct link to Triangulum, SmartImpact and City Verve:

1. A connected city
2. A liveable low carbon city
3. A progressive and equitable city
4. A thriving and sustainable city

1. Connected city

Develop an integrated, smart, clean transport network that reflects the city's changing shape and the way people need to move around.

Improvements in our transport infrastructure, including facilities to increase cycling, better and franchised bus services, and the **introduction of a smart card system**, will all help connect people to the opportunities the city provides. Manchester has long recognised that it needs a world-class transport system to support its growth ambitions and growing population. People need to get into and around the city easily, cheaply and sustainably.

We will continue to improve our transport system to ensure that it is accessible, affordable and easy to use. Devolved powers, including powers that enable us to create a franchised bus network, will enable Manchester to develop a truly integrated transport system. Currently, the bus network is not serving the city and its residents as effectively as it could: fares, routes and ticketing all need improving. We will introduce **smart ticketing** that will make journeys easier for passengers.

Position the city at the centre of first class networks – locally, nationally and internationally.

Use digital technology to transform how we use energy in order to help reduce energy bills and carbon emissions.

Create a framework for action as a Digital City.

The city's digital infrastructure is critical to its future success, as this connectivity underpins growth across all sectors. While super-fast broadband is being introduced in the city and free wi-fi networks cover areas in the city centre and the Northern Quarter, we need to keep pace with international competitor cities. This means faster digital connectivity with higher bandwidth. Importantly, it also means we need to use every day digital technology– smartphones, real-time transport information, and smart meters – in new and connected ways that help us meet the overall objectives of the city.

2. Liveable and low carbon city

Encourage walking, cycling and public transport use, and continue to invest in the infrastructure this requires us to harness technology to improve the city's liveability, sustainability and connectivity.

By harnessing the potential of evolving digital technology, the city can become an even more innovative, accessible and sustainable place. As technological innovation continues apace, the challenge for Manchester is to capitalise on every opportunity to maximise the contribution it can make towards achieving its vision.

We will be a 100% clean energy city by 2050 and continue to encourage the growth of a low-carbon culture.

The city also needs to provide good-quality public spaces to relax, exercise and step away from the busy city. These spaces will play a key role in reducing carbon and promoting active lifestyles. This means making the most of our green spaces, parks, network of waterways and canals, and the spaces between buildings by integrating them into the city as it continues to develop.

Generating renewable energy in Manchester reduces carbon emissions but also resident energy bills; improving business resource efficiency reduces environmental impacts but also exposure to fluctuating energy and material costs; preparing for the effects of climate change improves the city's attractiveness to investors and homebuyers. These and other benefits are the prize if Manchester embraces and realises its potential to become a leading low-carbon and climate-adapted city.

Ensure that our communities are protected from a changing climate.

As a city, we have improved our levels of recycling. However, we must go further, not just to help meet our environmental objectives but to help manage the pressure on

our budgets. Manchester will pursue growth while improving air quality, decreasing pollution and generating energy from sustainable sources; the city must also prepare for future changes to the climate. Manchester is committed to playing a leading role in action against climate change.

3. A progressive and equitable city

Radically improve health, integrating health and social care and supporting people to make healthier choices, so people have the right care at the right place at the right time.

The health of Manchester's population is on average very poor, despite having a much higher-than-average participation rate in sport. Measures such as life expectancy and the incidence of cancer, cardiovascular disease, stroke and diabetes are all among the worst in the country. We will need to radically transform public services so they are focused around people and communities, rather than organisational silos. We will work across traditional boundaries with the voluntary sector to bring innovation and new ways of working to the fore.

Supporting all residents to be active, resilient and independent is a core part of the public service offer in the city, whether this is the availability of free wi-fi and computers in neighbourhood libraries, or the opportunity to learn English language skills in Manchester Art Gallery.

We intend to radically change health outcomes over the next decade using new devolved powers over health and social care. We will bring together health providers, the Council, the voluntary sector and communities in new ways that will target the specific problems we have in Manchester. Integration of health and social care has the potential to transform the experience and outcomes of people who need help by putting them at the heart of the joined-up service.

Continue to be recognised as a pioneering Age-Friendly city.

Older people are a huge asset to the city and we will continue to support the major contribution they make to the city through active participation in their communities, including volunteering and their contribution through paid work. Manchester's pioneering Age-Friendly programme, endorsed by the World Health Organization, aims to ensure that older people are involved in, feel comfortable in, and are valued in the city. The programme supports older people to live healthy and active lives and to live independently for longer. There needs to be a renewed focus on preventing problems occurring by ensuring that people can access the help they need earlier, and that they are equipped to take care of themselves.

4. Thriving and sustainable city **Chart a course to becoming a leading digital city.**

Manchester is known as a leader in creative and media businesses. We are the second-largest cluster of this type in Europe. This is anchored by large organisations in the city region, such as the BBC and ITV, and the wider eco-system of businesses that support the creation of digital content. We have a world-class reputation for developing 'creative content' that brings together our expertise built over a generation in broadcast media, creativity and design, with our ability to exploit new digital platforms. We are making content for broadcasts, games and apps, and designing new retail channels made in Manchester and sold around the world. Our businesses are using new technology to stay at the leading edge of their fields.

Capture the commercial potential of research and innovation – particularly in advanced materials and at key employment areas such as Corridor Manchester and Airport City.

We will continue to support our businesses through joined-up and easy- to-access services provided through the Manchester Growth Company and Business Growth Hub. We will look at raising the levels of our exports and build on the city's tradition of selling its ideas to the world.

We will also further encourage the networks within and between sectors, such as those that have been forged in Corridor Manchester and the Northern Quarter. The most innovative and successful cities are alive with connections and creativity brought about by people sharing ideas across traditional divides. Integration between public, private and voluntary sectors provides a rich opportunity for sharing learning and expertise.

Improve the resource efficiency, carbon and environmental performance of all businesses.

Our shift to a low-carbon economy will be supported by the growing number of businesses already providing low-carbon and environmental goods and services. This growth has exceeded national rates of growth, and will continue to do so in the future. We expect exports to rapidly growing overseas markets to increase. Our other businesses will benefit from this local expertise, which will help them to improve energy and resource efficiency in the face of ongoing price rises to vital resources.