

A Digital Vision and Strategy - a Digital Master Plan - for the Manchester city-region

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1. Introduction

The Digital Vision and Strategy, as a “Digital Master Plan”, for the Manchester city-region sets out our goals of achieving of a digitally enabled and inclusive society. The Vision is focused on **creating a dynamic digital economy and a digitally inclusive city-region which supports an enhanced quality of life for everyone who lives, works and studies here**. The Strategy outlines the approach to achieving the Vision over the next 5 to 10 years. Together they form the Digital Master Plan with the initial geographic focus for this being Greater Manchester as the core of the wider city-region.

The Digital Vision and Strategy aim to provide the basis for making Manchester a world class sustainable digital city-region of the 21st century, driven by the creativity, diversity and performance of the economy of the city-region, through:

- The development of advanced e-infrastructures and e-services that keep the city’s economy competitive and enable people to reach their full potential, especially in terms of education and employment;
- The creation of new forms of e-citizenship based on neighbourhood empowerment, the development of social capital and ‘digital respect’ to enable people to feel respected, secure and welcome in the digital world, enhancing individual and collective self-esteem, mutual respect and community cohesion;
- The establishment of ‘smart empowered neighbourhoods’ by deploying new and innovative applications of digital technologies to give people more control over their living and working environments to support the creation of neighbourhoods of choice.

These will all contribute to the city-region’s success, supporting existing residents and attracting people to move to and to stay in the Manchester city-region, helping to create a larger and more productive population, wealthier, living longer, happier and healthier lives, with diversity and stability.

The overall objective of creating the Vision and Strategy is to provide a clear framework, in the form of a “Digital Master Plan”, setting out the aims and objectives for the Digital city-region of the future. This will provide guidance and direction for future policy development and investment in this area. The Digital Master Plan will include the creation of a “Digital Design Guide” to facilitate and guide the process.

The Manchester city-region Digital Challenge bid, under the title of “ONE-Manchester” (Open Network E-Manchester) encompasses the first initiatives of a what will be a phased programme of activities aimed at achieving Manchester’s Digital Vision of a digitally enabled and inclusive society.

The establishment of the Digital Vision and Strategy in the form of the Digital Master Plan offers an opportunity for the Manchester city-region to stake its claim as committed to becoming a world class digital city with one of the most competitive and advanced e-infrastructures and e-services platforms in the world. This aims to match Manchester’s achievements in regeneration and the transformation of the city-region’s physical infrastructure over the last 10 years.

The report on the Digital Vision and Strategy and the Digital Challenge bid was agreed at the meeting of the Association of Greater Manchester Authorities – AGMA – Chief Executives held on November 24th 2006.

2. Digital Challenge

The ‘Digital Challenge’ was launched on 7 December 2005 by the Office of Deputy Prime Minister (now the Department for Communities and Local Government - DCLG). The Digital Challenge provides a unique incentive for local authorities and their strategic partnerships to drive forward the use of technologies to meet the needs of their local communities and individual citizens with a particular focus on meeting the needs of the most disadvantaged communities and neighbourhoods. In essence the Digital Challenge provides the opportunity to create a world class exemplar of a “sustainable, digitally enabled community”.

The Manchester bid to the Digital Challenge is entitled “**ONE-Manchester: Open Network E-Manchester**” and is a Manchester city-region bid. “**ONE-Manchester**” aims to represent the “heart” of the Digital Vision and Strategy (Digital Master Plan) for the Manchester City-Region, promoting unity and diversity in the digital age, ensuring digital inclusion and social innovation throughout the city-region. The key partners for the defined first phase of development are Manchester, Tameside, Salford and Oldham, and other Greater Manchester districts and partners are committed to joining the bid consortium as associated partners

Following the regional and national judging process held in June and July 2006 the ONE-Manchester bid was selected as one of the “Top 10 National Finalists”. As a result of being selected the 10 national finalists share £1.2 million of government funding to strengthen and develop their proposals in order to make their final submission (which was submitted on January 2007). The winning submission will receive £3 million of government funding to put their proposals into action. All of the other finalists will also receive support to identify other resources to support their implementation plans.

The Manchester Digital Development Agency (MDDA) is taking the lead role on coordinating this work on behalf of the ‘ONE-Manchester’ partnership. The core theme of ONE-Manchester is “**turning the digital divide into a digital dividend**”.

3. The National and International Context

Manchester is the “original, modern city - innovative, creative, youthful and energetic, providing a great quality of life and an excellent business environment” (www.investinmanchester.com). It is at the heart of a city-region which showcases the

power of regeneration but also the challenges faced in creating social inclusion and sustainable urban development.

Greater Manchester's metropolitan city-region covers the 10 districts of Manchester, Salford, Trafford, Tameside, Stockport, Oldham, Rochdale, Bury, Bolton and Wigan, each having its own unique character, but all sharing a cohesive regional city heritage and identity. The Digital Strategy aims to set out a new vision for a world-class Digital City-Region and throughout the strategy 'ONE-Manchester' should be understood in this context.

The Digital Vision and Strategy set out a vision that will enable the Manchester city-region to remain competitive in an increasingly globalised and digital world economy. Manchester needs to be at the forefront of current developments in advanced e-infrastructures and e-services and can lead the way, as the UK is currently lagging behind in terms of investment in advanced e-infrastructures. While national pro-competition policies have been driving access prices to existing broadband down to among the lowest in the world much more needs to be done to leverage competitive advantage for this to help us attain this vision.

Many cities and regions in most of the EU 25 countries are investing in the advanced e-infrastructures that will provide "super-broadband" (operating at speeds from 100 times to more than 1000 times faster than current services in the UK). These are future-proofed open networks that allow high density services including High Definition Digital TV, On-Demand Media Services and Advanced Telephony. Such infrastructure is increasingly likely to attract inward investment away from cities/regions that cannot match this and put these cities, including Manchester, at a serious competitive disadvantage in terms of their ability to attract investment and sustain growth, especially in the digital, media and creative sectors.

A new 'premier league' of super-broadband cities is emerging across the world, in Europe this includes cities such as Amsterdam (currently investing in super-broadband going into 450,000 homes and businesses), Barcelona, Cologne, Dortmund, Paris, Reykjavik, Stockholm, Vienna and Zurich. Manchester has a clear choice – to 'break the mould' of the existing UK experience and establish itself as the only real UK contender to play a leading role in this 'premier league' or, alternatively, to have a lower profile and risk facing a deteriorating competitive position in terms of investment, innovation and jobs.

This is why the Digital Vision and Strategy will support the objective of ensuring that Manchester does become a world class digital city-region and is fully enabled to be play this leading role.

This approach would also aim to underpin the ONE-Manchester Digital Challenge submission and provide a national exemplar for digital innovation in line with the Government's Report: [Connecting the UK: the Digital Strategy](#) which was published in April 2005.

The UK Digital strategy sets out a clear rationale for government involvement in tackling the digital divide and minimising social exclusion; ensuring the correct national skills framework is in place; regulating where there is market failure; and delivering responsive public services. There is now a rationale for a new emphasis in public policy towards harnessing the economic and social returns on ICT investments and doing so in a way which benefits all parts of society. In addition there is growing national concern about the need for greater progress towards environmental sustainability and this too will be factored into our approach.

The Government's priorities are based on:

- tackling the digital divide and using innovation in digital technologies to address social exclusion;
- making the UK the most competitive environment in the world for e-business and e-commerce;
- pressing ahead with online delivery of public services as part of the wider "transformational government" strategy;
- developing public infrastructure to ensure universal availability, including consideration of the implications of Digital Switchover (which impacts on the Granada TV region in 2009); and
- ensuring that everyone has the opportunity to acquire the basic skills and the key ICT skills so that everyone can make the best use of digital technologies.

4. The Manchester City-Region Context

The Digital Vision and Strategy build upon the key strategic frameworks established to develop the capacity and competitiveness of the region including the Regional Economic Strategy, the Regional ICT Strategy, the Greater Manchester Economic Development Plan and the Manchester City Region Development Programme.

At a local level the Community Strategies for 2006-2015 set out a vision for the city-region in supporting economic growth and ensuring that more people and communities share its benefits so that, by 2015, the quality of life in Manchester will be second to none and our population will continue to grow with more working families, more home-owners and increased productivity.

In order to achieve the vision we aim to:

- Ensure that all children can achieve their full potential at school and everyone can develop the right skills for the modern world;
- Support growth sectors and enable new industries to develop to create sustainable employment and skill levels;
- Get residents who have been out of work for a long time back into jobs so that their lives can be healthier and happier;
- Have neighbourhoods where people want to live, work and bring up children;
- Enable Manchester people to be ambitious, to have respect for themselves, each other and their neighbourhoods.

An essential prerequisite for realising this vision is supporting access for all groups to ensure that they benefit from the digital age including BME communities, older people, disabled people and other socially excluded groups.

Central to realising the Community Strategy's vision is a transformational agenda aimed at all aspects of service delivery and at ensuring that our residents and communities can access and benefit from the wealth being created by the knowledge economy. The digital 'agenda', which will be set in the Digital Master Plan, is an essential part of this, not only defining what makes Manchester 'stand out', what gives us the 'edge' in competitiveness

terms, but also providing key outcomes which will ‘map the way’ for the journey towards achieving our commitment to creating a sustainable knowledge society.

This also aims to ensure that the Digital Strategy acts as a catalyst to bring together all efforts focusing on the issue of ‘convergence’, where the increasingly inter-linked and inter-dependent roles of the digital, creative and media sectors mean that policy and interventions need to be much more joined up. The investment generated by the development of Media City:UK in Salford, with the BBC move at its heart, will not only provide new opportunities for the whole creative supply chain but will also require active support to ensure that this provides direct local benefits and new ways of tackling the ‘digital divide’.

Digital Switchover will also provide many challenges as well as opportunities in demonstrating how the city-region can take a lead in enabling full digital connectivity through broadband Internet (IP) access for all digital TV users.

In order to do this the Digital Vision and Strategy aims to build on the City Growth Strategy and the City Region Development Plan with an emphasis on skills, employment and entrepreneurship demonstrating how local residents can access the jobs and skills in the digital economy. In particular it will guide the practical implementation of key priority actions within the City Region Development Plan (CRDP), including:

“For Northern Way/Government:

- DCLG/Northern Way to support regeneration partnerships in developing advanced broadband capacity to support economic, environmental and social programmes, including those to tackle the “digital divide” and to promote good practice arising from the “Digital Challenge” process

For Local/Regional Partners:

- Chamberlink/MDDA/CWEA partners to encourage businesses, particularly SMEs, and social enterprises to recognise and exploit the potential of technology, including broadband, wireless applications and Voice over IP;
- NWDA/MDDA/GMCC to promote and to lobby for advanced broadband capacity to be incorporated into physical infrastructure development so it effectively becomes a public utility including wireless connectivity (WiFi and WiMax) and fibre to the home/premises (FTTH/FTTP);
- NWDA/MDDA to work with regeneration partnerships to ensure that ICT/digital developments are fully integrated with all economic, environmental and social programmes, especially those which tackle the “digital divide”.

(Section 7.6, p.25, “The Manchester City Region Development Programme 2006: Accelerating The Economic Growth Of The North”)

No other major UK city, with the exception of London, has yet developed a local equivalent to the national UK Digital Strategy. Manchester has the opportunity to develop a Digital Vision and Strategy which sets out the crucial role that digital information and communications technologies (ICTs) will have for our future competitiveness and sustainability as a city-region. This will include a clear strategic framework within the Digital Master Plan for policy development around digital inclusion and addressing the digital divide which excludes many of our residents from playing a full role in the digital world.

5. Vision

The Vision for Manchester is “to create a dynamic digital economy and a digitally inclusive city-region which supports an enhanced quality of life for everyone who lives, works and studies here” is based, therefore, on relating national priorities to the key requirements of the Manchester city-region. The foundation for the Digital Vision and Strategy in the form of the Digital Master Plan is, therefore, based on the following key priorities:

Key Priority 1 (KP1): Digital Inclusion:

Creating a digital inclusive city-region by tackling the digital divide and ensuring community engagement at all levels through using innovation in promoting e-citizenship and making digital technologies more accessible, affordable and useable;

Key Priority 2 (KP 2): Digital Skills

Improving access to jobs and skills through new ways of working and learning using new applications of digital technologies that support e-learning, more flexible living and working environments, greater life-work balance and healthier lifestyles;

Key Priority 3 (KP3): Digital Economy:

Making the Manchester city-region one of the most competitive environments for e-business, e-commerce and e-entrepreneurship;

Key Priority 4 (KP4): Digital Service Transformation:

Supporting a growing population with advanced digitally enabled solutions that will transform the way that they access public services and the way that these services are delivered through greater neighbourhood empowerment and household delivery of e-services;

Key Priority 5 (KP5): Digital Infrastructures and Investment:

Providing the required advanced digital infrastructures and access options that will underpin economic growth and ensure universal availability;

Key Priority 6 (KP 6): Digital Sustainability

Developing innovative digital solutions to support environmental sustainability making Manchester a leader in green technologies, intelligent energy and smart living and working environments.

6. Delivering on the Vision

The emphasis of the Digital Vision and Strategy is to ensure that the transformation required to make Manchester a world class digital city-region can be delivered in a way which is not only inclusive and sustainable but can also be mainstreamed into all aspects of service delivery in the longer term.

The Key Priorities outlined above are based on the idea that connectivity, content, community engagement and capacity building, or the “Four C’s”, provide a way of focusing the Digital Vision and Strategy, including the ONE-Manchester Digital Challenge bid , around delivering real and practical benefits for everyone who lives, works and studies here.

The “Four Cs” are:

- a) **Connectivity:** developing advanced, open, future-proofed access channels, providing people and businesses with the accessibility they need to the required e-infrastructures and digital services on an ‘always on’ basis, wherever and whenever they need it;
- b) **Content:** generating dynamic and rich content which stimulates take-up of e-services, encourages people to play an active role as content producers and provides new opportunities for innovation and for people to create jobs for themselves and others as e-entrepreneurs;
- c) **Community engagement:** focused and targeted on excluded communities to support solidarity, unity and diversity in order create digital inclusion by innovation through digital technologies;
- d) **Capacity building for sustainability:** developing social capital and skills by working with local residents to create a critical mass of users and activities based on developing trust, confidence and loyalty and demonstrating that digital inclusion can bring real benefits to local people especially in terms of skills and jobs.

These are cross-cutting themes that will underpin the Digital Master Plan and its priorities for action based on the key priorities outlined above. This in turn links together the strategic framework based on the four ongoing priorities for digital development across the city-region, what have been termed the “ACES” (Access, Content, Engagement and Sustainability), with the foundations of the ONE-Manchester Digital Challenge bid as shown in the table below:

Strategy – the ACES	Digital Challenge – the foundations	Four ‘Cs’ – cross-cutting themes
Access	Infrastructure	Connectivity
Content	Capability	Content
Engagement	Engagement	Community Engagement
Sustainability	Leadership	Capacity building for sustainability

7. Digital Action Plan

The next stage is to prepare a Digital Action Plan which will provide the basis for implementation with clear deliverables, milestones and results to be achieved.

Annex 1 sets out the core actions within each of the Key Priorities (as outlined above) which will be part of this, covering the issues to be addressed, proposed indicators to be used for monitoring, the action planned and the measures to be achieved.

This includes the roll-out of the proposals contained in the ONE-Manchester Digital Challenge bid, with the development of a digital inclusion cross-cutting theme for Local Area Agreements (LAAs) which will help the achievement of LAA targets.

The Digital Action Plan starts with the priorities for action and activities covering implementation over the short-term (6 – 18 months). It then identifies initial priorities for action and activities covering the medium-term (2 – 5 years) and long term (5-10 years). These will be subject to revision following an annual review of progress.

ANNEX 1

MANCHESTER CITY-REGION DIGITAL VISION and STRATEGY – KEY PRIORITIES

KEY PRIORITY 1 (KP1): DIGITAL INCLUSION

Creating a digitally inclusive city-region:

In order to be effective the implementation of the strategy must result in increasing inclusiveness and community cohesion by improving digital access to all the communities in the city-region to ensure that they can directly benefit from participating in the digital age.

This requires tackling the digital divide and ensuring community engagement at all levels through promoting e-citizenship and making digital technologies more accessible, affordable and useable. This means ensuring that every resident can make the fullest use of e-services through:

- a) having access to the required facilities including access devices, connectivity, training and technical support;
- b) creating supportive e-communities with support from community e-champions, mentors, technical services and ways of developing 'social media' and 'user generated content';
- c) removing other barriers to digital inclusion such as access to affordable finance, allaying fears on safety and security and building confidence and aspirations;
- d) developing appropriate content targeted at excluded groups including older people, BME communities and disabled communities.

The plan is that this will be delivered by the ONE-Manchester initiative acting as the catalyst for developments, taking the experience gained on innovative digital inclusion projects, like Eastserve and e-Tameside, and mainstreaming it so that it can be applied to other priority target areas across the city-region. (It is intended that this will then be able to provide an exemplar methodology that can be made use of across the region and the country.)

In doing so ONE-Manchester aims to provide everyone living, working and studying in the city-region with the means, in terms of the capability, connectivity and content, to use digital technologies to transform their lives. Specifically, there will be a focus on the technologies and applications that are needed to enable delivery of Local Area Agreements (LAAs).

This work, coordinated through ONE-Manchester, will have a geographic focus based on Digital Action Places (DAP) which will be based around priority target areas but with the flexibility to reach out and form digital communities of interest as appropriate. As Manchester has a number of diverse communities the DAP's will reflect this diversity by ensuring that all parts of the community are represented on them. Each DAP will be provided with the resources and processes to deliver personalised programmes known as "Netstart" to local residents and organisations. The Netstart programme will offer a personalised access route to content and services.

Setting up a DAP could be viewed like developing a franchise arrangement, e.g. setting up a local shop for fair trade goods, it has a local focus and 'flavour' but can draw upon central support, processes and guidance, (ONE-Manchester Service Catalogue) e.g. with training materials, discount deals on goods and services, branding and marketing, content development etc. This means that services will be able to be focused on local needs with delivery, around a common 'digital template', operating on a flexible and adaptable basis.

In addition, it is planned to produce a local e-citizenship agreement, drawing on the experience gained from the development of the European Charter of e-Rights, developed by the Eurocities Knowledge Society Forum – Telecities. This will focus on citizenship rights and responsibilities in the digital age, emphasising and encouraging ‘digital respect’. There are a number of other proposals which are being developed to complement this, including:

- the establishment of an Institute for Social Media (i4sm) in partnership with Manchester Business School (MBS);
- the development of “Manchester-UK” together with ONE-Manchester within “Second Life” (the social networking virtual world).

This will be supported by an ‘E-Citizenship Digital Access Pack’ developed through ONE-Manchester to provide local residents in each DAP with the digital tools to get on-line and to access the e-services that they required on an affordable and sustainable basis. Overall this approach is about promoting greater community engagement, including through the use of e-consultation and e-participation tools and approaches, in order to achieve digital enabled neighbourhood empowerment across the city-region.

This will, in turn, be underpinned by promoting mutual aid to reflect the cooperative nature of the best that is possible in the digital age. A “Digital Cooperative” is proposed as the centrepiece of ONE-Manchester’s long term sustainability.

All of this will fit together into what is seen as a digital “Matrix”, with the Digital Cooperative at the centre of this with the commitment to making the city-region the UK’s first “IP-City”.

“IP-City” is about everyone, everything and everywhere being connected using IP (Internet Protocol). Everyone will get easy access to content and services through the “MyCommunity Gateway”, creating a personalised “desktop” which links through to official public service gateways via the “Government Gateway” and “Government Connect”.

Digital inclusion will be mainstreamed into all regeneration delivery programmes adding value to community engagement and neighbourhood empowerment. At the same time the Digital Strategy and work of ‘ONE-Manchester’ aims to promote new thinking about how to establish more creative, virtual environments where local people can have a direct role in shaping their communities by developing their own content and creating their own e-business and e-trading opportunities. Already ideas are being developed around using existing ‘virtual worlds’, such as “Second Life”, to support regeneration as well as developing new ones, a “Manchester Life”, developing knowledge sharing social media, a form of “Regen-ikipedia” to build on the city-region’s expertise in this area, and promoting best practice through the Institute for Social Media (i4sm) being set up in partnership with Manchester Business School (MBS).

ACTION PLAN: KP1 – Short term deliverables

Issue	Indicators	Action planned	Measures	Timescale
Access	% of the population with basic broadband access (1Mb up to 24Mb)	Implement "IP-City" proposals for city-region wide affordable connectivity	Roll-out of wireless connectivity from East Manchester into adjacent areas (starting with North Manchester)	Phase 1: March 08
	% of the population with faster broadband (over 24Mb)	Create innovation zones with trials of Fibre to the Home/Business (FTTH/B)	"IP City" roll out plan Innovation Zone trials	Phase 1: March 08 Phase 1: March 08
	% of the population with fastest broadband (100Mb+)	Stimulate investment in roll-out of FTTH/B	FTTH/B roll-out plan	Phase 2: Dec 08
E-communities	% of residents supported by a Digital Action Place (DAP)	DAP roll-out plan a) N. Manchester b) Central/South c) Tameside d) Wythenshawe	DAP established a) N. Manchester b) Central/South c) Tameside d) Wythenshawe	Phase 1: March 08 Phase 2: March 09
	% of older people supported by DAP	e) N. Trafford f) Salford g) Oldham h) other GM areas	e) N. Trafford f) Salford g) Oldham h) other GM areas	Phase 3: 2009/10
	% of disabled people supported by DAP	ONE-Manchester Service Catalogue	Establish network and pilot projects	Phase 1: March 08
	% of BME communities supported by DAP	Outreach and engagement network established	Demonstrate engagement of socially excluded groups	
	No of people accessing Web 2.0 training opportunities			
	No. of people with Web 2.0 skills			
Digital inclusion	No. of people accessing public services on-line	Develop Netstart Programme	NetStart	Phase 1: Dec 07
	No. of social networking sites and applications	ONE-Manchester e-citizenship agreement	E-Citizenship Access Pack	Phase 1: September 07
	% of Community using web technology	Institute for Social Media to be developed in partnership with Knowledge Capital	Launch of Institute for Social Media	
	% of people who are surveyed who feel they can influence decisions	Linked to community strategy target		

KEY PRIORITY 2 (KP2): DIGITAL SKILLS

Providing the digital skills needed to improve access to jobs and enterprise opportunities

In order to support and sustain economic growth in the city-region it is essential that ways are found to improve people's access to skills and new employment opportunities in a digital world. This needs to be done by increasing awareness of new ways of working and learning and by encouraging people to consider more flexible living and working environments, greater life-work balance and healthier lifestyles through:

- a) increasing the skill base through greater support for new e-skills and e-learning opportunities;
- b) developing innovative content which enables people to acquire the key e-skills that they need to make the best use of digital technologies and to create user generated content;
- c) encouraging "smart ways of living" which enable innovative uses of digital technologies to support greater life-work balance and healthier lifestyles, e.g. telework and telecare services to support independent living.

The aim here is to build social capital through the development of knowledge communities, i.e. providing people with the skills, confidence and aspirations so that the opportunities provided by the growth of the knowledge economy can be more effectively connected to local needs.

This involves building the capacity of people through social networking enabled by digital technologies. The experience of the Eastserve initiative has demonstrated that the best approach to capacity building is to generate trust, loyalty and commitment by involving local people and community organisations at all levels of digital service development. This is an important catalyst for convincing people to invest the time, energy and resources in learning new skills and then maintaining their commitment by using e-services, contributing to e-communities and beginning to involve themselves in creating user generated content.

The ONE-Manchester initiative intends to build on its model of community engagement in local areas through Digital Action Places to create e-skills networks, linking together community based learning centres, especially through the UK-Online network, local schools (including Building Schools for the Future – BSF) and colleges and e-learning resources. This will be backed up by the 'NetStart' programme with thematic learning and content 'packs' linking into the key themes of the Local Area Agreements (LAAs). In addition new outlets will be identified in local communities where information would be made available about courses and other learning opportunities, e.g. Post Offices, local shops, community centres, health centres etc. ONE-Manchester will also work in close collaboration with HE and FE to open connectivity, including linking together community learning networks with Net North West as is being piloted in Bolton.

The development of digital skills will focus both on the current and emerging needs of the labour market, where skills in ICT, networking and content generation are essential 'core skills' more than ever before, and on equipping people with the skills to be enterprising and entrepreneurial in creating employment opportunities for themselves. As the knowledge economy becomes indistinguishable from the digital economy many people will no longer be, or want to be, working in a traditional labour market in traditional ways. More and more people will be teleworking, working from home and/or from local telecentres, working in virtual businesses and e-mixing work and leisure opportunities in ever more flexible ways.

This poses great challenges for traditional job support and businesses support approaches as more and more people chose to become e-workers and e-entrepreneurs. In a 'peer to peer' digital world people seeking these new forms of employment opportunities may find more support through collaborative and self-help networks than from traditional sources. This does, however, provide some exiting opportunities for support agencies to embrace these new ways of working themselves and, in doing so, reinvent themselves to be a more effective part of a networking based digital economy.

In order to support this the ONE-Manchester initiative aims to develop new digital networking approaches for multi-agency partnerships so that they can maximise their knowledge and experience of these fundamental changes to the working environment. The intention is to enable new forms of employment and business support services to be developed which will enable all sections of the community to develop the skills to have a stake in the digital economy, from people returning to the labour market having been dependent on benefits, to people already in work who want to have more of a life-work balance to people who want to develop their entrepreneurial skills to become e-entrepreneurs.

This will build on the work of the Manchester Digital trade association, working in partnership with the enterprise agency, the Manchester Business Consortium, as well as local social enterprises and their networks. In terms of social enterprises there is a very wide range of opportunities to develop new forms of social entrepreneurship, cooperative working and mutual aid approaches using the social networking tools provided by digital technologies and applications. These help to develop new skills by their very existence but there is also a need for training bodies and e-learning initiatives to provide new and more accessible ways of developing these skills on a much wider and inclusive basis than in currently the case.

One specific focus of this work will be more collaborative working across key sectors that can act as a catalyst for change, particularly in terms of the digital, creative and media sectors. In addition to existing networks continuing to strengthen their collaboration, e.g. across the digital, creative and media sectors with organisations such as Manchester Digital, the Creative Industries Development Service (CIDS) and North West Vision, there is a need to learn from social innovation through the experiences of projects such as the Manchester Community Information Network's (MCIN) Community Reporters Project (in partnership with MANCAT and the BBC), the 'Lets Go Global' Community Web TV initiative and Radio Regen and its network of community radio stations.

All of these provide new and dynamic exemplars of how to develop user generated content and to sustain community engagement on a long term basis. ONE-Manchester's aim is to find more effective ways of mainstreaming this experience and expertise to develop the skill base across the city-region. What is needed is a new kind of collaborative space which can be used to showcase local creative capacity. The aim is to support the development of this with partners, as outlined above and Knowledge Capital, and through new initiatives such as the Institute for Social Media (i4sm) and ONE-Manchester within Second Life.

A growing digital economy needs a dynamic creative sector, and vice versa, and in the new 'peer to peer' world of Internet development (often referred to as "Web 2.0") creative inspiration from the arts and cultural industries will play an increasingly important role in sustaining these developments and generating market demand for new skills. Technological convergence, the coming together of digital, creative and media (or IT, telecommunications and broadcasting), both creates new skill demands and generates new skills for which demand will be created. The key to the success of the Manchester city-region will be that both supply and demand of these "convergent" skills can be increased and sustained.

ACTION PLAN: KP2 – Short term deliverables

Issue	Indicators	Action planned	Measures	Timescale
Increasing the skill base	% of residents with relevant NVQII/III qualifications	Awareness and promotional campaign focusing on e-skills and access routes, e.g. through community based learning centres, libraries and other outlets e.g. Post Offices, shops etc. Training and personal support programmes linked to NetStart Access Packs	ONE-Manchester e-skills network launched	Phase 1: Dec. 07
	% of residents accessing basic skills provision		NetStart thematic learning and content packs launched	Phase 1: March 08
	% of residents progressing on from basic skills		Support for community based e-learning initiatives	Phase 1: March 08
			New opportunities for home based working and telework	Phase 1: March 08
User generated content	% of residents involved in content production	New training and e-learning opportunities building on provision by existing initiatives, inc. MDDA, MCIN, WEA, Radio Regen Institute for Social Media to be developed in partnership with Knowledge Capital	Range of courses and other learning opportunities provided for people to learn how to develop social media and user generated content Launch of Institute for Social Media	Phase 1: March 08
	% of residents who are disabled producing content,			Phase 2: Sept. 08
	% of residents form BME groups who produce content			
	% of older residents who produce content			
No of new sources of local social media content, inc. blogs, podcasts, e-books, wikis etc.				
Smart ways of living	% of households equipped with smart technology to support sustainability, e.g. energy efficiency, telecare, telework etc.	Awareness and promotional campaign focusing on 'smart ways of living' and the social, economic and environmental benefits	NetStart packs on: Sustainable energy communities; Independent and assisted living; "Tele-learn to tele-earn".	Phase 1: March 08

KEY PRIORITY 3 (KP3): DIGITAL ECONOMY

Making the Manchester City-Region the most competitive e-environment possible.

If the city-region is to reach its full potential economically then the take-up and use of digital technologies must result in improved economic performance. This requires increasing awareness and use of new and advanced forms of e-business, e-commerce and e-entrepreneurship through:

- a) developing new ways of working, including telework, and promoting new work models based on virtual businesses and digital social enterprises;
- b) encouraging e-entrepreneurship at all levels and the innovation and creativity needed to underpin this and proactively promoting the benefits of on-line trading and e-learning;
- c) promoting the digital industries as a high growth sector which will attract investment and jobs into the city.

The main aim is to create a real step change in the delivery and take up of e-commerce. This will happen by making sure that local businesses, the public sector and the wider community are committed to trading on-line and creating the conditions for safe and secure transactions at all levels.

This will be backed up by a strong and dynamic promotional and educational effort to increase the awareness of the advantages of e-commerce and on-line trading across the city-region. This will include working closely with Manchester Knowledge Capital to promote innovation through new forms of “e-incubation” for new businesses, including spin-out businesses from the research base. New forms of entrepreneurship which are based on on-line trading and developing virtual companies need to be made more accessible so that the growing number of “e-entrepreneurs” can be supported and more people from socially excluded groups can have an opportunity to be part of this. This then needs to be supported through by all levels of skill development from advanced scientific and technological knowledge to lifelong learning opportunities.

The objective is that, through ONE-Manchester, local residents can be offered new and more effective ways to access new forms of employment based on e-business and on-line trading. This will include a ‘E-Entrepreneurs Start Up Pack’ provided through the ONE-Manchester NetStart initiative. Alongside this will be a new area of development, support for digital social enterprises. There is extensive scope for new social economy enterprises and mutual aid approaches, e.g. digital cooperatives, to play their part in creating a dynamic, but more socially inclusive and diverse, city-region digital economy.

The continuing growth of the digital sector requires ongoing support. The digital sector in the city-region is now the largest and fastest growing in the UK outside of London. This is helped enormously by having a strong and effective trade association for the sector, in the form of Manchester Digital, and its annual “Big Chip” awards event (now in its ninth year), which will continue to be supported.

In addition new regional and national initiatives to promote telework and flexible working, including new pathways back into work for people returning to the labour market, will be supported through links being established between ONE-Manchester and new projects such as:

- Slivers of Time
- Regional Homeworking Project and the UK Enterprise Nation initiative.

ACTION PLAN: KP3 – Short term deliverables

Issue	Indicators	Action planned	Measures	Timescale
New ways of working	<p>% of residents involved in digitally enabled home based working and telework</p> <p>Increased take up of telework opportunities</p> <p>Increase no. of people taking up digitally enabled self-employment options</p>	<p>ONE-Manchester telework initiative, partners inc. MDDA, Knowledge Capital, NWDA, ME, JC+/DWP</p> <p>Awareness campaign on social enterprise models, inc. digital coops, partners inc. MDDA, Coops UK, TSE, "Together Works"</p> <p>ONE-Manchester to be a core partner in roll-out of Slivers-of-Time in GM</p>	<p>NetStart product/programme on Employment and Enterprise inc. home based working, telework and self-employment</p> <p>Digital Coops and social enterprises pack</p> <p>Slivers-of-Time on-line employment agency network established</p>	<p>Phase 1: Dec 07</p> <p>Phase 1: Dec 07</p> <p>Phase 1: Dec 07</p>
E-entrepreneurship	<p>Increased start up rate of ICT and e-trading related businesses</p> <p>Increased start up rate of digital sector businesses</p>	<p>E-entrepreneurship initiative, partners inc. MDDA, MD, MBC, ME</p> <p>Enhanced digital sector business support, partners inc. MDDA, MD, MBC, ME, CIDS, NW Vision</p>	<p>NetStart E-Entrepreneurs Start-Up Pack</p> <p>"DigiStart" Virtual business network set up to support new digital businesses</p>	<p>Phase 1: Dec 07</p> <p>Phase 1: March 08</p>
Digital sector growth	<p>Increased survival and growth rates in the digital sector</p> <p>Increase in digital sector employment and sales</p>	<p>Continuing support to 'grow' the Manchester Digital trade association</p> <p>Continuing support for the MD "Big Chip" Awards</p> <p>Cross-sector partnership working with MD, MDDA, CIDS and NW Vision</p>	<p>ONE-Manchester Digital partnership established to involve digital sector businesses in the roll-out of projects</p> <p>Launch annual Manchester Digital Cities Conference</p>	<p>Phase 1: March 08</p> <p>Phase 1: Dec 07</p>

KEY PRIORITY 4 (KP4): DIGITAL SERVICE TRANSFORMATION

Supporting transformational government (t-gov) and improved public services through digital innovation.

The main aim is to support the continuing improvement of public services by transforming the way they are planned, delivered and managed through:

- a) providing fast, efficient and effective self-service options for people to access public services via multi-access channels, including Web, mobile phone, Digital TV and other digital devices;
- b) ensuring that e-services are developed to be as accessible, user friendly and culturally sensitive;
- c) encouraging innovation in the delivery of e-services, especially through partnerships with voluntary organisations and social enterprises, and greater involvement of local people in the design, implementation and running of e-services.

The aim is to ensure that there is a more inclusive and empowering approach to service transformation by using digital technologies in new and innovative ways which target more effectively the delivery of services to different groups and communities. In particular this approach to digital delivery will support Local Area Agreements, and the achievements of LAA targets, as it provides new opportunities for delivery to individual households through multi-access channels and new ways of securing neighbourhood empowerment through digitally inclusive community engagement.

This work will be coordinated through the AGMA Collaborative Services Group building on the work of the Greater Manchester eGovernment Partnership (GMeP) and related work being developed across the region through the North West eGovernment Group (NWeGG) and the Regional Centre of Excellence (RCE).

It is intended that this work will also provide a city-region 'test-bed' for innovation and the alignment of local 't-Gov' initiatives with national initiatives, including Government Connect and the Government Gateway. This will underpin the development of new infrastructures and services provided through the proposed ONE-Manchester IP-City network enabling more accessible and useable connectivity for all public bodies and agencies across the city-region.

In practical terms the first priority will be the development of the ONE-Manchester "MyCommunity Gateway" which will:

- a) facilitate citizen, business and community organisations to access a bank of relevant and personalised content and services;
- b) enable community driven local user generated content creation which reflects the cultural and social diversity of Manchester;
- c) encourage collaboration and social networking between organisations and individuals in order to support community cohesion and improve connections between different communities.

The "MyCommunity Gateway" will include the following key components:

- Access Channels (which are open and ready for whatever new developments come along, including mobile units, SMS messaging, computers, portals, interactive voice and visual links, digital TV, Web 2.0 applications, 3d worlds);
- Individuals' Personalised Content and Services Gateway;
- Collaboration and Community Building Tools;
- Content Contribution Tools;
- Data Bank of Content and Services;

- Content and Services Contribution Interface for the External Content and Service Providers.

In terms of access channels special consideration will be given to channel flexibility and interoperability in terms of mobile connectivity and Digital TV services, especially important in the context of the Digital Switchover for TV in the region in 2009 (see KP4 below), as well as Web based services. ONE-Manchester will be working closely with the DigiTV national project, led by Kirklees MBC, to ensure that the city-region takes full advantage of the nationally available platforms and services that the project provides. It is essential that there is a proactive awareness campaign to ensure that everyone knows about, and can access, greater interactivity from Digital TV services.

The idea of the ONE-Manchester Content and Services Gateway is to enable users to customise their requirements for relevant content and services based on their individual needs and interests. This will enable diverse communities to access content and services in ways which are the most appropriate for them as well as to find the most accessible ways of developing content and service offerings of their own.

The next stage is to enable users to register and authenticate their identity enabling them to access the Government Gateway, i.e. ensuring that the individuals are who they claim to be, as well as providing single sign on functionality to the services provided through Government Gateway enabled external service providers.

ACTION PLAN: KP4 – Short term deliverables

Issue	Indicators	Action planned	Measures	Timescale
Multi-channel access	% of residents with access to specific channels inc. web based, mobile and digital TV	Local take-up campaign promoting self-service options and household delivery of on-line services	NetStart “Self-Service” Access Pack	Phase 1: Dec. 07
	%Take up of self service options for access to public services using specific channels	Setting up “MyCommunity Gateway” and “Content and Services Gateway”	Joint project established with Digital TV national project	Phase 1: Dec. 07
			Pilot project on identity management and authentication	Phase 1: March 08
Accessibility	% of on-line services which meet the highest standards in terms of accessibility	Accessibility awareness and development programme	Accessibility Forum established and training and events programme launched	Phase 1: Dec. 07
	% of on-line services working to improve accessibility	Mentoring programme to support improved accessibility	Mentors recruited and programme launched	Phase 1: Dec. 07
Innovation	New services tested and launched	ONE-Manchester Service Innovation Group established	Produce innovation milestones	Phase 1: Dec. 07
	Develop added value digital services which improve mainstream service delivery		Set up both secure and public e-forum for joint work on innovation projects	Phase 1: March 08
	Engaging with socially excluded groups to enable them to develop greater accessibility to services for themselves	Awareness and engagement campaign focused on the needs of excluded groups and led by the groups themselves	On-line service development groups reflecting the needs of specific communities	
	City-region take up of national t-Gov innovation initiatives	Partnership working with Government Connect and Government Gateway (eDT at the Cabinet Office)		

KEY PRIORITY 5 (KP5): DIGITAL INFRASTRUCTURES AND INVESTMENT

Developing advanced digital infrastructures to support and sustain economic growth

In order to maximise the benefits from new digital infrastructures and services the city-region must continue to attract the levels of investment required to provide the advanced infrastructure and access options that are needed to underpin economic growth and ensure universal availability to 'next generation' Internet (IP) connectivity through:

- a) creating one of the most competitive and advanced e-infrastructures in the world through the Open Network E-Manchester (ONE-Manchester) and its "IP-City" Matrix initiative;
- b) using the Manchester "IP-City" Matrix access network to ensure ubiquitous access for all;
- c) obtaining private and public investment to develop new "super-broadband" connectivity across the city-region, based on the "Seattle Task Force" recommendations of achieving a minimum of synchronous 25Mb bandwidth.
- d) Capitalising on the opportunity arising out of Digital Switchover to engage with an even wider population

The aim is to use this investment as the ongoing basis for ensuring that the Manchester city-region can deliver on the vision as outlined in this document., i.e. to be a "world class sustainable digital city-region of the 21st century". This investment needs to continue to support both innovation and the building up of a critical mass of users which can drive forward market demand to attract and sustain further investment.

It is clear that the investment plans of many globally competitive city-regions, such as Amsterdam, Barcelona, Seattle and Toronto, are far in advance of anything yet proposed in the UK. The challenge is to seize this opportunity to learn from these experiences and 'break the mould' by Manchester establishing itself as the first UK city-region to break into this new "premier league" of "super broadband" networks. This would be both a catalyst and an exemplar for the UK as a whole with the Manchester city-region providing the largest test-bed for innovation on this scale anywhere in Europe.

This is particularly important in the context of 'Digital Switchover' which will impact on this region in 2009. Current proposals are to provide those without interactive Digital TV at that time with a simple "digi-box" (for free) that will not have any real interactivity or a cash voucher (possibly for £30) towards more expensive options. This is missing a major opportunity to ensure that everyone affected by the switchover is able to have fully interactive Digital TV as a key element of a broader digital inclusion strategy.

It is proposed to establish a Digital Switchover Task Force for the city-region which will work in partnership with the appropriate government agencies, including the DigiTV National Project, suppliers and community interest groups to tackle this problem and use the Manchester 'Matrix' to enable the city-region to be a test-bed for solutions to deal with this challenge.

These approaches would help to consolidate the city-region's position as the UK's main growth centre for digital industries, and related growth in the creative and media sectors, outside of London. Continued support needs to be given to enable key assets to grow, particularly the Manchester Digital trade association and its associated annual "Big Chip" awards, the largest awards event of its kind outside of London and now in its ninth year. Manchester Digital is able to act both as a showcase for the "original, modern" dynamism of

the city-region and as a sector support network providing direction and guidance for new investors and new businesses in the sector.

One of the key ways to support further growth is to stimulate proactive investment in “super-broadband” connectivity for these high-growth sectors, using the urgent needs of the digital media sector to highlight current market failure and to propose immediate investment to support these needs. This will also help to consolidate the position of the Internet Exchange, as the only centre outside of London capable of meeting the UK’s national requirements if needed. At the same time this will support developments planned within the media sector through the planned BBC move and the development of the Salford Media City and its links with the digital and media sectors across the city-region.

One related challenge that does need to be addressed, however, is the guarantee of providing adequate energy supplies outside of the city centre, especially to the universities and science parks where most of this investment is located.

ACTION PLAN: KP5 – Short term deliverables

Issue	Indicators	Action planned	Measures	Timescale
Access	% of the city-region with access to existing faster broadband connectivity: a) 25Mb – 100Mb b) 100Mb+	Working with suppliers to increase broadband speeds over existing connectivity	Demonstrate that all existing exchanges are upgraded further to improve performance	Phase 1: March 08
IP-City	% of the city-region with free access to entry level broadband connectivity	Working with suppliers to plan the building and implementation of new networks to support the planned free access and premium services, e.g. through the Oldham and Rochdale “Housing 21” (HMR) initiative	Targets set for coverage of the city-region with free access entry level connectivity	Phase 1: March 08 Phase 2: March 09
Investment	% of the city-region with access to fibre connectivity	Investment plan developed with private and public sector partners for roll-out of Fibre to the Home/Business (FTTH/B)	Targets set for coverage of the city-region for FTTH/B and related access to fibre connectivity	Phase 1: March 08 Phase 2: March 09

KEY PRIORITY 6 (KP6): DIGITAL SUSTAINABILITY

Creating the Green City-Region through imaginative uses of ‘smart’ digital technologies

Encouraging ‘Smart Ways of Living’ is about developing innovative digital solutions that will support sustainable city-region development through:

- a) taking a lead in deploying green technologies, e.g. intelligent energy solutions, smart living and working environments and applications which support healthier lifestyles;
- b) promoting new sustainable energy communities and digital solutions for more efficient uses of renewable energy solutions;
- c) encouraging innovation through partnerships between communities, businesses and the knowledge base to improve liveability in the city-region.

The aim is to create new and innovative ways of developing affordable ‘smart’ homes and intelligent buildings for workplaces and public amenities which can form the basis of ‘intelligent neighbourhoods’ and which, in turn, provides the basis for an intelligent and sustainable city-region of the future. This would link up with the focus on establishing sustainable energy communities through the use of local community engagement and planning for the efficient use of renewable energy sources and the development of local capacity for energy generation. At the same time there is considerable scope for digital technologies to be used for more effective management of conventional energy, waste minimisation and mobility solutions.

This would be promoted as part of the ONE-Manchester initiative, as the “Green IP City”, i.e. ensuring that issues of sustainability are emphasised as increasing uses are made of digital technologies which have serious environmental implications. ONE-Manchester aims to develop a “Green IP Framework” which would seek to analyse the resource inputs and outputs of all aspects of the Digital Strategy and make proposals for minimising the environmental impact of these. This work is at an early stage but some of the ideas currently being considered are:

- establishing a local carbon trading scheme specifically related to technology investment, deployment and waste management;
- identifying more effective ways of technology recycling and waste management;
- developing digital applications to support collaborative transport planning and vehicle sharing, e.g. car clubs;
- creating a series of test-beds for ‘smart home’ and ‘smart office’ applications and developing opportunities for social enterprises to promote and deploy these;
- establishing innovation labs to promote practical ways of using digital applications to monitor, manage and deploy more effective ways of using energy and the potential for local energy generation, particularly through renewables, including participating in the European Network of Living Labs (ENOLL) established to exchange experience and expertise in developing “intelligent neighbourhoods” across Europe;
- developing new forms of “green infrastructures” to extend digital connectivity in more sustainable ways.

ACTION PLAN: KP6 – Short term deliverables

Issue	Indicators	Action planned	Measures	Timescale
Green digital – IP-City	No of digitally enabled “Green City” projects and initiatives ‘Smart applications’ contribution to carbon reduction	Initiatives on: - local carbon trading and technology recycling - smart transport, inc. car clubs - sustainable low-cost smart homes - eco-friendly IT production and use	NetStart pack on sustainable energy communities Green Research and Innovation Digital (GRID) Network established in partnership with Knowledge Capital	Phase 1: March 08 Phase 2: March 09
Sustainable energy	No of plans for digitally enabled eco-energy production	Initiative on micro generation of energy at local level supported by digital applications	Intelligent Energy network set up Pilot project on eco-energy production	Phase 1: March 08 Phase 2: March 09
Liveability	% of residents who experience improved well-being	“Intelligent Neighbourhoods” initiatives - using digital technologies and applications to make local communities ‘green, cleaner, safer’	NetStart packs on: - ‘Safer communities’ - ‘Greening and Cleaning’ - ‘Happiness and well-being’ Participation in the European Network of ‘Living Labs’ (ENOLL) to exchange experience and expertise on creating ‘intelligent neighbourhoods’	Phase 1: March 08 Phase 1: March 08

ACTION PLAN: KP1-6: MEDIUM TO LONG TERM DELIVERABLES

Issue	Indicators	Action planned	Measures	Timescale
KP1 – Digital Inclusion	<p>No of households with access to broadband</p> <p>% of the population with access to the fastest broadband (100Mb plus)</p> <p>% of the population using advanced broadband</p>	<p>Continue to roll out IP-City access provision across the city-region</p> <p>Further stimulation of investment in roll-out of Fibre to the Home/Business</p> <p>Awareness and take up campaigns directed at advanced broadband</p>	<p>Increasing proportion of the city-region with access to advanced broadband</p> <p>Year on year increase of number of households with access to advanced services</p>	<p>Phase 3+ March 2010 and monitored annually across the lifetime of Community Strategies, i.e. to 2015</p>
KP2 – Digital Skills	<p>Increase in all NVQ skill levels and basic skills</p> <p>New skill base developed around Web 2.0, social networking and user generated content</p> <p>“Smart Ways of Living” seen as ubiquitous and accessible to all</p>	<p>Action on eSkills becomes a natural part of all skill provision</p> <p>New initiatives on eMedia and eNetworking to make this accessible to all</p> <p>Action to ensure real social, economic and environmental benefits</p>	<p>‘Cradle to Grave’ eSkills and eLearning opportunities at home, at work and at leisure</p> <p>Institute for Social Media becomes national and international leader in this field</p> <p>All new homes and refurbished properties are ‘smart homes’</p>	<p>Phase 3: from March 2010 onwards</p> <p>Phase 3: March 2010</p> <p>Phase 3: from March 2010 onwards</p>
KP3 – Digital Economy	<p>% of residents involved in new ways of working e.g. telework</p> <p>Increased start up and survival rates of ICT, digital and e-trading businesses</p> <p>Continuing growth of the digital sector</p>	<p>Continuing support for ONE-Manchester telework initiative</p> <p>Digital coops and social enterprise network</p> <p>Continued support for e-entrepreneurship</p> <p>New forms of digital sector support</p>	<p>Increasing number of residents choosing to work in new ways, inc. home based working, telework and flexible working</p> <p>Increasing number of digital coops and social enterprises trading</p> <p>Manchester Digital is a sustainable</p>	<p>Phase 3+ March 2010 and monitored annually across the lifetime of Community Strategies, i.e. to 2015</p>

			sector network with continuation of annual Big Chip awards and sector conferences	
KP4 – Digital Service Transformation	Increasing the % of population with multi-channel access to on-line public services	Increased support for take-up leads to majority of city-region population having multi-channel access	Fully personalised content and services ‘gateway’ available for all residents	Phase 3: March 2010
	Improved accessibility of all multi-channel delivered services	Ongoing work to ensure that all public services achieve highest accessibility standards possible	Success in achieving highest possibility accessibility standards for all services	Phase 3: March 2010
	Continuing service innovation	Increased roll-out of GovConnect and Government Gateway leads to fullest possible level of service inter-operability	ONE-Connect: full local-national interoperability achieved	Phase 3: March 2010
KP5 – Digital Infrastructures and Investment	IP-City and access	IP-City extended across the city-region	Annual targets for roll-out	Phase 3+ March 2010 and monitored annually across the lifetime of Community Strategies, i.e. to 2015
	Ongoing investment in rolling out ‘next generation’ access based on Fibre to the Home/Business (FTTH/B)	Ongoing work with suppliers, investors and developers to build this in to all development plans from 2009 onwards, e.g. as part of “Design Guide”	Annual targets for investment and roll-out	
KP6 – Digital Sustainability	IP-City is able to deliver both connectivity and applications to support the ‘Green City’	Action to ensure that IP-City is a world leading initiative in terms of both digital and green agendas	Identifiable synergy between IP-City’s digital outcomes and sustainability impacts	Phase 3+ March 2010 and monitored annually across the lifetime of Community Strategies, i.e. to 2015
	% of population covered by digitally enabled sustainable energy communities	Action to ensure that sustainable energy communities have the access to the digital technologies that they require	Intelligent energy networks become a reality	

	% of people who feel that their well-being is increasing on a year by year basis	Action to provide digital solutions to meet people's needs in terms of well-being	Objective increase in well-being for the residents of the city-region	
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