Hi. I just wanted to spend a few minutes if I could on digital, which is a theme that's increasingly consuming our time for all the right reasons. Last Monday, we had the first 'Smart Staffordshire' dinner hosted by Professor Liz Barnes, the Vice-Chancellor of Staffordshire University.

What was really interesting about this was that in Staffordshire, we've been here before. A lot of technologists talk about the 4th Industrial Revolution; we were reflecting on the first Industrial Revolution where Staffordshire had a lot of luck. We found that clay, coal and iron ore were all in the same place, so we were effectively able to do pottery and therefore become the crucible of the first Industrial Revolution.

We were also helped by having geniuses like Josiah Wedgwood. As well as being a very good potter, Josiah Wedgwood's real genius was in marketing, and actually selling his products so effectively.

So here we are in Staffordshire in 2017, and we have the same bit of luck in the digital sphere. We have companies like Risual, Bet365, and Staffordshire University who have an international reputation for digital, the computer gaming business, and computing. We also have ourselves--we've been working with BT to lay Superfast Broadband and we are well above the national average for access to Superfast Broadband. Lastly, we have the Royal Signals—the Army's IT and electronics troops—who are now stationed in Stafford.

After having all of these opportunities, what we're trying to do is capitalise on them to get where we need to be.

What we want to do is work with people like Microsoft. They've just completed a report for us and effectively we are about 2% of the population, and Microsoft's challenge to us is that we ought to be aiming to have 4% of the skills base for digital. Microsoft is now working hard on how they can help us achieve those aims.

I think the challenge for us as an organisation is that if you think about the world's leading companies, the word has changed enormously. You now have a situation where the world's leading taxi firm, Uber, doesn't own any vehicles. The world's leading hotel company, Airbnb, doesn't own any hotels, and the world's leading media company, Youtube, doesn't produce any content. It's all done for them. So if we were to say to ourselves, "How could you see a digital business that doesn't rely on the things we have always relied on in the past?" the aim would be to ensure Staffordshire residents are prosperous, healthy and safe. If you start looking at some of the big services like looking after the frail elderly for example, how can we use digital to allow Staffordshire residents to remain at home, in good health, for as long as possible?

There's some real opportunities for us, but as a good old friend of mine used to say, "You make your own luck." I think that's our challenge; we need to make our own luck.