Sunderland
Where **people** matter

Sunderland
for a better future

How the bid has evolved

In early 2006 the Sunderland Partnership presented their proposals to regional and national judges.

The Sunderland proposal was innovative in its approach – it contained no specific projects. The proposal was based around the premise that it wasn't possible to specify projects without full community consultation. To propose specifics at that time would not have been reflective of communities' needs.

We were told that the bid was 'brave.' The bid team had clear ideas of the areas for project development, but we said that we would ask our communities what they needed, not lay the law down to them. This makes it clear to people that their democratic opinions **DO** matter - which is crucial. For any community project to be successful, emphasis must be placed on the initial engagement and buy in from the community. This dedication to ownership and trust will ensure our Programme is delivered in partnership with continued community participation. Solutions are sustainable and those who design and deliver services are truly accountable.

Since April the proposal has changed dramatically. The community consultation is now complete, technology solutions are designed to meet the identified needs and a suite of projects – designed and ratified by the community - has been put together to form the Digital Challenge Programme set out in this proposal.

This proposal is truly reflective of the needs of Sunderland's people.

Summary of the bid

The projects set out in this proposal are the result of many months of community consultation and a true reflection of the needs and issues identified by the communities of Sunderland (Table 1).

Section five contains descriptions of each of the projects. Rather than list them again, we have chosen to summarise the bid using two storyboards. These give a visual demonstration of two of the outcomes the Programme would deliver for the people of Sunderland.

Storyboard 1 - 'Home testing'

1

David's on his way for his regular Warfarin (OAT) check to make sure his INR hasn't changed since his last check. He's stuck in traffic and getting more and more frustrated.

2

While waiting for his appointment, David gets talking to another man. They both agree the trip every two weeks is very disruptive to their lives. There must be a better way.

3

When David sees the nurse he expresses his feelings of frustration and lack of control.

4

The nurse explains about the new home testing service being launched as part of the Digital Challenge Programme. "Would you like to try it?"
*David, "I'd love to but I don't have a PC at home."*

5

Nurse "You don't need a PC, you can also access the service through your mobile phone or you could borrow a PC from your local library or community centre."

6

David's been to his community centre and arranged to borrow a PC. The technician from the Community Tech project arrives to install all the equipment (PC, home testing kit etc) and show David how everything works.
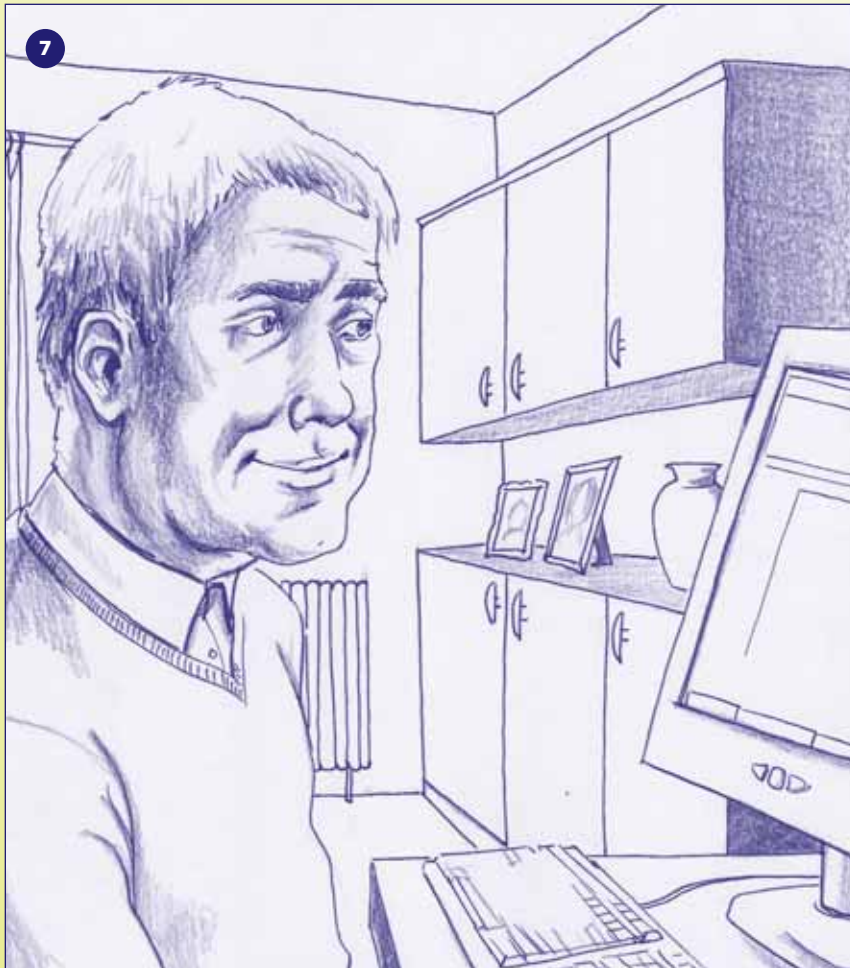
David's very happy now, he does his Warfarin test at home in his own time, he doesn't have that frustrating journey every two weeks.
His employer's happy to have David at work full time and David feels in control again.

Story board 2 - 'Childhood obesity'

1 Mark's class at school is getting a talk from Mr Smith, a local dietician, today.

2 Mr Smith explains to the class about different foods and how the body uses these foods.

3 Mark's teacher and Mr Smith sit with each pupil to show them the Health-e website and explain how it works.

4 When Mark gets home he tells his mum about Mr Smith and shows her the Health-e website.
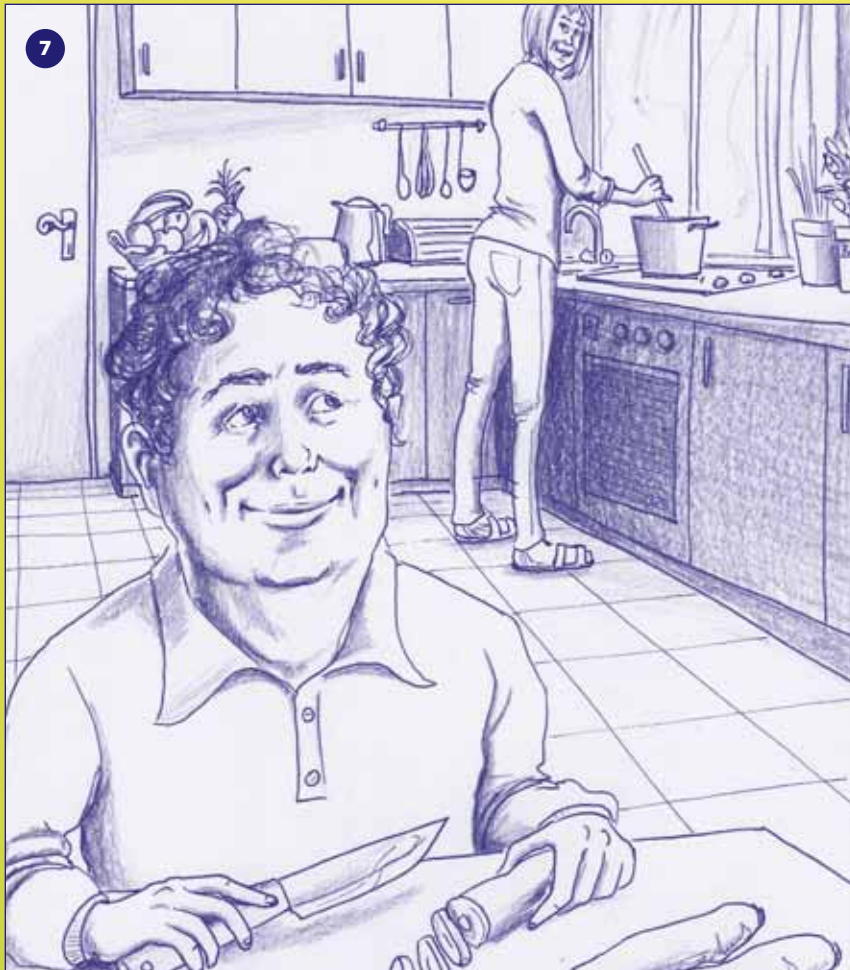

5 When Mark puts his height and weight into the BMI calculation on the site his mum becomes concerned that Mark's BMI is so high.

6 Mark and his mum arrange to see the dietician at the local community centre where they get advice on how the whole family can eat healthily and exercise and Mark can lose weight.

Mark's happy - he's losing weight. Mum's happy - the whole family is eating healthily, exercising together and feeling better.

1   What is the Vision?

"Sunderland – a City for everyone to be proud of.

Sunderland will be a prosperous city. A desirable, safe and healthy place to live, work, learn and visit, where all people can reach their full potential."

Sunderland's vision for the future is underpinned by its core values:

Life-enhancing – delivering positive and rewarding benefits to its current and future residents

Smart – utilising the knowledge economy and technology to deliver smarter and more sustainable ways of doing things

Balanced – quality of life and quality of environment

Sunderland Now

Sunderland has undergone a marked economic and social transition following the decline of mining, shipbuilding and heavy engineering.

The city now competes in a global context. We have the most efficient car plant in Europe and the first independent satellite earth station outside London to achieve World Teleport status.

Whilst we have achieved a great deal in recent years, Sunderland is still one of the most deprived areas of the country. We face:

- higher than average unemployment and health problems
- a high level of the population with no qualifications
- higher than average single parent households
- lower than average owner-occupier households
- a declining and aging population
- Both educational attainment and Gross Value Added (GVA) per head of population well below the national average

Sunderland's proud population has demonstrated great resilience and a positive attitude towards change, with partnership working as the key. The Council enjoys support from the community, public and business sectors as well as the education and voluntary sectors that is second to none.

Sunderland's recent 'Friendship Agreement' with Washington DC, the only agreement the American capital has signed with a non-capital city, demonstrates our ambition.

Whilst the city is justly proud of its heritage, people and achievements there are a great many challenges to face before it can truly be called a city of the 21st century. The Partnership is committed to the use of digital technologies to promote social inclusion, community cohesion and improve the quality of life for all.

Sunderland of the 21st century is a community with spirit, drive and vision, where all prosper, no-one is disadvantaged because of their colour, religion, sex, age or where they live. Everyone enjoys equal access to all services. Education standards are high and large numbers go on to higher education, securing employment in the area once their education is finished. The economy is thriving with new businesses starting up and relocating. Existing businesses continue to prosper, primarily due to the city's technology infrastructure and high level of skills in the workforce, but also because of the vision and innovation of its community leaders in all sectors.

There is a positive feeling in the air that is almost tangible. It permeates the entire city.

The transformation hasn't been easy, but Sunderland is now reaping the benefits of being the Digital Challenge winner. It wasn't just the investment that came with being the winner. Sunderland is now renowned nationally and internationally as an exemplar of how social inclusion has been achieved by using technology, with real examples of communities that have changed by working together. The benefits haven't stopped at the boundaries of the city; there has been a ripple effect throughout the North East. Other communities are benefiting from the influx of new businesses, increased skill levels among the working population and the building (or rebuilding) of new, more positive communities that sustainable employment brings with it.

Partnership working was an essential element to the success of this project, with the public sector playing a facilitator/guiding role rather than the traditional provider role. Nothing was done without the community's endorsement. Community leadership and involvement was the foundation for every aspect of each project. An aim of this Programme was to enable communities to do for themselves rather than have things done for them. This was visibly successful.

The Sunderland Digital Challenge Programme is easily replicable and scaleable both nationally and internationally. Projects are reusable in cities, towns and rural areas across the country. The Programme combines exciting new technologies with innovative ways of using proven solutions. The ability to upgrade each component as technology moves on makes this an exemplar of excellence, empowerment and partnership.

Our challenges now lie in satisfying the expectations of an empowered and demanding community.

2 How is this new; why does it represent an opportunity for real transformation?

This bid is driven by the needs of our community and powered by real consultation. The innovation is as much about how the Programme has been put together and how it will be run as about the projects themselves.

When Sunderland was selected as a national finalist, we were told that the bid was 'brave'. The bid team had clear ideas of the areas for project development, but we said that we would ask our communities what they needed, not lay the law down to them. This makes it clear to people that their democratic opinions DO matter. Solutions are sustainable and those who design and deliver services are truly accountable.

It's new, and it's the right way to run 21st century services. The needs, benefits and outcomes came first, the technology second.

The Digital Challenge has provided the basis for the Sunderland Partnership to be developed into the model we use today – strong, flexible and replicable. The Programme will drive a similar transformation in the lives of the people of Sunderland, in particular those that are currently classed as disadvantaged or disengaged. Access for all will be the ultimate achievement.

The Digital Challenge will lay the foundations for true transformation. Sunderland will lead the way to a 21st century community where services are delivered where and how they are needed and wanted. This could be in the home, a local community point, face to face, or remotely, with technology as the enabler.

Table 1 shows clearly the needs identified in the consultation, and how the themes of the bid map onto them. There are two important notes here.

First, three issues were mentioned which run through all of the project proposals. **Sustainability** is built into all the projects, as the outlines show. **Recycling and environmental impact** are covered in the environmental impact assessment. The need for **feedback** is embedded in the proposals.

Second, one issue is out of scope. Financial services relating directly to payments to individual providers are not included here. However, in parallel to this Programme, we are exploring using the Citizen's Account project to link up with a bank to enable a pre-approved debit card scheme.

Table 1 - Consultation Outcomes

What was said in the consultation	What We Did — Themes								
	Innovative Telephonies	Community e-Champions - A New Direction	Education and Capacity Building	Community Empowerment and Networking	Patient Empowerment	Independent Living	Virtual Sunderland	Access and Accessibility	Connectivity
Employment	●		●				●		
Independent living	●	●	●	●	●	●	●		
Technical support			●						
Connecting to the Internet									●
Digital radio & community TV							●		
Access to technology								●	
Training			●						
Advice and guidance			●						
Safety and security	●			●		●	●	●	
Peace of mind	●			●		●	●	●	
Buddy scheme			●						
Communicating with the deaf	●			●		●			
Transport information	●					●	●	●	
Simple computing			●					●	
Webcam technology			●	●					
Community care alarms						●			
Electronic reminders	●								
Information point					●				
ICT for employed carers	●						●	●	
text instead of e-mail	●								
Internet shopping							●		
Saving electricity			●						
Downloadable books							●		
Voice recognition								●	
Messages/news shots								●	
Digital conference/meetings				●					
Hard to reach people	●	●		●		●	●	●	
Democracy	●		●	●		●	●	●	
Community action				●					
Fitness programme								●	

The Sunderland Partnership sets and delivers the strategic and local agenda within Sunderland. The partnership has set out seven strategic priorities for the city. The links between our Digital Challenge Programme and the Sunderland Strategy are explicit and very clear:

Table 2 – Strategic Priorities

Digital Challenge Project	Sunderland's Strategic Priorities						
	1 - Creating a prosperous city	2 - Extending cultural opportunities	3 - Improving health and social care	4 - Reducing crime and the fear of crime	5 - Raising standards and increasing participation in learning	6 - Developing an attractive and accessible city	7 - Creating inclusive communities
Worldmark			●				●
SMS Text Alerts	●		●	●			●
Smart Sunderland	●	●	●	●		●	●
Community e-Champions - A New Direction		●	●				●
ICT@Home	●				●		●
DigiSize	●				●		●
Community Tech	●				●		●
e-Mentoring	●				●		●
Flash Meeting	●	●		●	●	●	●
Live Chat	●	●		●	●	●	●
Health@Home	●		●				
H.I.P.			●				
Health-e			●				
Assistive Technology			●				●
Call Forward	●			●		●	●
Wheel-e		●					●
My Sunderland	●	●	●	●	●	●	●
Citizens Account			●				
SunTV		●	●	●	●		●

Sustainable development is at the heart of the Sunderland Strategy, aiming to improve the quality of life of its residents, through social, economic and environmental improvement. As the national picture changes, the Digital Challenge Programme will assess its treatment of sustainable development, and apply new guidance and priorities as they emerge locally and nationally.

Other local initiatives covered in the bid are:

- **ChangeUp** - Sunderland's is a community led bid and a large part of the project will be delivered by the community. This strengthening of the Sector through support directly complements the ChangeUp objectives.
- **UK Online Centres** - Many Sunderland UK Online Centres are based in Community venues. The Community Access Working groups have played a key role in the development of this bid through the production of a Community ICT Research Project and are delivery partners in the Education and Capacity Building theme.

Regional Perspective

The Sunderland Strategy recognises national and regional agendas, while concentrating on key priorities within the city.

The Digital Challenge Programme is consistent with regional and sub-regional plans, including the Regional Economic Strategy, Regional Spatial Strategy and the Tyne and Wear Economic Strategy.

One NorthEast (ONE) has expressed public support for Sunderland's bid. Further, they have committed to investing 'several million pounds' in the planned Software City project. This will build on Sunderland's existing technology reputation to establish one of the country's leading software development clusters in the city. It links closely to a number of our Digital Challenge projects, particularly the 'My Sunderland' project. ONE is also involved in the governance of the Programme.

Transformational Government Agenda

In November 2005 saw the publication of the Transformational Government Strategy. It outlined three key areas:

- Focus on the Customer
- Shared Services
- IT professionalism

Sunderland's whole approach is centred on what our people tell us they need, with the needs met through modern, co-ordinated delivery channels.

The partnership approach to this bid is covered in detail elsewhere. Sunderland has an impressive history of delivering shared services. The following are live, proven programmes :

- Revenues and Benefits (Council and Sunderland Housing Group.)
- The 101 Single Emergency Number (Council, other Councils and Police)
- The Single Assessment Process (3* Social Services and TPCT)

Further, once developed, each project can be adapted and delivered to other communities linked by theme issue or circumstance. This is in the true 'develop once, use many times' spirit of Shared Services.

The robust governance and management structures detailed in the bid are proof of continuing professionalism in planning, delivery, management, skills and governance of IT-enabled change.

Central Government Policies and Priorities

The underlying theme of the Programme is to promote education, health, employment and social inclusion to as many groups as possible. This is in support of the seven City Priorities above. The projects address many priorities identified by central government, such as worklessness, childhood obesity, identity management, social inclusion and healthy living.

The projects are complementary and have been scoped to include a range of methods and techniques. The blended approach will ensure that projects are accepted by as wide a range of people as possible. The approach will be tailored to fit the needs of the community being targeted. For example, while everyone has a capacity for learning, the delivery mechanism will need to be tailored to suit the individual.

Projects are aimed to allow people to have a choice in how and where they receive their services but also to allow services to be delivered in a cost effective way. This is best demonstrated by the Health@Home project, which will develop the capacity of individuals to self-test for routine medical checks rather than attend clinic sessions. This will allow those individuals to lead a more normal life and will also release capacity within the NHS. This and the Health-e project contribute both to national objectives and to Sunderland floor targets.

Safety online is a vital element of the bid. Projects will provide training on how to access technology and the internet safely. This will build both on Sunderland City Council's BS7799 information security accreditation and on the robust infrastructures in place via partners.

Community strength, intergenerational benefits and reductions in fear of crime will all be served by provision of opportunities for young people – including real involvement in things that matter to them.

Environmental impact and impact upon the local economy are both covered elsewhere in this document.

In summary, the driving force of our proposal has been the active engagement of communities. The onus has been placed on communities and individuals to identify issues, requirements and barriers. It is this ownership and empowerment that will ultimately promote social inclusion and community cohesion.
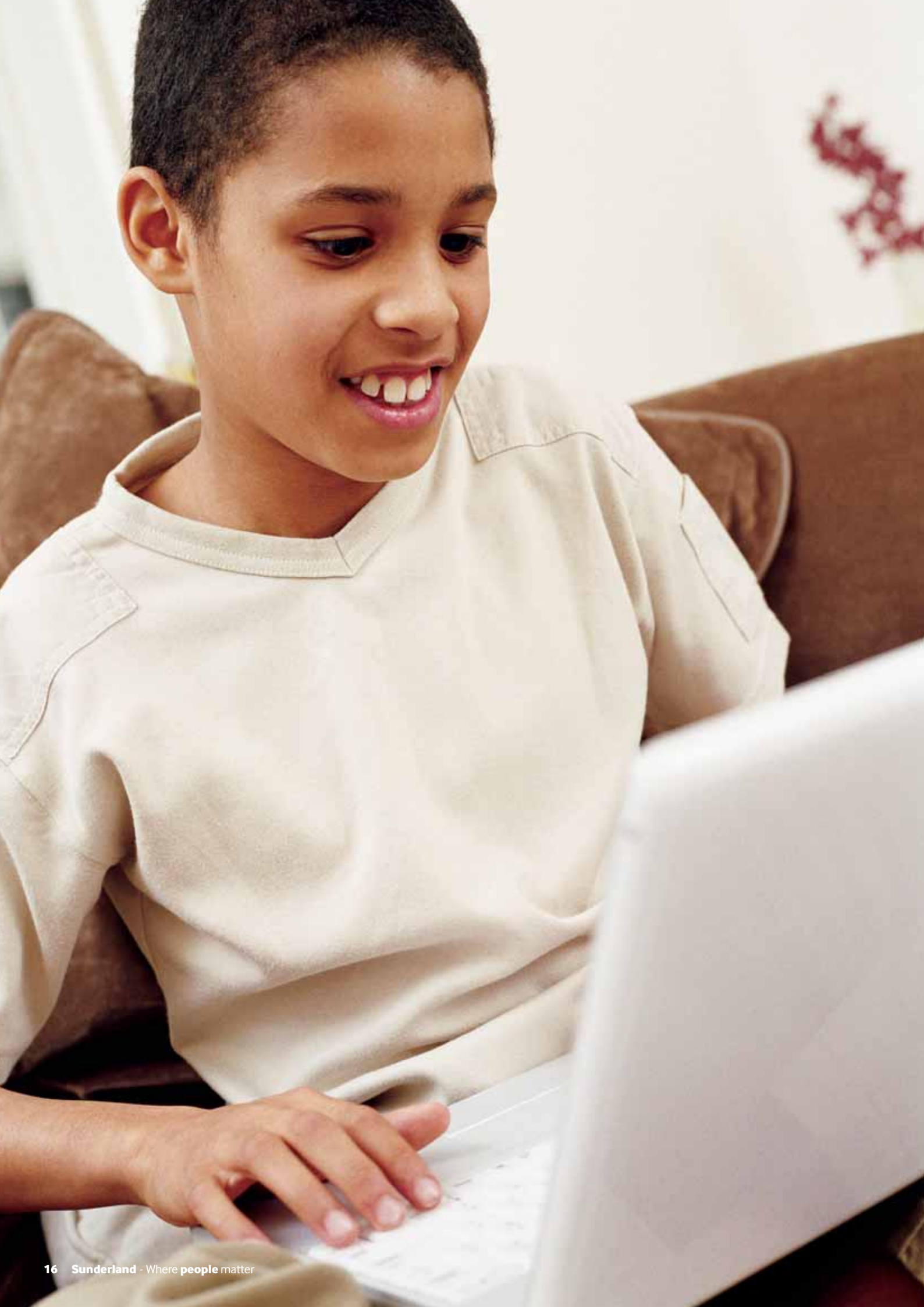
3 How does social exclusion lie at the heart of this bid?

Sunderland has a proven track record of community engagement and promoting social inclusion through ICT. This has provided the Programme with strong relationships, knowledge, experience and understanding.

We recognise that social exclusion is a state of being for many sections of our community. This has been influenced by wide ranging issues, from economic and environmental poverty to poverty of choice, opportunity and power. The results are seen as a loss of status, engagement, self esteem and expectation.

We have adopted innovative, individualised engagement methods in order to address the issues faced by those citizens who are most disadvantaged - whether by lacking confidence, ability, interest or aspiration. We have continued to scope and develop this proposal with the acknowledgement that social exclusion has many definitions - **"one size does not fit all"**.

Sunderland is a diverse city with many communities and groups. Geographically our city ranges from urban city centre neighbourhoods to a new town, coastal communities and traditional rural villages. Within this diverse area there are wide ranging 'self-selecting' communities who may be grouped by issue, interest, culture or circumstance as well as by geography. Each community is unique.

Sunderland's Digital Challenge ethos is that all people matter, regardless of social group, age, gender or culture. We firmly believe that a successful project can only be devised and delivered by working in partnership with colleagues, practitioners, service providers and the people who will benefit. In enabling the opportunity and capacity of local people to engage we have scoped and continually improved the project proposals.

A key advantage of this approach is that colleagues, partnerships and local authorities from across the nation can identify similarities and replicate our approach.

Community Engagement

Table 1 outlines how we have linked our project areas to the real concerns of our people. We approached the project development consultation process using the four approaches recommended by the Active Citizenship Centre and Civil Renewal Unit (2004):

- Consultation/Participation
- Formal & Informal
- Governing & Co Production
- Bottom Up / Top Down

Specifics of our consultation process

The Sunderland Partnership - the strategic partnership for the city - consists of representation from groups, organisations and service providers across the city. Each stage has been endorsed by the Partnership board.

Formal consultation and participation events have been carried out both on an area and thematic basis. Events were hosted by community and voluntary sector practitioners and were held in a variety of venues.

Informal feedback, networks and co-production - engagement with the citizen has also been possible through established informal networks and project teams with an existing community focus. For example, the pilot telephony project started with an initial consultation with members of the Carers' Network. Practitioners involved in providing services to carers drove one of the initial project scoping exercises

Every method available has been used in the communication process to ensure full participation. The spread of the consultation is shown in Figure 1.

Figure 1 - Consultation Map

4   Who will it affect, and how? What's the scope of it?

To address first the issue of **scope** – this bid is not about a single big idea. Instead, a range of needs have been identified, and a range of solutions developed to address them. In every case, this fits with the city strategy.

It is clear that these issues are common to many parts of the country.

Table 3 shows how each theme supports Sunderland's key objectives, who the Programme will affect and how.

Table 3 – Programme Beneficiaries

Key Programme Objective	Groups and Issues	Themes							Enablers	
		Innovative Telephonies	Community e-Champions – A New Direction	Education and Capacity Building	Community Empowerment and Networking	Patient Empowerment	Independent Living	Virtual Sunderland	Access and Accessibility	Connectivity Empowerment
Empowerment	Workless. Carers. Looked after adults. BME. Disabled. Homeless. Looked after children. Excluded children. Refugees. Older people. e-Democracy.	●	●	●	●	●	●	●	●	●
Health	Workless. Carers. Looked after adults. BME. Disabled. Homeless. Looked after children. Excluded children. Refugees. Older people.	●				●	●	●	●	●
Education and Skills	Older people. Families with children. Adults. Looked after children. Excluded Children. Homeless. Numeracy. Literacy. Language. Life skills. Workless. Economy. Disability. Refugees	●	●	●	●	●	●	●	●	●
Enablement	Workless. Carers. Looked after adults. BME. Disabled. Homeless. Looked after children. Excluded children. Refugees. Older people. e-Democracy.	●	●	●	●	●	●	●	●	
Independence	Workless. Carers. Looked after adults. BME. Disabled. Homeless. Looked after children. Excluded children. Refugees. Older people. e-Democracy.	●	●	●	●	●	●	●	●	
Service Transformation	Lone workers. Carers. Looked after adults. BME. Disabled. Homeless. Looked after children. Excluded children. Refugees. Older people. e-Democracy.	●		●	●	●		●		
Worklessness	Carers. Looked after adults. BME. Disabled. Homeless. Older people.			●				●		●

**Table 3 – Programme Beneficiaries
(continued)**

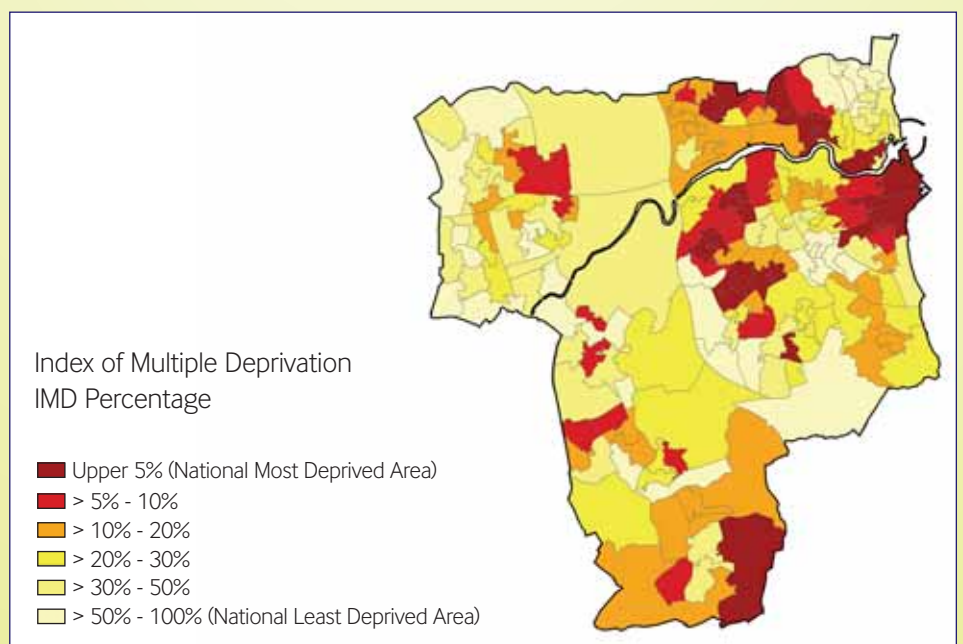| Key Programme Objective	Groups and Issues	Themes							Enablers	
		Innovative Telephonies	Community e-Champions – A New Direction	Education and Capacity Building	Community Empowerment and Networking	Patient Empowerment	Independent Living	Virtual Sunderland	Access and Accessibility	Connectivity Empowerment
Local Policies and Priorities	Creating a prosperous city. Extending cultural opportunity. Improving health and social care. Reducing crime and the fear of crime. Raising standards and participation in learning. Developing an attractive and accessible city. Creating inclusive communities.	●	●	●	●	●	●	●	●	●
Central Government Policies and Priorities	Transformational government. Modernisation and improvement agenda. ChangeUp. Local e-Gov. E-Innovations. Education – Harnessing Technology – "Transforming learning and childrens services". Strong, active and empowered communities. e-Democracy.	●	●	●	●	●	●	●	●	●
National Projects	National Programme for IT in the NHS. UK Online. My Guide. Computers for pupils.		●	●	●	●		●		
Sustainable	Supports local policy and priorities. Supports central government policy and priorities. Supports regional economic strategy. Meets European funding streams. Creates additional income streams and/or cost and efficiency savings.	●	●	●	●	●	●	●	●	●
Scaleable	Large or small city. Urban. Rural. Villages. Small town. Workless. Older people. Young people. Homeless. BME. Disability. Health. Education. Service transformation.	●	●	●	●	●	●	●	●	●
Transferable	Large or small city. Urban. Rural. Villages. Small town.	●	●	●	●	●	●	●	●	●
Environmental Benefits	Large or small city. Urban. Rural. Villages. Small town.	●	●	●	●	●	●	●	●	
Social Inclusion	Workless. Carers. Looked after adults. BME. Disabled. Homeless. Looked after children. Excluded children. Refugees. Older people.	●	●	●	●	●	●	●	●	●

Turning now to **geography**, the city ranges from urban, city centre and new towns to coastal communities and traditional rural villages. Within this diverse area there are wide ranging communities who may be grouped by geography, issue, interest, culture or circumstance. Each community is unique, with its own barriers and perceptions.

On **ICT infrastructure**, the city has relatively patchy coverage for broadband and mobile phone infrastructure, concentrated in the more affluent, densely populated areas of the city centre. In the more rural areas of the city there are large pockets with major connectivity issues.

In order to reflect all of the communities' needs and issues, and to maximise the benefits to as many people and businesses as possible, Sunderland's proposals have been developed thematically rather than geographically.

The vital enabler of Connectivity, however, is primarily geographical. Our approach will be to address the connectivity issues in stages, working closely with our industry partners, with the most in need being a high priority.
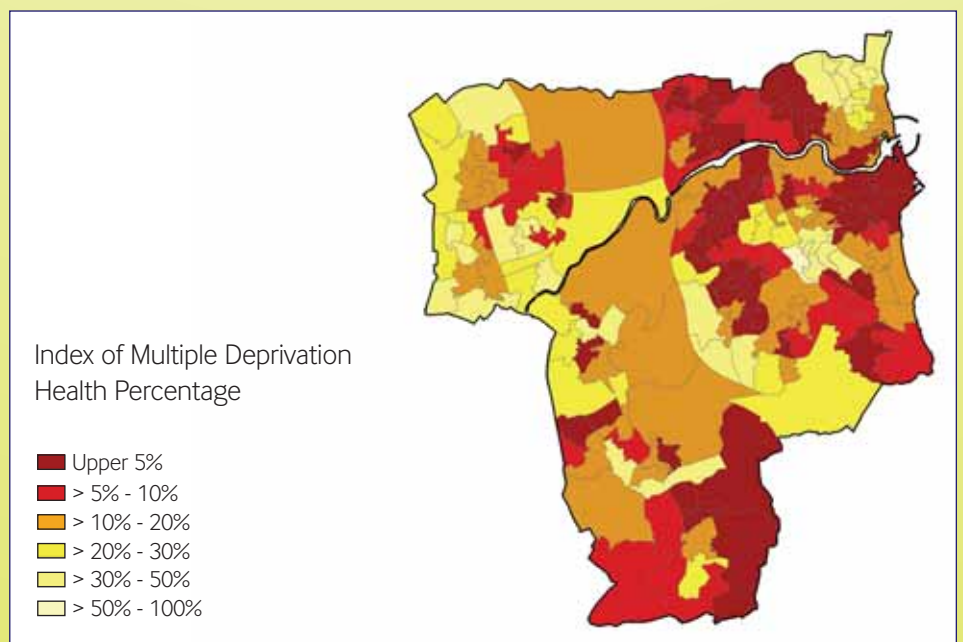
Figure 2 – Indices of Multiple Deprivation

Index of Multiple Deprivation
IMD Percentage

- Upper 5% (National Most Deprived Area)
- > 5% - 10%
- > 10% - 20%
- > 20% - 30%
- > 30% - 50%
- > 50% - 100% (National Least Deprived Area)

Figure 3 – Health Indices

Index of Multiple Deprivation
Health Percentage

- Upper 5%
- > 5% - 10%
- > 10% - 20%
- > 20% - 30%
- > 30% - 50%
- > 50% - 100%

Figure 4 – Education Statistics

Usworth School
28% Pupils Achieving 5+ A*-C GCSE's

Hylton Red House School
19% Pupils Achieving 5+ A*-C GCSE's

Monkwearmouth School
56% Pupils Achieving 5+ A*-C GCSE's

Castle View School
32% Pupils Achieving 5+ A*-C GCSE's

Washington School
55% Pupils Achieving 5+ A*-C GCSE's

St Anthony's School
68% Pupils Achieving 5+ A*-C GCSE's

Pennywell School
32% Pupils Achieving 5+ A*-C GCSE's

Oxclose School
69% Pupils Achieving 5+ A*-C GCSE's

St Aidens School
53% Pupils Achieving 5+ A*-C GCSE's

Southmoor School
46% Pupils Achieving 5+ A*-C GCSE's

St Roberts School
68% Pupils Achieving 5+ A*-C GCSE's

Thornhill School
55% Pupils Achieving 5+ A*-C GCSE's

Sandhill View School
56% Pupils Achieving 5+ A*-C GCSE's

Biddick Sports College
63% Pupils Achieving 5+ A*-C GCSE's

Venerable Bede School
Not Specified

Houghton Kepier School
57% Pupils Achieving 5+ A*-C GCSE's

Farringdon School
59% Pupils Achieving 5+ A*-C GCSE's

Hetton School
60% Pupils Achieving 5+ A*-C GCSE's

Legend:
- A Roads
- A194
- ▲ Secondary Schools

City of Sunderland
Licence No. 100018383 Date 2006

Figure 5 – Population and ICT Provision

Community ICT Centres
- Connexions
- UK-Online Centres
- Libraries
- Electronic Village Hall
- A Roads
- A194

Population Density
- Less Populated
- Most Populated

City of Sunderland
Licence No. 100018383 Date 2006
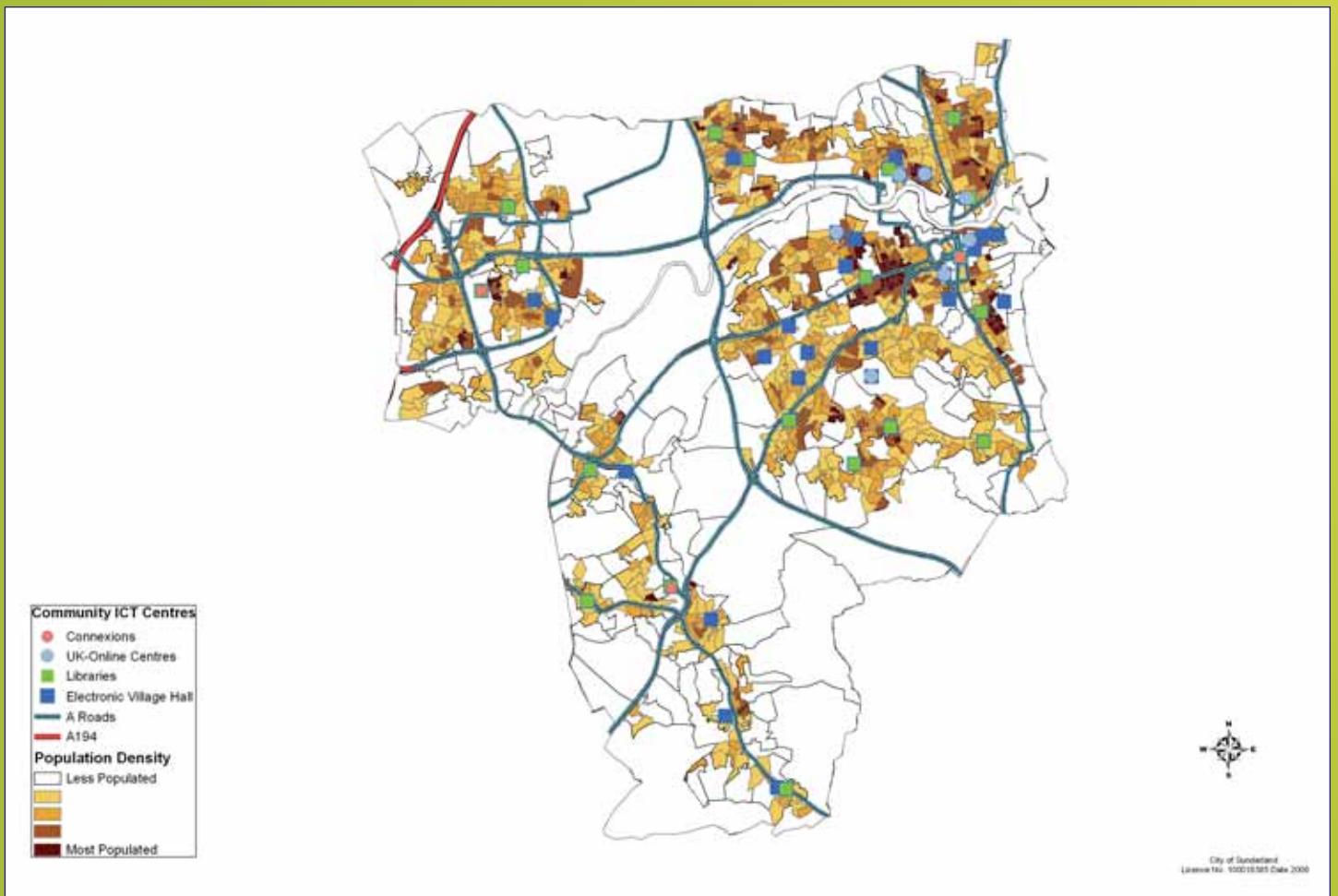
5   What, in detail will be delivered?

Sunderland's bid reflects our key Programme objectives of **empowerment**, **health**, **education**, **enablement**, **independence** and **service transformation**. The Programme is structured into seven themes, which are supported by two cross cutting, enabling initiatives ('enablers'). Each theme/enabler consists of one or more contributing projects. Full details of each project are contained in the supplimentary documentation.

The projects will be delivered in a combination of ways with each package of applications tailored to the needs of the particular community. A holistic view of the community will be used to determine which projects will be best suited to meet the specific challenges and needs of the community.

Many parts of our Programme would be portable, scaleable and cost-effective to all communities, large or small, densely-populated or widely-dispersed. There are two reasons for this:

- Sunderland's unusual make-up of urban and rural areas
- The community-led governance which we are putting in place.

Another major advantage of this approach and on the wider applicability of this Programme is that many of the proposals fit well with the 2007 European spending plans. This will enable grant applications to be made to support implementation across the UK.

Figure 6 - Themes and Enablers
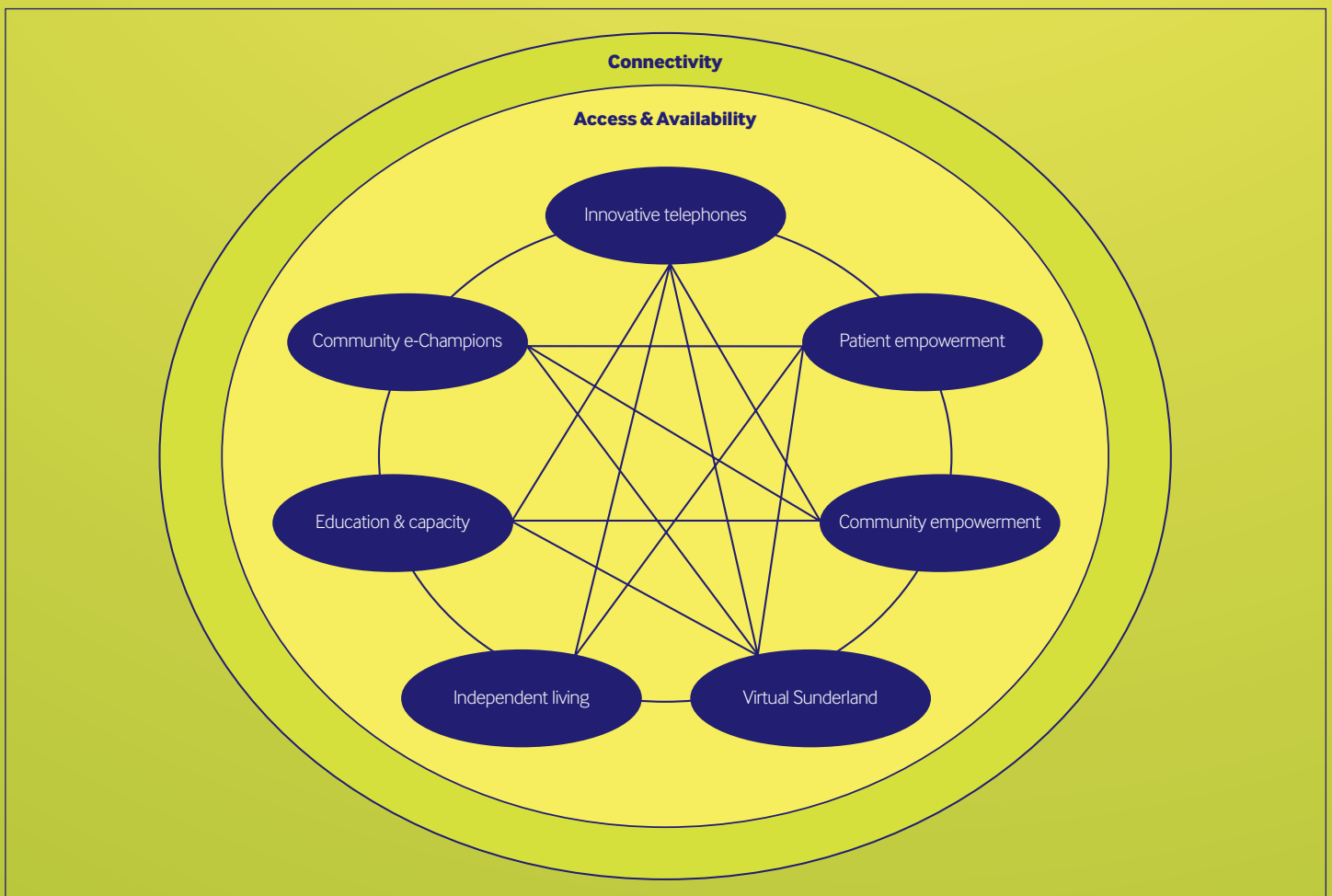
Theme 1 - Innovative Telephonies

This theme recognises that mobile phones are among the most easily accessible, most widely-used of all digital technologies. The benefits of using this technology to engage groups who would not use standard computers are clear.

Worldmark

The provision of a robust and secure 'safety net' device using standard 3G mobile phones. The service is managed from a 24/7 Contact centre and utilises the data portion of the mobile phone network. Features include:-

- 'One-to-One' and 'One-to-Many' two way walkie-talkie
- Panic button
- Standard messages / Alerts & reply confirmation monitoring
- GPRS Mapping and Locator

System Overview

The product is an existing system that was developed for use in emergency planning scenarios. It has been adapted, at our request, to meet the needs of a Carer and Looked After Individuals and Lone Workers. A four week 'proof of concept' project was undertaken during the bid preparation. The existing functionality would be enhanced as part of the Programme.

The system is a hosted system accessed via a web-based interface. This enables the system to be set up quickly and requires minimal on-site maintenance or technical expertise.

Access to the system is protected using features such as SSL encryption, MD5 encryption and passwords. The hosted system is mirrored on two independant sites to provide full business continuity and disaster recovery.
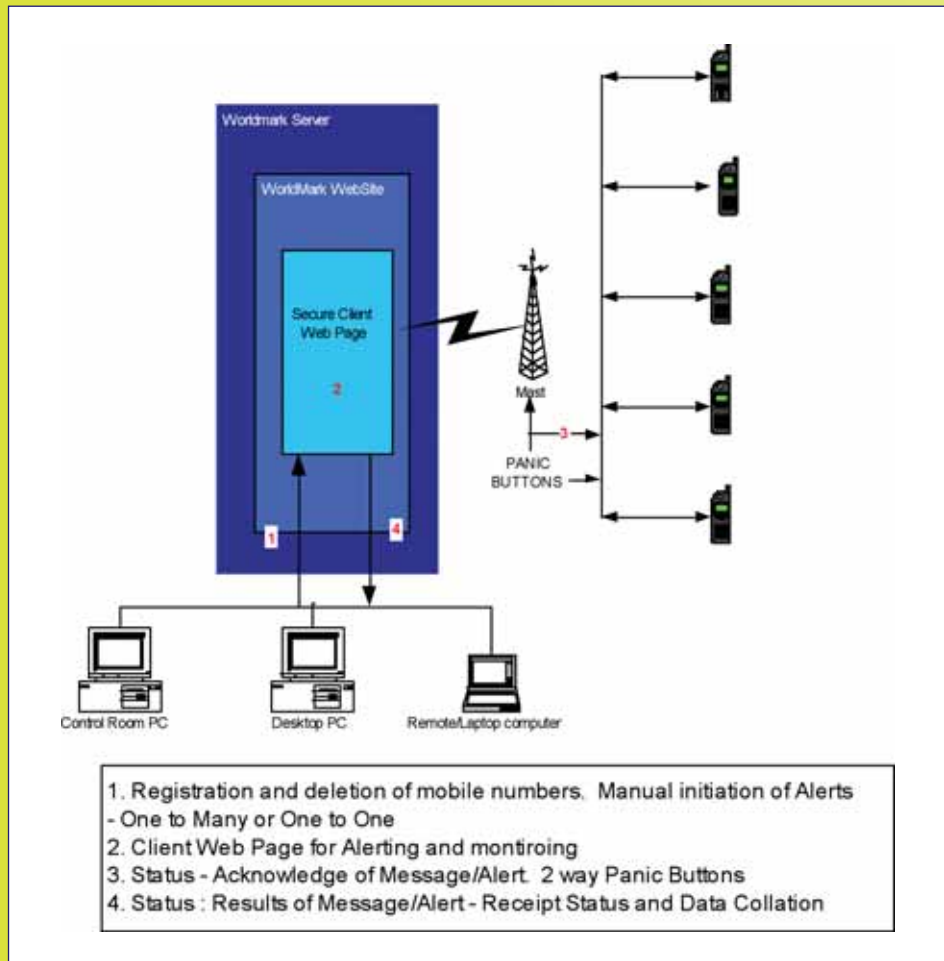

Figure 7 - Worldmark Architecture

Smart Sunderland

A 'sign-up' text alert system encompassing the additional functionality of location based information. This will enable partners from all sectors to engage, communicate advice and support a wide range of citizens, with uses across all interest, circumstantial or theme groups.

System Overview

IBM have produced a system named LAMA, Location Aware Messaging for Accessibility using Pervasive Messaging technologies. This system allows selected messages to be pushed to a mobile phone based on the current location of the device. We will work with IBM to further develop the system to meets the requirements of Digital Challenge

Figure 8 - Smart Sunderland Architecture
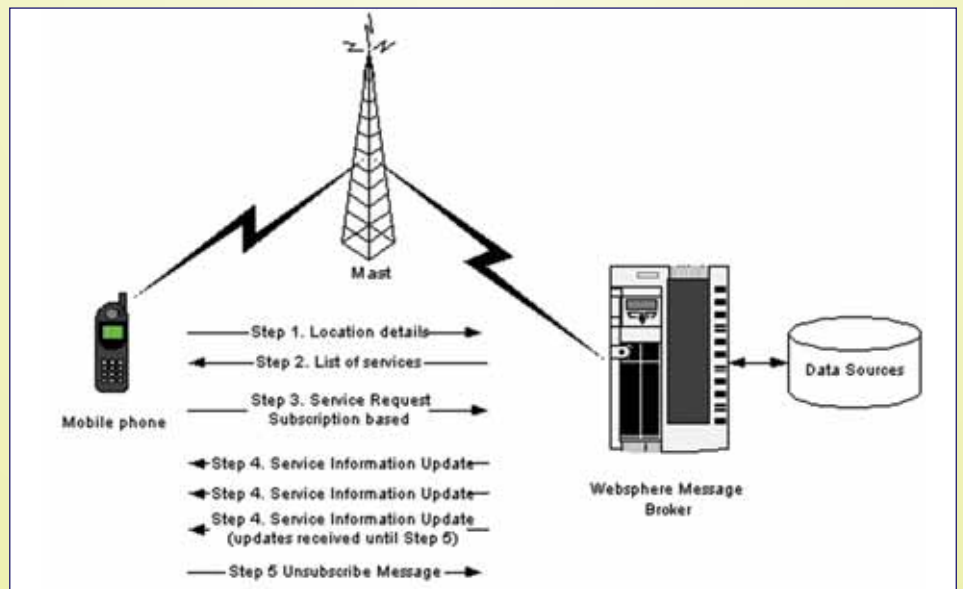
Theme 2 - Community e-Champions - A New Direction

The provision of Internet-ready computers for community based practitioners/volunteers supported by appropriate training and guidance. This will allow engagement with the most underrepresented, hardest to reach/vulnerable groups. This will build on the existing e-Champions network.

New e-Champions will be key workers, carers or contact practitioners of four target groups:

- Looked After Adults
- Looked After Children
- Youth
- Older People

The first step is to engage and facilitate access to the technologies, building capacity and aspirations. After the initial developmental process, many of the beneficiaries, will themselves champion the use of the technologies, offering 'peer support.' Backup will always be available from existing e-Champions and Technical Support staff.

Theme 3 - Education and Capacity Building

This theme would be developed in partnership with Microsoft. The projects will be based on a development of Microsoft's educational/skills programmes and the deployment of a community-driven network based on Microsoft live. This would provide a platform and infrastructure to support collaboration at a local level.

ICT@home
This project will provide PCs and technical infrastructure to the homes of students at risk of underachieving at Key Stage 3. It will work in partnership with educational establishments. Project Workers will liaise with students and their families, providing training and support in the home where required. The Project would raise the educational attainment and engagement for those pupils deemed to be disadvantaged by a lack of access to ICT outside of school hours, whilst also engaging the wider family and promoting informal family learning.

Digi-Size
The project will set up training/capacity building on wider aspects of digital technology usage. It will expand and develop the notion of ICT as the third key skill, and will engage with users from all skill levels.

There will be three levels of provision:

- Basic (literacy, numeracy, ICT, Life) skills.
- Intermediate (ICT, Life) skills.
- Higher (ICT, Microsoft, CISCO, Life) skills.

The project has a clear link into the Community Tech Initiative. The higher level skills will be linked to a 'community contract' which represents the beneficiaries' agreement to cascade their new skills and offer support back to the community.

Community Tech
This project will build the technical skills and capacity of the community and voluntary sector. Through a process of on-site one-to-one engagement and mentoring, technical support will be offered to organisations, communities and venues. This will facilitate the development of a 'home-grown' technical knowledge pool. Opportunities will be made available through Digi-Size to signpost to higher-level technical skills and certification.

e-Mentoring

We will work in partnership with the 'Brightside Trust' to establish e-mentoring provision for young people. The aim is to provide disadvantaged and disengaged children with the continuity and engagement to raise aspirations and awareness of opportunities.

Theme 4 - Community Empowerment and Networking

This theme offers systems, training and support to build capacity and knowledge of alternative methods of virtual networking for the community sector. The projects will offer both open and secured virtual meeting spaces and will target those who are isolated at present.
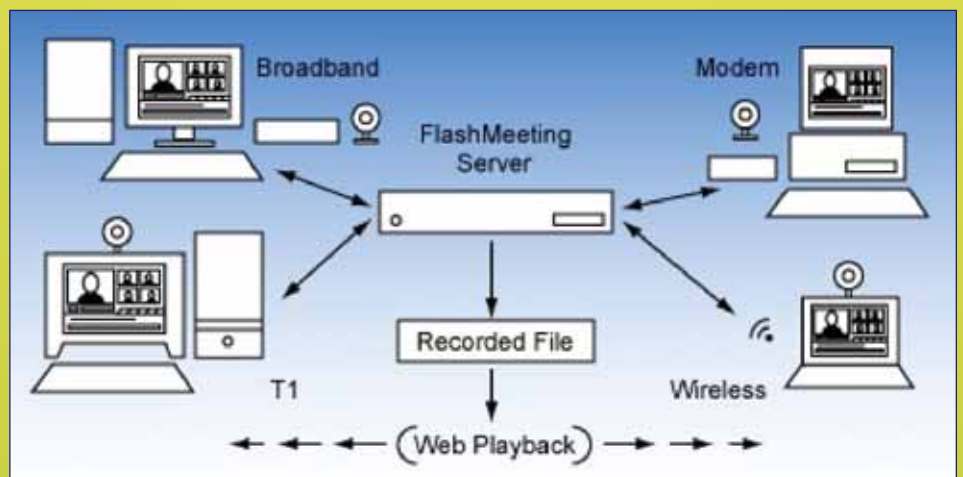
FlashMeeting - Secure Virtual Meeting Space

FlashMeeting is a product developed by the Open University based on the Adobe Flash plug in and Flash Media Server. The system allows a virtual meeting to be held between two or more people from any location providing they have access to the Internet. Typically a meeting is pre-booked by a registered user and a url, containing a unique password for the meeting, is returned by the FlashMeeting server.
The meeting organiser passes this on to the people they wish to participate, who simply click on the link to enter into the meeting at the arranged time.

During the meeting one person speaks at a time. Participation in the meeting is not restricted to those that have web cameras and can be voice-based. Other people can simultaneously contribute using text chat, the whiteboard, or emoticons, while waiting for their turn to speak. This way the meeting is ordered, controlled and easy to follow. A replay of the meeting is instantly available, to those with the 'unique' replay web address.

The system has been piloted in Sunderland as part of the development of the bid. This has enabled members of the North East refugee community to have access to specialist interpreters based in other parts of the country.

Figure 9 – FlashMeeting Architecture

System Overview

The system runs on standard Intel servers running either Windows Server 2003 or Red Hat Enterprise 4 and Macromedia (Adobe) Flash Media Server 2. Additional storage space is required for the recording of the meetings. Version 2 of FlashMeeting is currently available on a license basis and the Open University are keen to work with Sunderland to further develop the product as part of the Digital Challenge bid.

Figure 10 – FlashMeeting Screen

Hexagon Live Chat – open group environment

Hexagon uses the same base technology as FlashMeeting. Where it differs is display and formality. Hexagon is a more informal 'chat room'. Meetings are not scheduled or recorded as in FlashMeeting and sessions can be left open to encourage a greater sense of community belonging.

The development of both of these environments will enable individuals, communities and the community sector to communicate effectively, include a wider range of participants and conduct their business is a timely and cost-effective manner. It will also enable hard to reach groups to begin the process of engagement and participation where location is a barrier. This provision uses everyday technologies and requires a minimum of ICT with maximum benefits.

Figure 11 – Hexagon Screen

System overview

The system runs on Intel servers running either Windows Server 2003 or Red Hat Enterprise 4 and Macromedia (Adobe) Flash Media Server 2. Version 2 of Hexagon is currently available on a license basis and the Open University intend to work with Sunderland to further develop the product as part of the Digital Challenge bid.
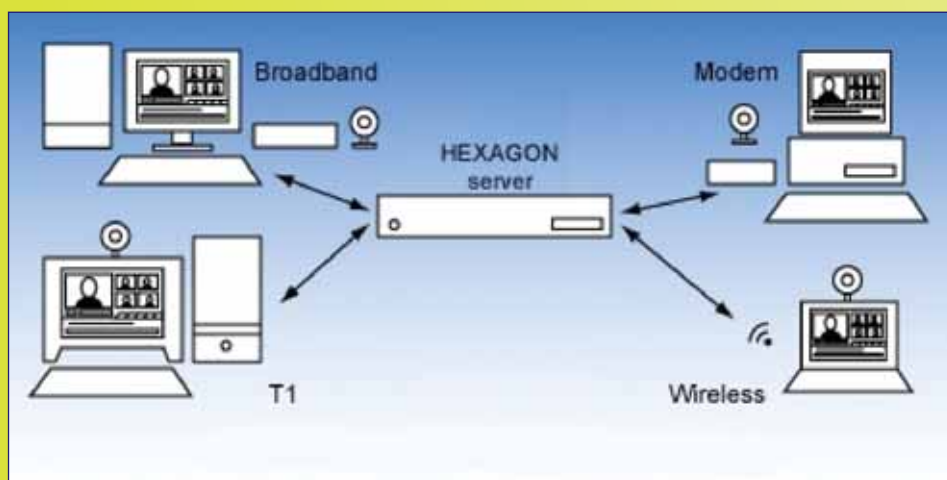

Figure 12 – Hexagon Architecture

Theme 5 - Patient empowerment

Health@home

This project will provide access to home-based support for patients with long-term conditions. It will let people self-test at home and receive nurse-led clinical support remotely.

Initially self-testing will focus on patients receiving oral anticoagulation therapy (OAT). Patients receiving this treatment require regular monitoring of their International Normalised Ration (INR). By working with Clinisys, patients will be given the ability to home test rather than attend a clinic. Results are forwarded via secure web access to an automated clinical centre, where they are checked and, where necessary, dosages adjusted. The patient is sent a text message and e-mail with their new dose. The system will be linked to specialist nurses who are alerted to out of range tests, and contact the patient as required.

System Overview

The system will run on Intel based server technology. The system requires additional data warehousing software, in Sunderland's case this would be Ardentia's Business Intelligence Technology Suite, which is widely used throughout the NHS.

The solution could be supplemented by a proof-of-concept project with Microsoft using IPTV to remove the reliance on a pc in the patients home.

Figure 13 – Health@Home
Architecture
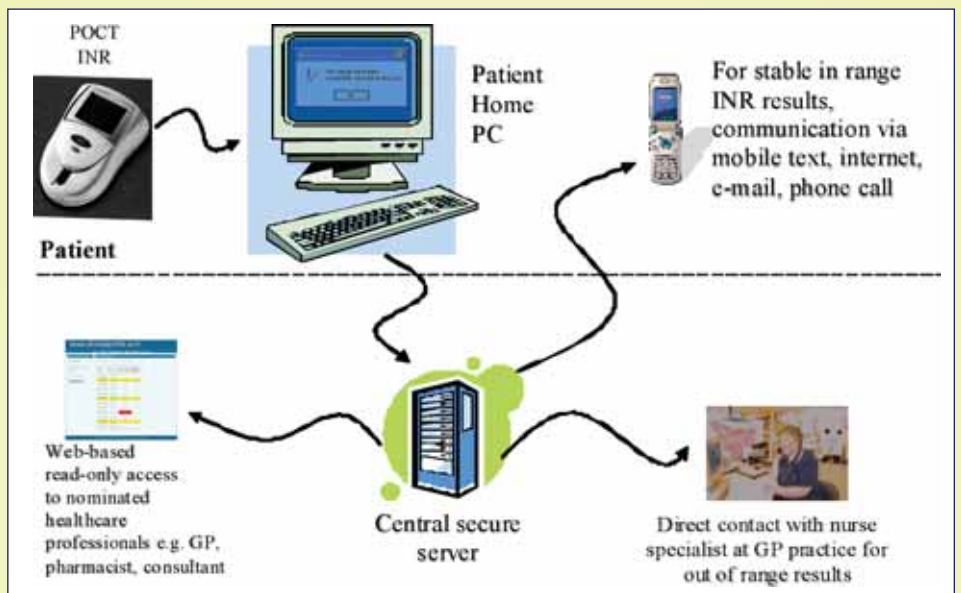
Health Information point and automated hospital check-in

Interactive Appointment Check-In Kiosks and 'Health Information Point' (HIP) Kiosks.

The check-in kiosks will allow a patient to self-check-in for hospital appointments. The kiosks will also provide the patient with a guide to how to reach the location of the clinic.

The HIP kiosk will be capable of checking weight, body fat composition, body mass index, blood pressure and pulse monitor. It will allow the user to record their data onto a database so their health status can be tracked over time. The HIP kiosk will be installed in a wide range of venues such as GP Surgeries, Outpatients or Pharmacies to enable the individual to regularly monitor and track their own progress.

System Overview

The base technology required to deliver the HIP is already in use although the functionality would be extended as part of the Programme. Additional interfaces are needed to link the systems together. The architecture diagram outlines the links that will be developed by Savience, suppliers of the equipment, as part of the project. The system will run on Intel based server technology.

Figure 14 – Health Kiosks
Architecture
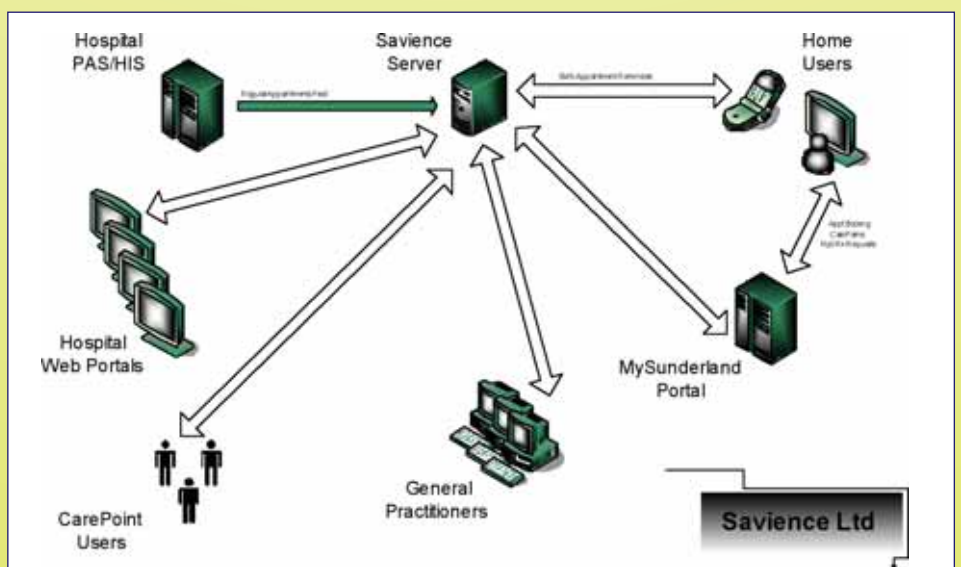
Health-e

A web based project aimed at addressing the issue of childhood obesity will allow children, parents, guardians or carers to record simple data such as height, weight, gender and date of birth and return the child's BMI against reference curves. Growth curves enable the ability to track progress for specific medical conditions.

The project will by accessed through the **My Sunderland** Virtual Community Site and will offer downloadable information, and access to Health-e games and activities to raise awareness.

System Overview

The system will run on Intel based server technology. The system would use Ardentia Business Intelligence Technology Suite as the base of the system and will be developed with the assistance of Ardentia.
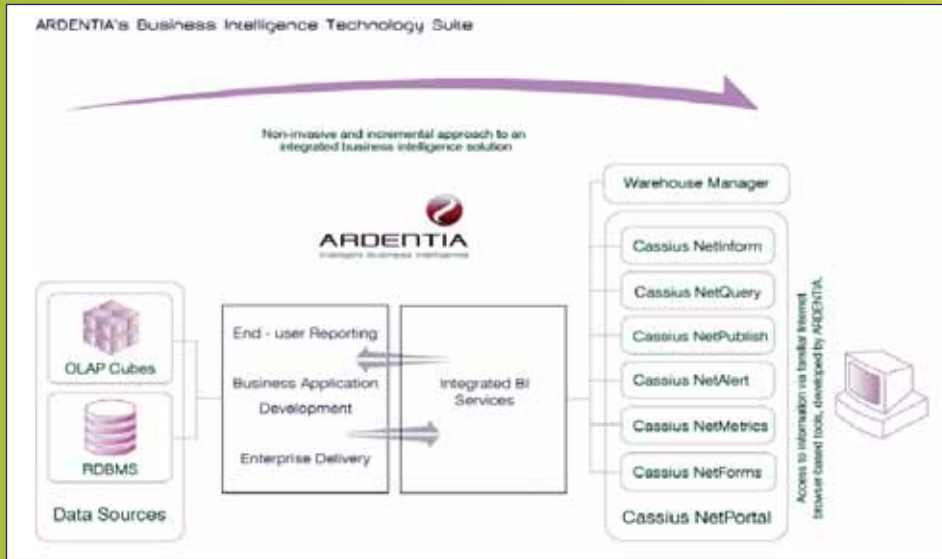
Figure 15 – Ardentia BIT Suite

Theme 6 - Independent Living

Telecare technology will be used, where appropriate, to support independent living.

We will partner with Tunstall to enhance the current Telecare provision by providing a care package tailored to the individual's needs. Assistance will be provided in the areas of environmental monitoring, personal safety and health requirements. Lifestyle monitoring will be adopted as a preventative measure, giving early indications of where and when additional support is required.

Figure 16 – Tunstall System

The latest technology, such as the Columba bracelet, will be adopted to allow the service to be extended beyond the boundaries of the home. This will increase the level of independence and allow the vulnerable person feel more secure and ultimately to take a more active role in the community.
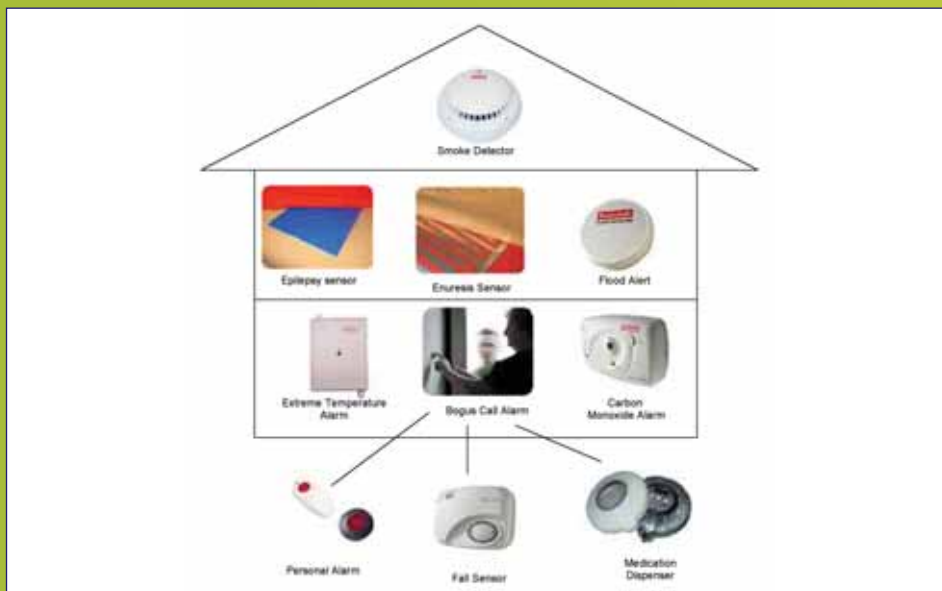
By partnering with Tunstall, a lead member of the Continua Health Alliance, we can ensure that the technology solutions that will be proffered as part of this bid will be future-proofed and will be interoperable with future developments in Telecare and Telehealth.

Transport Alert

This initiative enables the service user to receive a call or alert when transport is a pre-defined distance away from the desired pick up point. The service will require partnership working with public or community based transport providers. It will particularly benefit vulnerable or at risk groups and can contribute to reducing the fear of crime.

System Overview
The proposed system is based on an application currently in use on the Bedfont campus in London. The system has been developed by IBM with their partners MapInfo, Ordnance Survey and Orange. The system uses GPS units fitted into buses to transmit the location of each bus. IBM's Websphere product is then used to transmit the information to the Internet.

Figure 17 – Transport Alert Architecture
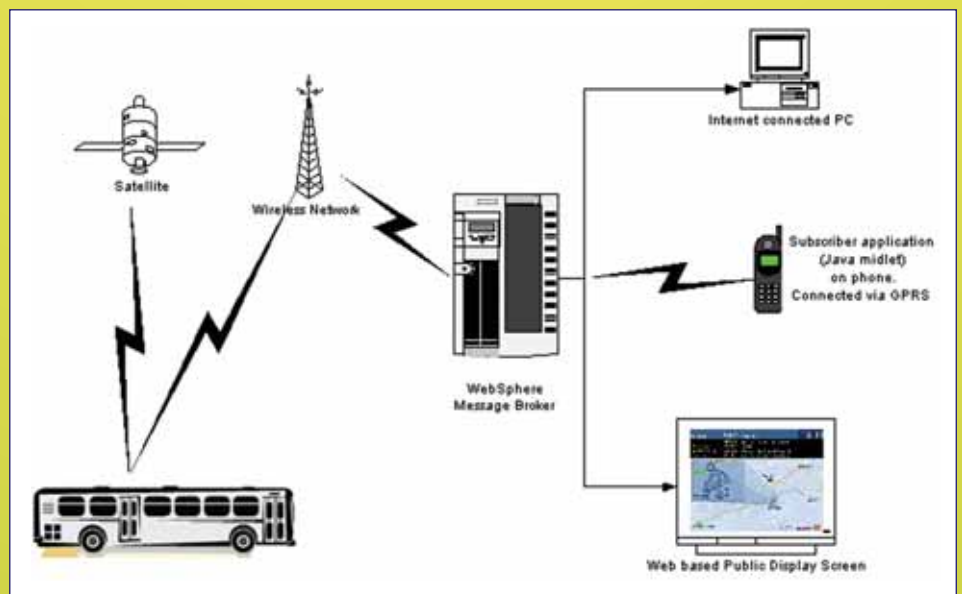
'My Sunderland'

My Sunderland is a virtual community or environment. It will become the first point of call for information and signposting to whatever people want. Specific projects and initiatives will have their 'home' pages and other information and services will be linked to from this site. Examples of areas/provision on the site:

- **Swap Shop** – aimed at matching individuals wanting to get back into work or those who have a limited amount of time to small businesses who may need only occasional or small amounts of regular work.
- **Community Blogs** – Hosting of Blog sites for community or voluntary sector organisations.
- **Podcasting** – for local services information.
- **Business Blogs** and e-commerce sites – Providing Internet hosting for first level participation in e-commerce for local SME's.
- **Buy Local** – encourages local people to shop with local suppliers – an on-line 'farmers' market'.
- **SharePort** – A on-line transport-sharing scheme.

Citizen's Account

Uses 'secure identity' to enable single login access to all services. This could include home-based support for patients, accessing and managing personal information held by a local authority, paying council tax, rent and other bills or drawing down education. This enables link-up with Government Connect, NHS on-line, DWP, HMRC and other national projects.

System Overview

The Citizen's Account will be delivered using technology that is in place in Sunderland. The system has been developed to provide Trusted Identity Management services for members of the public. Sun Microsystems will partner Sunderland in the development of this technology.

Figure 18 – Citizen's Account Architecture
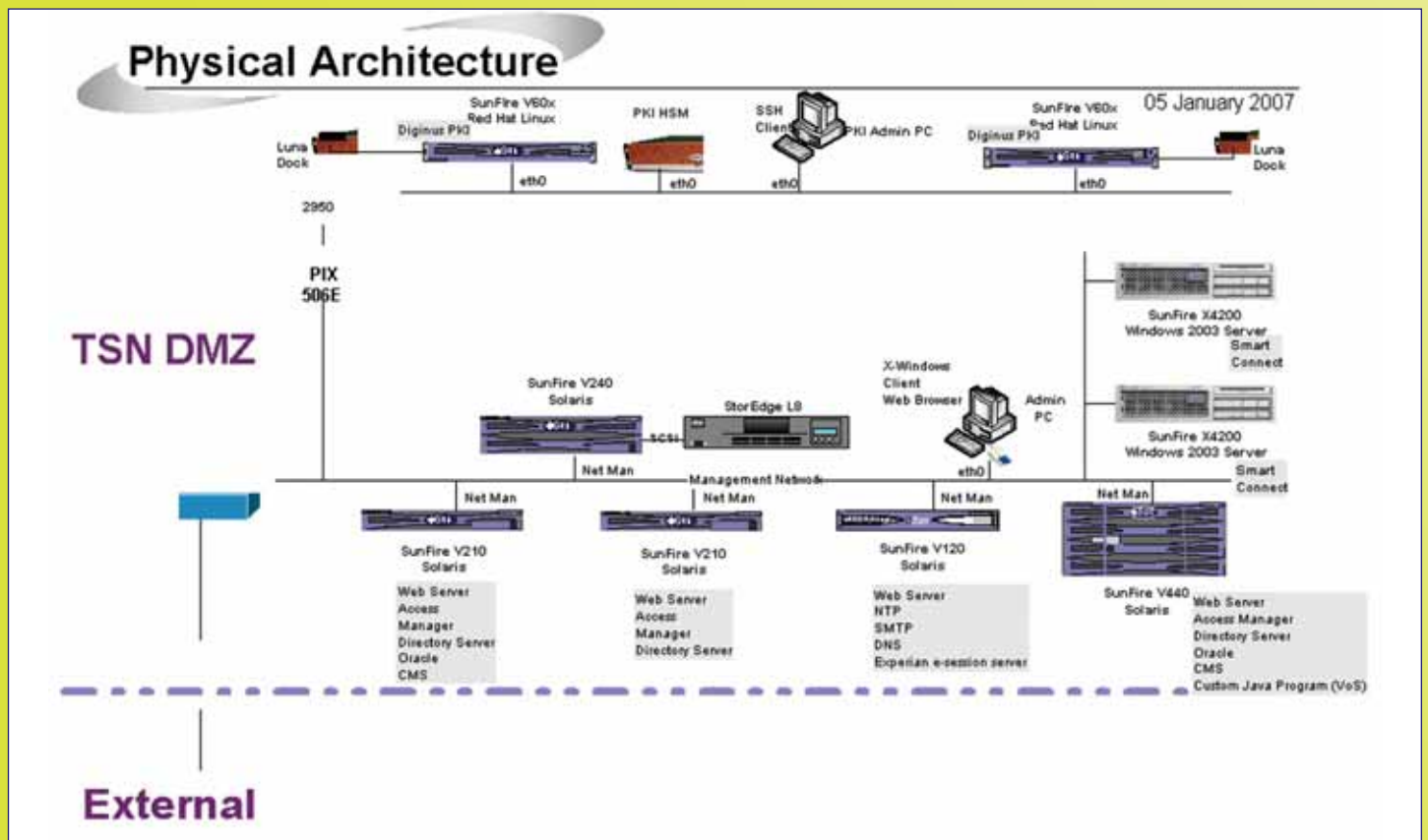
Sun-TV

The provision of IPTV enables broadcasting of local television content and access to the Internet through a television. This initiative will enable engagement and participation from those for whom ICT seems unappealing or irrelevant by using the familiar. Examples of initiatives include:

- **Exercise on Demand** - Live or pre-recorded exercise classes
- **Community Live** – Enables live access to a local community centre through virtual attendance, which in turn will reduce the feeling of isolation form many
- **Community TV** - Delivery community information channels.
- **Education** – Delivery of courses.

This has been identified as a potential proof-of-concept project to be undertaken with Microsoft.

Enabler 1 – Access & accessibility

Equipment loan scheme

This project will provide state-of-the-art equipment for use in communities on a short-term basis. The equipment can be accessed from various venues including:

- Libraries.
- Community Centres.
- Voluntary Organisations.
- Religious Establishments.
- Community Organisations.
- Mobile ICT facilities.

Equipment is provided with technical setup and support on-site. Full training is given on the use of the equipment both in terms of hardware and software and in terms of skills and wider benefits/uses. The equipment portfolio will be complemented by the support and advice provided by AbilityNet on accessibility, including the deployment of physical accessibility enablers.

Dyslexia-friendly Sunderland

The Project will engage partners across the city to develop protocols and commitment for the reconfiguration of all digital content to meet the Dyslexia Friendly Standard. Lessons on clarity of language will be valuable for other groups with speech and language difficulties.

Enabler 2 - Connectivity

For Sunderland, connectivity and broadband is not a standalone project but rather a cross-project enabling factor for the Digital Challenge Programme. Requirements and provision willbe condiered at each project level.

Sunderland may not have a business infrastructure which would underpin large investments by the telecoms firms. However, the city already has a 'Wireless City' project in early stages of planning and serious expressions of interest from three leading companies and the Regional Development Agency. Winning Digital Challenge would be the catalyst for rapid progress here.

Figure 19 – Internet Connection Options
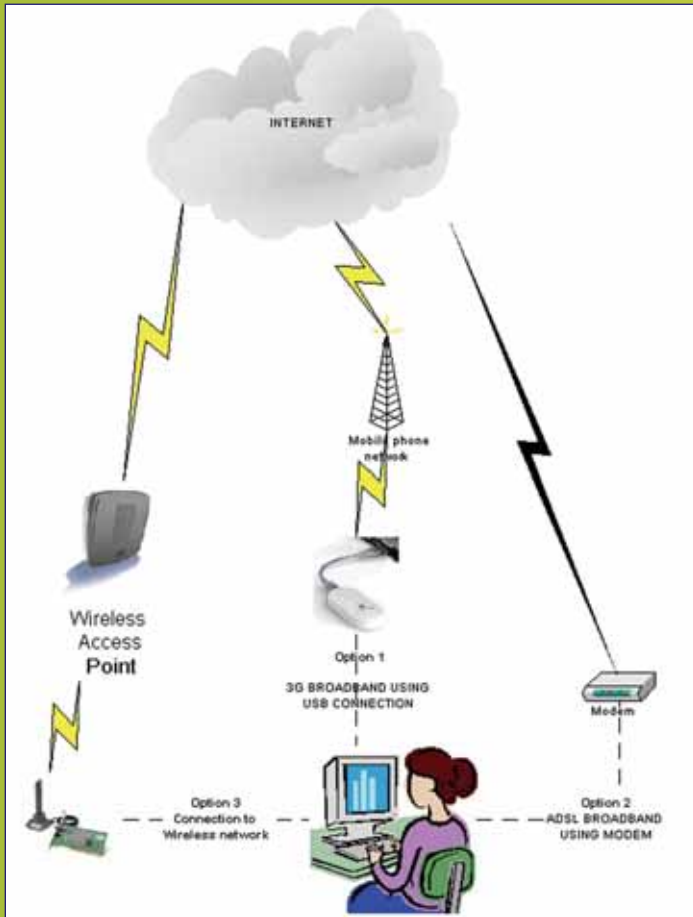
Figure 20 – 3G Coverage
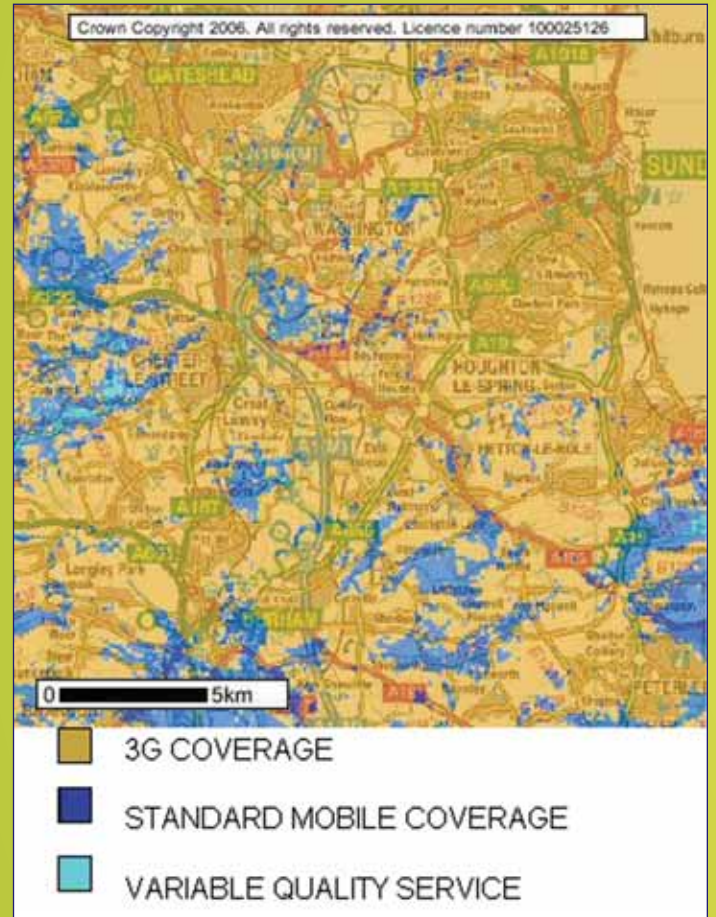
Figure 21 - Broadband availability and population density

Figure 22 – Programme Plan

ID		Task Name	Start	Finish
1		Procurement	Mon 02/04/07	Fri 29/06/07
2		Innovative Telephonies	Mon 02/07/07	Wed 31/12/08
3		Community e-Champions - A New Direction - Tranch 1 - 4	Mon 02/07/07	Mon 30/06/08
4		Education and Capacity Building	Fri 31/08/07	Fri 29/08/08
5		Community Empowerment and Networking	Mon 02/07/07	Fri 29/08/08
6		Patient Empowerment	Wed 01/08/07	Fri 28/03/08
7		Independent Living	Mon 02/07/07	Wed 31/12/08
8		Virtual Sunderland	Mon 03/09/07	Fri 29/08/08
9		Access and Accessibility - Setup	Mon 02/07/07	Fri 28/09/07
10		Access and Accessibility - Rollout	Mon 01/10/07	Wed 31/12/08
11		Connectivity	Mon 03/09/07	Wed 31/12/08
12		Dissemination	Mon 02/07/07	Wed 31/03/10

Project: digital challenge program project
Date: Tue 09/01/07

| Task | | Progress | | Milestone ◆ | Summary | External Tasks | Deadline ⇩ |
| Split | | Milestone | | | Project Summary | External Milestone ◆ | |

Page 1

6 Who's involved, what are they going to do?

Community Participation and Governance

The Audit Commission have identified six critical success factors through which effective cross sector initiatives can be identified:

- Citizen engagement
- Commitment to user focus
- Understanding of communities
- Clarity of purpose
- Communicating appropriately
- Delivering change

To this end, the Sunderland approach to Project Governance will directly engage project beneficiaries in the decision making process. Projects will adopt a citizen-led cyclical review, evaluation and feedback process. **'Teaching people to fish'** puts the relevant community at the centre of the decision-making process. This builds capacity, community empowerment and aspiration and is a key factor in consideration of sustainability.
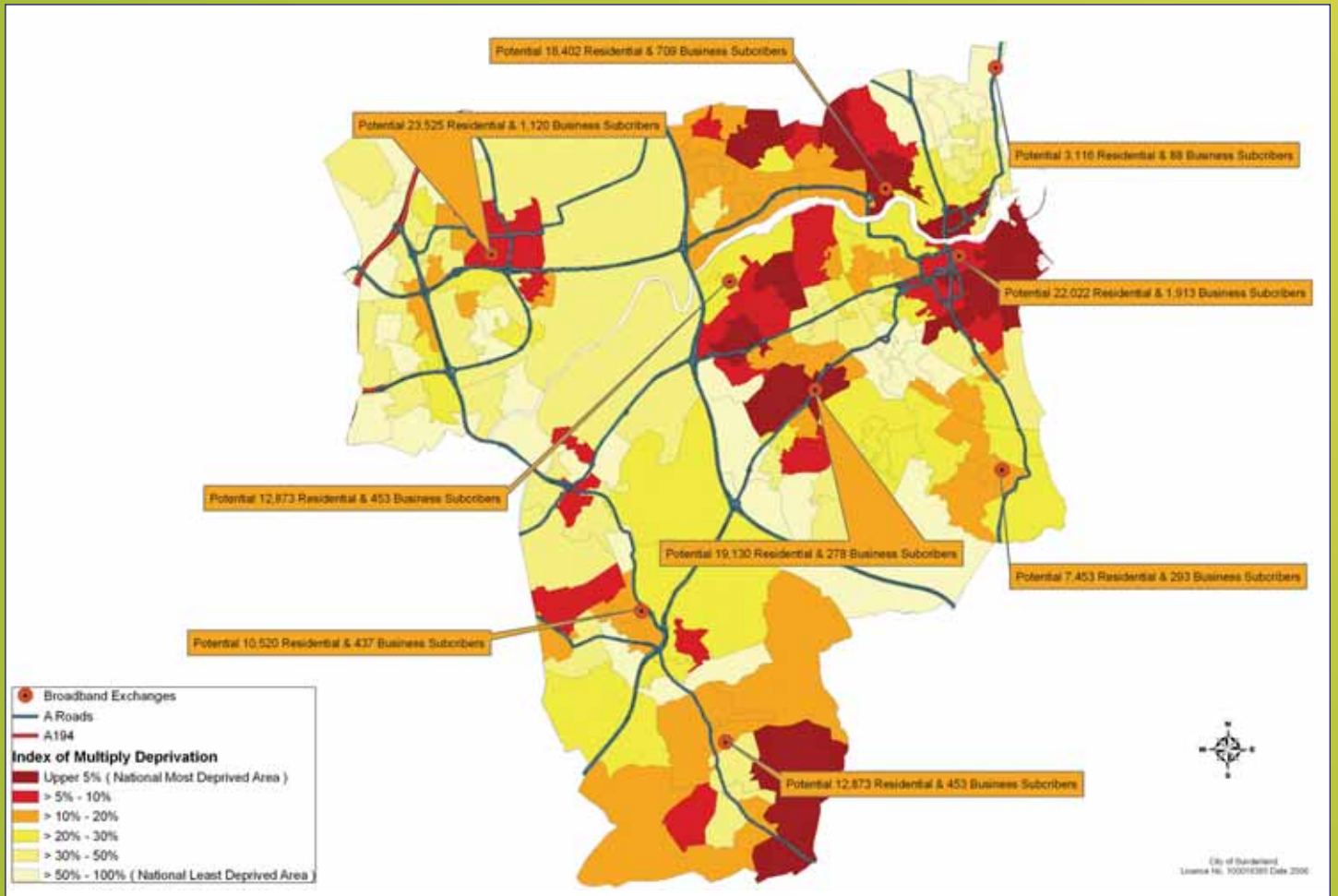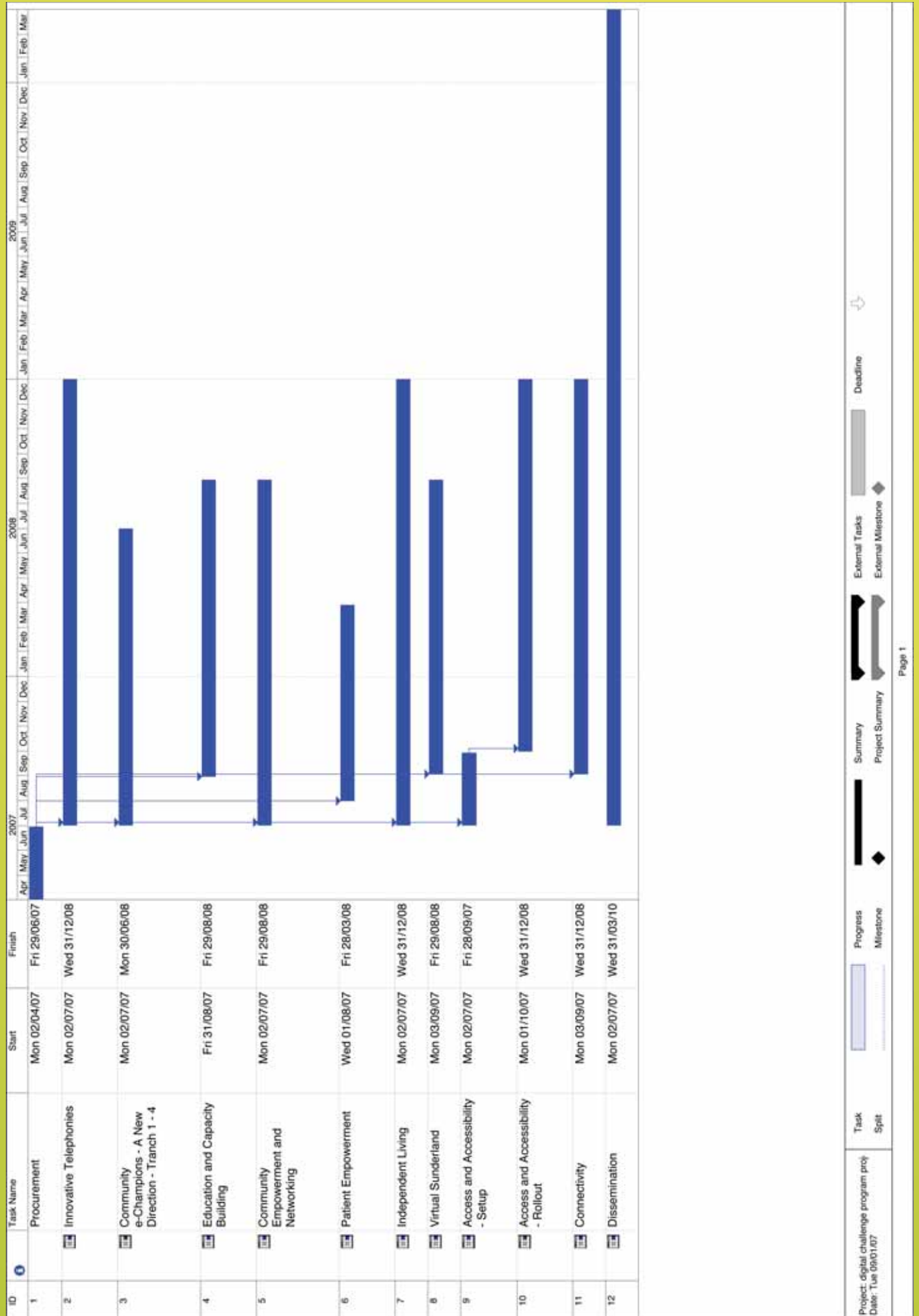
We will combine the community-led ethos with rigorous project management using Prince2.

Programme Board

The Board will be representative of the Sunderland Partnership and will reflect the wider partnerships that have been developed as part of the bid preparation process. The Board has responsibility for the strategic direction of the Programme. Decisions will be made with consideration of recommendations and input from thematic steering groups. Where appropriate, issue based working groups may be established.

Table 4 – Programme Board

Post	Post Holder	Current Responsibility
Chair	Canon Stephen Taylor	Chair of Local Strategic Partnership
Vice Chair	Steve Williams	Sunderland City Council – Head of ICT
Member	Alan Patchett	Chair of Sunderland Community Network and Director of Sunderland Age Concern
Member	David Shovlin	Sunderland TPCT – Head of IM+T
Member	Julie McCann	Principal Librarian (Resources and Performance)
Member	Professor Peter Smith	University of Sunderland – Dean of Computing
Member x2	To be nominated by community	Resident of Sunderland

Since Sunderland's bid does not depend on one supplier, it is unlikely that a business representative will sit on the Programme Board. However, the Board will consider representations from businesses if they make major contributions as the Programme progresses.

Programme Management

The roles of Programme Manager, Project Managers and Community Project Steering Groups are shown in Figure 23:

Figure 23 – Programme Management Structure

Business & Work skills Sub-Group

Quality Assurance Sub-Group

Environmental Management Group

Digital Challenge Programme Board
- Overall accountability for Digital Challenge Programme
- Challenge and Review Project Achievements
- Ensure inclusively and equality
- Review and approve Steering Group recommendations
- Communicate Strategic Objectives
- Ensure alignment with Sunderland & National Strategies

Programme Manager
- Overall Strategic Responsibility for Projects
- Maintains Quality Assurance
- Ensures cross fertilisation of Projects
- Reports to Programme Board

Project Manager
- Day-to-Day running of the project
- Facilitates Community Steering Group on setting targets and reviewing project performance/citizen experience
- Reports to Programme Manager

Community Project Steering Group
- Project beneficiaries/stakeholders
- Representation from relevant thematic partners
- Relevant technical input from Project Team
- Project Manager

Community Project Steering Groups

While other governance roles are clear, it is worth expanding on these Groups. This is a proven model in Sunderland. Composition of steering groups reflect key stakeholders. The purpose of the Steering Groups will be to:

- Agree targets, protocols and terms of reference of the Project
- Monitor progress, review and set the policies and direction
- Prioritise activities of the project in line with the Digital Challenge Objectives as agreed by the Programme Board
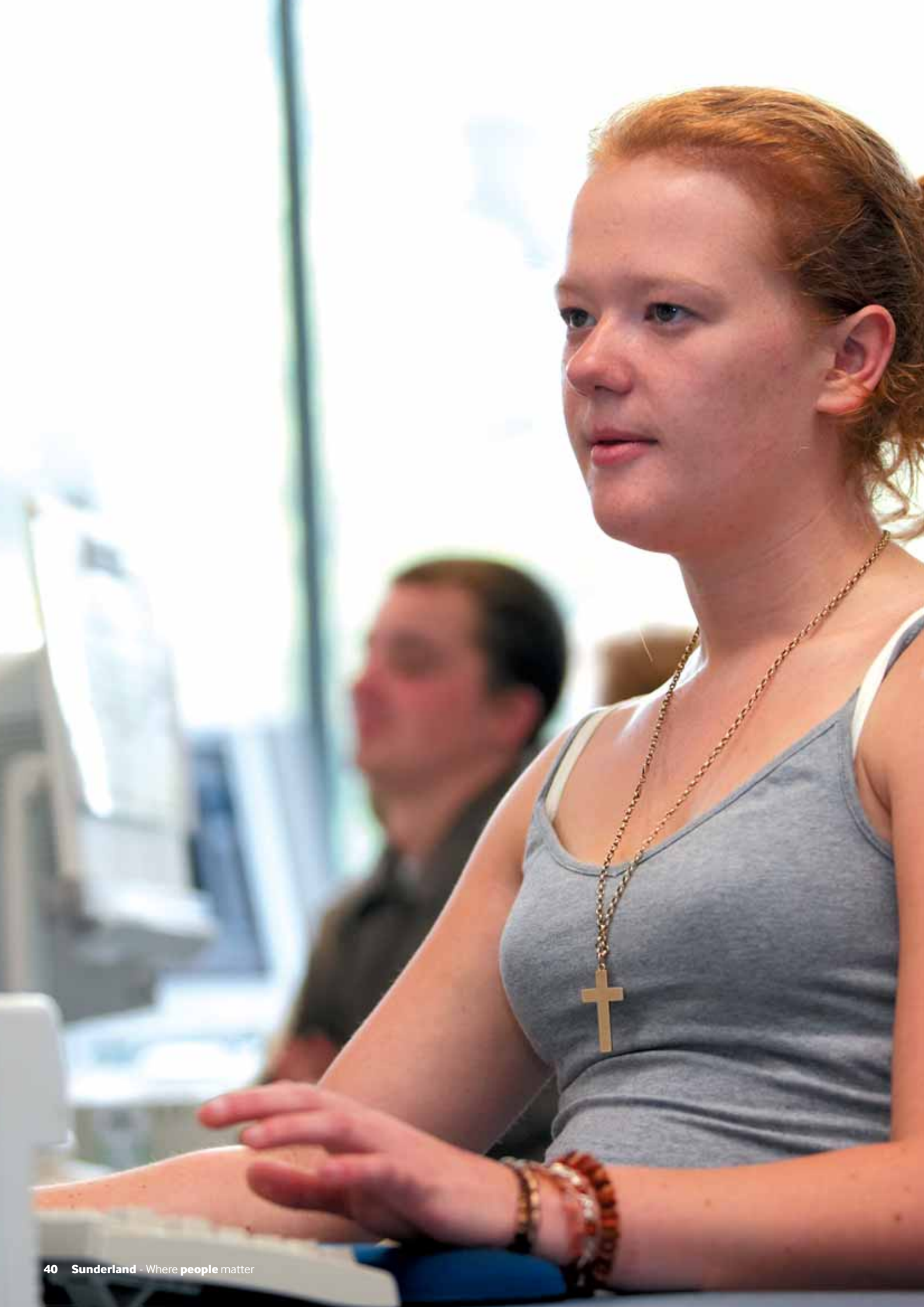- Ensure compliance with relevant Data Protection guidance

Private Sector involvement

As expected, tying suppliers down to concrete, cash contributions has been difficult. However, we are very pleased with the firm contributions we have achieved, both from local and national suppliers. Further, we are extremely confident that, if successful, we will be able to convert wide-ranging expressions of support – from Microsoft, IBM, Vodaphone, Tunstall, PC World Business and BearingPoint among others - into firm commitments.

The commitment from One NorthEast is noted in Section Two.

Table 5 - Private Sector Contributions

Partner	Commitment	Value
SAP	SAP Netweaver licenses	500,000
BT	Technical resource. Project/Programme management Wireless city. Hot house for ideas at R&D centre. Brochures. Link to NE e learning foundation - access to funds for computers for children. Inclusion project.	253,000
Sun Microsystems	Consultancy days to develop identity management and portal services. Sunrays for home use. IPTV.	175,000
ITWorks Conference	Dissemination	140,000
LSP Management Group	Joint learning project	110,000
UK Online Centres	Joint learning project	100,000
Open University	Software	75,000
Clinisys	Hardware, software	75,000
Worldmark	Hosted service, software, support	70,000
TPCT	Support	50,000
Savience	Hardware, software, support	49,500
CIA Training	Hosted service, software, support	30,000
Ardentia	Software	26,000
Sunderland Echo	Media coverage	26,000
AbilityNet	Consultation	24,250
Total value committed		**£1,703,750**

7 What skills and capacity do you need to deliver this?

The Programme Board (as described in Table 4) will provide strategic, technology and programme leadership, financial management and linkages to the city strategy. Further, they will lead the dissemination and visit programme.

The Community Steering groups will:
- Help in resolving issues
- State and track benefits to project users
- Track the performance of the project
- Contribute to the debate on capacity building and community empowerment and innovative partnerships
- Ensure that Digital Challenge process continues to be delivered in a Community Development ethos.

Existing partners will also provide specialist resources including community leadership, management of major Programmes and ICT provision. Sunderland has a sound track record here.

Additional resources will be funded from the Programme and will be needed in the areas of:

- 1 Digital Challenge Programme Manager
- 4 Digital Challenge Project Managers
- 1 Programme Administrator
- 5 Technical Specialists – likely to be in the areas of:
  - Networks
  - Desktops/Mobile working
  - Java/XML
  - System administration/IIS
  - Identity management.

This would be backed up with some core people from existing organisations and a programme of cross-learning for operational staff within partner organisations and the community.

Technical specialist trainers/tutors would be provided from the University and College.

The remainder of the required skills will be provided by the Board and project specialists from our industry partners.

8 What are the benefits, who will be delivering them?

The progamme has been designed around the required outcomes as identified iin Table 1. Each project manager will be held accpountable by both the Community Steering Groups and the Programme Board to deluver the identified benefits. In this way, benefits will be spelt out in terms that communities decide and are understood and accepted by all. Accountability for delivery will be unambigous.

Table 6 - Benefits Realisation Plan

Benefit	Key Stakeholders	Key Beneficiaries	Measures and Targets	Value
Innovative Telephonies				
Increased School Attendance	Education Services, Children's Services Parents/Guardians	Education Services, Police, Students	Reduction of days absent due to truancy Increase in take up of out-of-school activities Improvement in confidence Increased educational achievement Reduction in unemployment in school leavers Reduction in crime or the fear of crime in the community	Increase in Key Stage 3 statistics Stronger, safer communities Increase employment opportunities
Independence for carers and looked after persons	Third Sector, Adult Services, Age Concern, Carers, NHS	Individuals, carers, Adults Services, NHS	Increase in scheme participants Increase in Number unaccompanied journeys/Activities Increase in number of Messages sent Increase in number of Messages acknowledged Decrease in number of "alarm" calls Increase of number of carers taking up employment	Independence for looked after individual Reduction in time demands on carer Reduction in state benefits for carers

Benefit	Key Stakeholders	Key Beneficiaries	Measures and Targets	Value
Community e-Champions				
Social Inclusion, Empowerment, Community Cohesion	Public Sector, Third Sector, Adult/children's Services, Carers	Community and voluntary organisations, Individuals, carers	Increase in Number of e-Champions Improved work and life skills Increase in events/ courses attended Increase on electoral register from minority groups	Social inclusion of previously isolated groups Stronger, safer communities Community cohesion Increase in eDemocracy Increase in percentage of voters
Education and Capacity Building				
Increased Skills and Knowledge	Adult Services, Education, Children's Services, Business, DTI, Job Centre Plus, DWP	Individuals, Educational facilities, Businesses	Increase in courses attended Increase in number of students Decrease in unemployment statistics Decrease in number of long term job vacancies Increase in Number of new businesses Increase in average salary levels	Reduction in state benefits claimed Increased educational achievement Skilled workforce Stronger, safer communities
Self-supporting communities	Public Sector, Third Sector, Adult Services, TCPT, Age Concern, Carers, Business	Community and voluntary organisations, Individuals, carers, Adults Services	Reduction in number of support calls Reduction in number of hours of central support provided Increase in number of hours support provided by community. Increase in number of community volunteers Increase in number of participants from hard to reach groups	Up to £40,000 pa in support cost savings Social inclusion of previously isolated groups Self-sustaining community projects

Benefit	Key Stakeholders	Key Beneficiaries	Measures and Targets	Value
Community Empowerment and Networking				
Reduction in time to engage interpreter	Public Sector, Third Sector, Home Office	Refugee organisations, Individuals, Home Office	Increased in number of virtual interpretations sessions Reduction in time required for document translation Reduction in time taken to prepare legal cases	Up to 50% reduction in interpretation fees (no travel costs incurred) Reduced cost of hearings/appeals Reduction in time and costs in preparation for hearing process
Reduction in travel by using secure virtual meetings	Public Sector, Third Sector, Business	Third Sector, Public Sector, Businesses	Reduction of the number of centralised meetings held Reduction in the number of journeys made	£100,000 p.a. based on savings of 5 trips to London per week
Patient Empowerment				
Reduction in Missed Health Appointments	TPCT	TPCT, GP's, Health Professionals	Increase in patients seen	£463,000 pa based on 4.63 FTEwith average Doctor's employment costs of £100,000
Early Detection and Intervention.	TPCT	TPCT, GP's, Individuals, Young people, Older people, Emergency Services, Businesses	Increased early detection of potential long term conditions Reduction in targeted long term conditions Reduction in levels of obesity Reduction in days lost to business through long term conditions	A reduction in complication costs from early detection of diabetes alone is typically 30-40%. Around £2b nationally Reduction in productive days lost to business through long term conditions
Home Based Support for Patients with Long Term Conditions	TPCT, GP's	TPCT, GP's, Patients Emergency Services, Businesses	Increase in numbers home testing Reduction in days lost to business	Reduction in productive days lost to business through long term conditions £200,000 pa in testing costs Equivalent savings to local businesses Reduction in cost of environmental impact

Benefit	Key Stakeholders	Key Beneficiaries	Measures and Targets	Value
Reduction in Obesity Levels	TPCT	TPCT, GP's, Young people, Adults	Reduction in levels of obesity Prevention of the onset of certain long term conditions	Reduction in present and future health professionals costs and costs to the individual
Independent Living				
Reduction in Delayed Discharge	Adult Services, TCPT, Age Concern	TCPT	Reduction in bed days incurred through delayed discharge Reduction in Delayed Discharges	£500 per bed day
Independent Living	Adult and children's Services, Carers, Age Concern, TCPT	Looked After Adults and children, carers, Adults, Young People,	Reduction in amount of carers' time used in accompanying adults outside the home Increase in number of people in target groups participating in decision-making/ consultation Increased independence Increased confidence Reduction on dependence on carer Reduction in care home admissions Increase in number of care packages	Up to £42,000 pa including up to £22,000 pa for each care home place saved Increased participation in the democratic process Stronger, safer communities
Virtual Sunderland				
Engagement with the community	Public Sector, Third Sector	Community and voluntary organisations, Individuals	Increase in number of visits to web site Increase in new visitors to web site Increase in numbers of businesses with web site presence Increase in number of active citizen's accounts Take up of SunTV services	Community cohesion Social inclusion of previously isolated groups Involvement in democratic process from hard to reach groups

Benefit	Key Stakeholders	Key Beneficiaries	Measures and Targets	Value
Social Inclusion, Empowerment, Community Cohesion	Public Sector, Third Sector, Adult Services, TCPT, Age Concern, Carers, Business	Community and voluntary organisations, Individuals, carers, Adults Services	Increase in number of participants from hard to reach groups Increase in number of people volunteering Increase in number of people accessing on-line classes Increase in on-line activity with local businesses	Up to £20,000 pa + reduction in cost of environmental impact Social inclusion of previously isolated groups Stronger, safer communities Increased volunteer activity Community cohesion Increased business activity Reduction in costs to the NHS through prevention of long term conditions associated with obesity and low physical activity
Access, Accessibility and Connectivity				
Access, Accessibility and Connectivity	Community and voluntary sector, public sector	Individuals, community and voluntary sector organisations, Businesses	Increase in requests for loan equipment Increase in accessibility through number of specialist /disability equipment loans made Increase in numbers enroled on electoral register. Increase in number of on-line interactions with the public, business and third sectors Increase in the level of participation from minority groups in the democratic process Increase in basic skill levels Improvement in confidence Increased independence Increased economic activity	Engagement with hard to reach groups Social inclusion of previously isolated groups

Table 7 - Benefits by Community Group

	Innovative Telephonies	e-Champions	Education and Capacity Building	Community Empowerment	Patient Empowerment	Independent Living	Virtual Sunderland
Third Sector							
Ability to influence and co-create services	•	•		•	•		•
Increased skills, knowledge and experience		•	•	•			•
Empowerment, through ownership of projects		•	•	•	•	•	•
Capacity to participate in the democratic process	•	•		•		•	•
Ability to network, share knowledge and experiences		•		•		•	•
Increased aspiration/ability to volunteer	•	•	•			•	•
Private Sector							
Businesses benefits			•	•			
Increase of the city's profile, making it a location for inward investment	•		•	•			•
Increased availability of ICT skills			•	•			•
Increased competitiveness of businesses	•		•				•
Education Sector							
VCS will actively engage and signpost individuals to more formal learning opportunities	•	•	•	•			•
Increased take-up of on-line learning	•	•	•	•			•
Increasing the ICT skill and educational attainment of adults will lead to higher attainment levels at GCSE and A Level of their children			•				•
Health Sector							
Provision of digital delivered information in a variety of frequently used health venues	•	•	•		•	•	•
Enabling patients to be more aware by promoting alternative channels to access health information on line	•				•	•	•
Excluded Groups							
Increased number of e-enabled people from excluded groups	•	•	•	•	•	•	
Raised aspirations through the development of skills and knowledge	•	•	•		•	•	•
Potential/motivation to engage with education		•	•			•	•
Increased employability		•	•	•		•	•
Social opportunities and the personal development associated with socialisation		•	•	•		•	•
Intergenerational benefits to older/younger people		•	•	•	•	•	•
Ability to connect with others with similar interests on-line		•		•		•	•
Participation in the democratic process	•	•	•	•			•

9 Procurement Approach

The council uses procurement strategically to assist with delivering priorities and services. As the accountable body, the council will make skills and resources available to the partnership to ensure sound and robust procurement practices are employed throughout the project life cycle.

Specifically in the crucial area of staffing, the council has a proven and cost-effective procurement process for bringing fixed-term employees into the organisation. This will not be a limiting factor.

During the formation of these proposals we have sought advice from:

- Sunderland City Council's Procurement and Legal Services
- Office of Government Commerce (OGC)
- Department for Trade and Industry (DTI)
- Other Digital Challenge Finalists

We have engaged in talks with industry partners to agree common ground where we could work together for the benefit of all.

All commitments from industry partners have been made with the full understanding that, should Sunderland be the Digital Challenge winner, a full procurement process will be undertaken.

A three month lead-in has been built into the Programme plan to accommodate procurement and legal processes.

10 What might go wrong, what will happen when it does?

Each of the partners takes risk seriously. The council, for example, obtained a level four - the highest mark - in November 2006 for the Comprehensive Performance Assessment 'Use of Resources', which had a focus on significant business risks.

Risk will be managed very well, giving greater certainty to the achievement of the Programme's objectives. There is a track record of high-risk, innovative projects being delivered on time, thanks to sound risk management.

The highest ten risks are included here, with the full risk register included in the supporting documentation.

Table 8 - Risk Log

Unique Identifier	Description	Impact 1 low, 5 high	Probability	Overall risk	Countermeasures
DCP1	Unable to achieve Programme objectives	5	2	10	Business case. Project Plans. Cost/benefit analysis. Smart objectives.
DCP2	Unable to measure outcomes – Particularly Qualitative	3	4	12	Smart objectives will be identified for the Programme which include clear and detailed measurement criteria. Use of national qualitative measures (i.e. those used by CPA). 'Quality of Life'
DCP3	Failure to get 'buy-in' from communities/users/beneficiaries	5	2	10	Communications plan. Wide reaching steering groups which include representatives from all concerned. Programme champions. Consultation and involvement of all parties. Community delivered projects.
DCP11	Changes to technology	2	5	10	The proposals are needs-led and are therefore adaptable to changes in technology.
DCP15	Stakeholder commitment to delivery	5	2	10	Governance. Communications plan. Terms of reference. Contracts.
DCP17	Political willingness to accept change	4	3	12	Communications plan
DCP20	Skills availability (project/programme management, community skills)	5	2	10	Skills and capacity check. Recruit required skills and capacity.
DCP27	User aspirations above ability to deliver	4	4	16	Sound communications and agreement. Communications plan.
DCP28	Increase in costs from bid submission to start of projects	4	4	16	Robust estimates and financial planning. Inbuilt project contingencies. Detailed working with partners. Careful supplier relationship management. Safeguards in procurement process.
DCP29	Impact on community of not winning the Digital Challenge	5	3	15	Communications plan. Careful management of expectations.

11 What arrangements are there for longer term governance and sustainability?

Change is sustainable where it is aligned to an organisation's overall direction. Therefore, the drive for Sunderland's Digital Vision is closely tied in with the Sunderland Strategy. Sustainability is simply 'designed in'.

The ethos of designing a community-based Programme strengthens its long term governance and sustainability. The Programme has been designed to be owned and, where possible, delivered by the community. In this way, the long term governance of the Programme and its deliverables will be transferred from the Programme Board to the community. Projects will continue and thrive through the ownership by the community.

Sustainability and long term governance will always be addressed in ways that are most suitable for each specific project.

Portions of the Programme are primarily health related and will bring long term efficiencies and cost savings within the local TPCT. For example, it may be suitable for the long-term governance of the Health@Home project to be transferred to the TPCT as the project will demonstrate real long term sustainability.

Special Purpose Vehicles (SPV's) will be set up where suitable opportunities are identified. Connectivity would be an area where this would be considered. A proposal has been received outlining this approach for the establishment of a fibre network within Sunderland. The network would provide:

- connectivity for Government bodies
- capacity for public access to support the Digital Challenge objectives
- additional capacity that could be sold to local businesses.

Elements of the Programme will be self-financing, or will provide benefits in excess of the costs. This will add to the sustainability of the overall Programme. This is particularly true in the projects in the Assistive Technology theme, where an initial investment will produce long term savings both in the cost of long term care and in the reduction in hospital admissions.

It is also important to consider the issue of sustainability, not only in the context of project and financial sustainability, but also in terms of sustainable communities. Looking to the Shared UK principles of sustainable development, Sunderland aims to improve the lives of people in our deprived communities and from socially excluded groups. This Programme uses technology to increase social capital, which in turn improves quality of life and builds sustainable communities.

Sustainablity in Action

Scenario 1 – Underachieving Teenager and family

John was identified at school as a potential underachiever. He was recommended by his teacher to participate in the ICT@Home project. He was provided with a laptop which had a network card which allowed him to access the Internet. The technician who called at John's home to show him how to set up the equipment noticed that John's father also seemed interested. He suggested to John's dad that he could pop back the next day and show him how to use the computer. John's dad enjoyed the lessons and used the equipment when John was at school. Before long, John's dad started attending the local community centre where ICT classes were held. One year on, John's dad is now the "resident expert" and is helping newcomers to the centre. He has even found a job using his new ICT skills. John is also doing well at school and is being encouraged by his dad's success.

Table 9 - Risks

Description	Impact	Probability	Overall risk	Countermeasures
Inability to engage target groups	4	2	8	Use of e-Champions and peer group role models. Understanding of target groups and potential 'hooks'.
Volunteers leave the project	4	5	20	Recruitment policy and procedures in place

Scenario 2 – Independent Living

Mary had a stroke a year ago and thought she would not be able to return to her own home. Her care worker arranged for her home to have a couple of devices installed when she was in hospital. This meant she could return to her home after all. Mary checks her "vital signs" on a daily basis and is happy knowing that the local practice nurse will give her a ring if there is anything untoward. Mary's daughter has peace of mind, knowing that her mother has all of this wonderful equipment in her home and, more importantly, that she will get a phone call from the contact centre if her mother is not following her daily routine. In fact, last week, they called her because her mother had not taken her morning medication and wasn't answering the phone. She only lives around the corner so it only took five minutes to check that her mother was OK and was just having a bit of a 'lie-in'. It was quite funny really, as her mother wasn't too happy at being woken up from a lovely dream but at least she knows the system works!.

Table 10 - Risks

Description	Impact	Probability	Overall risk	Countermeasures
Over subscription resulting in a failure to sustain the required level of service	4	2	8	Business case. Cost/benefit analysis. Agreed scope for service delivery.
Hardware requires maintenance	5	5	25	Service Level Agreement in place. Adoption as core service.
Hardware requires upgrading	3	5	15	Build into financial plans.Adoption as core service.
Software requires upgrading	3	5	15	Build into financial plans. Service Level Agreement in place.

12   Is it good for the planet?

The aim of the Environmental Impact Assessment is to identify both positive and negative impacts on the environment. In each case, the review process has considered impacts within the following topic areas:

Environmental Legislation (EL)
Effects of legislation on the project.

Material consumption (MC)
Whole-life impact of goods and services purchased.

Energy consumption (EC)
Effective energy management in project deliverables.

Environmental hazards (EH)
Minimisation of environmental damage through an understanding of any environmentally dangerous material used..

Local Environmental Impact (LI)
Identification of activities that could potentially damage the local environment, habitats or wildlife, through air, water or soil pollution..

Waste management (WM)
An appreciation of the waste that may be generated, and how this can be reduced, re-used and recycled.

Transport (TR)
How transport required by the project can be minimised.

Climate Change (CI)
Identify where the project will exacerbate or mitigate likely impacts of Climate Change.

The Environmental Management Group – included in the Programme's governance structure - will ensure that environmental impacts are managed appropriately. Project teams will need to review these impacts and report on progress.

We have included here the top five benefits and top five risks; the full analysis is in the background papers.

Table 11 - Environmental Impacts

Unique Identifier	Description	Environmental impact 1 low, 5 high	Countermeasures
EL001	Waste from Electronic and Electrical Equipment (WEEE) Regulations	2	Ensure all users/owners of electrical equipment understand WEEE regulations, and responsibility of suppliers to offer collection service for end-of-life goods. Comprehensive training/information/awareness raising programme incorporated into the projects.
EC002	Additional server capacity	3	Provide estimate of energy consumption from additional server capacity, and consider installation of renewable energy sources.
LI001	Underground routing of network connections	3	Ensure contractors provide full environmental impact assessment of all works. Liaise with external companies to schedule DC works alongside existing planned work - 'Dig once, lay twice'.
LI002	Installation of mobile phone network infrastructure	3	Ensure contractors provide full environmental impact assessment of all works. Liaise with external companies to schedule DC works alongside existing planned work - 'Dig once, lay twice'.
WM001	End-of-life disposal of all material procured through the project	3	Identify disposal route for all goods prior to procurement For electrical equipment, confirm disposal arrangement with suppliers prior to procurement – as per new legislation in force from January 2007.
MC002	Reduction in paper, ink, postage through the use of flash meeting	+2	
EC003	Reduction in central meeting venues through the use of flash meeting and live chat	+2	
WM004	Introduction of unwanted goods exchange service on Virtual Sunderland (e.g. Free-bay, Freecycle)	+2	Liaise with existing groups in the area to development co-ordinated service.
TR003	Avoidance of transport to meetings, through Flash service for virtual meetings	+3	Publicise service to all organisations across Sunderland, to ensure maximum uptake.
TR005	Avoidance of unnecesary journeys to clinics through home health testing.	+5	Massive scope for reducing transport, to be maximised through encouraging uptake of this service wherever possible.

13 How will you share what you have learned?

The partnership is committed to the successful dissemination of the knowledge and experiences gained throughout the process.

For example, the council has gained considerable experience in disseminating good practice through achieving Beacon Status in five themes:

- Carers
- Libraries as a Community Resource
- Regeneration through culture, sport and tourism
- Social inclusion through ICT
- Culture and sport for hard to reach groups

Through acting as a Beacon Council we have experience of:

- Organising open days
- Creating tailor-made packages for visiting authorities
- Producing magazines profiling events and providing information – sent to every authority in England and Wales
- Hosting seminars
- Organising Showcase events (including an ICT in the Community Conference already planned for July 2007)
- Creating innovative events to allow discussion
- Working with partners at a sub-regional level to deliver elements of our dissemination.

The innovative aspect of the Sunderland dissemination process is that all those who attend or request information help us to continue the dissemination path, transforming dissemination into an iterative process.

We have achieved highly satisfactory ratings with open days, hosted scores of local learning visits and disseminated widely. For example, over 245,000 people received our dissemination during 'Libraries as a Community Resource' Beacon year.

Building on past experience, we propose an educational, engaging, exciting and innovative dissemination plan. This will let others know how ICT is helping our communities and demonstrate practical aspects of our projects. The visits and information resources will show what projects have been established and the differences these are making.

We will tailor packages for visiting councils and partnerships. Prior to visits, we will liaise with authorities to customise workshops, where the agenda for the day is dictated by their specific needs. This will enable visiting authorities to engage with relevant staff members and partners from Sunderland.
We will create a web resource to make information and best practice available to a wide audience. This will allow those unable to attend a visit, to learn, understand and implement proven solutions.
We will use two of our projects in the dissemination, to enable face to face, live access to the project teams and community members.

- 'Hexagon' will be a chat room style forum where anyone can drop in or out as needed.

- 'Flashmeeting' will be a more formal, but just as interactive, style where those who pre-book can (remotely) attend and participate in meetings.

Communications Plan

The Partners in this bid have long, established experience of effective and wide reaching communication. Working with our media partner we will develop a plan to keep the Digital Challenge in the forefront of Sunderland residents' minds and to spread the message beyond the city.

We will create a web resource to make information available to a wide audience.

We will develop a programme of promotional activity for individual projects and the communities involved.

We believe that this will make a significant contribution to the aims and objectives of Digital Challenge, showcasing, publishing and actively demonstrating the real community benefits of ICT.

14 Investment Appraisal, full cost and contribution breakdown.

One of the main strengths of Sunderland's bid is that each of the themes, and projects within themes, is scaleable.

In reality, the winner is likely to attract very significant cash and in-kind investment above that already committed.

The issue of connectivity illustrates this most clearly. At present, with limited written commitment, priority areas will be establishing broadband to specific communities where the need is greatest, and mobile connectivity for lone workers. As further funding becomes available, the scope can be extended.

Table 12 - Financial Appraisal by Theme/Enabler

	Projected date for completion of Milestone	Projected Total Spend for Milestone C–Capital R-Revenue	Projected Spend of DC Fund for Milestone C- Capital R - Revenue	Projected Spend of Sponsor Funding for Milestone C – Capital R – Revenue
		(1a+2a)	R & C (1a)	R & C (2a)
Innovative Telephonies	31/12/08	339,900 c	269,900 c	Worldmark - 70,000 c
Community e-Champions – A New Direction	30/06/08	50,000 c	35,000 c	BT - 15,000 c
Education and Capacity Building	29/08/08	35,000 c 865,000 r	128,000 c	UK-Online -100,000 r LSP -110,000 r CIA - 30,000 r BT - 32,000 c
Community Empowerment and Enablement	31/08/08	125,000 c	50,000 c	Open University - 75,000 c
Patient Empowerment	28/06/08	600,000 c 46,000 r	445,500 c	Savience - 49,500 c TPCT - 50,000 r CliniSys - 75,000 c Ardentia - 26,000 c
Independent Living	31/12/08	220,000 c	220,000 c	
Virtual Sunderland	29/08/08	400,000 r	225,000 r	Sun Microsystems - 175,000 r
Access and Accessibility	31/12/08	175,750 c 24,250 r	175,750 c	AbilityNet - 24,250 r
Connectivity	31/12/08	850,000 c	700,000 c	BT - 150,000 c
Program Delivery	31/03/10	792,850 r	736,850 r	BT - 56,000 r
Dissemination	31/03/10	180,000 r	14,000 r	Sunderland City Council - 140,000 r Sunderland Echo - 26,000 r
Totals for the life of Programme		**4,703,750**	**3,000,000**	**1,703,750**

This is the Digital Challenge proposal submitted by the Sunderland Partnership to the Department for Communities and Local Government on the 19 January 2007

For more information please visit www.digitalchallenge.gov.uk

Sunderland
for a better future