

## Digital Inclusion Beacon Check List

### One Nottingham



**Developed in Partnership with the 2009 Digital Inclusion Beacons:**

**Staffordshire Moorlands  
Stratford Upon Avon  
Sunderland  
Solihull**

**Date: August-09**

**Reviewer: Paul Nash / John Fisher**

**Organisation: LIAs**

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# Digital Inclusion Beacon Check List



## Background

Digital Inclusion is the use of technology, either directly or indirectly, to improve the lives and life chances of disadvantaged people and the places in which they live. It is a term used to describe local policies and actions designed to encourage the socially inclusive use of technology and to mitigate the risks that socially disadvantaged people and communities fall behind as mainstream society increasingly uses new technologies in every day life.

The government has established a Minister for Digital Inclusion, a cabinet committee for digital inclusion and a national champion supported by a task force. A national action plan was launched in October 2008. Digital inclusion is an important policy area for local government to consider within the context of local community strategies and corporate plans. In 2009 the beacon local authorities for Digital Inclusion were announced.

This 'beacon checklist', is derived from the 2009 digital inclusion beacon award process. The evaluation process that was used to assess bids has been developed into a checklist of areas to consider for action in relation to the socially inclusive use of technology. This checklist has been further refined through the beacon evaluation process, and enhanced by examples of good practice from beacon and other local authorities.

## How To Interpret this Report

This checklist report is not meant as a formal assessment or audit of digital inclusion - and in that sense there are no 'bad' results. It is based around a SWOT analysis (Strength, Weakness, Opportunity and Threat) of digital inclusion activity in your area. It highlights areas of strength and recommends that you share your experiences in these areas. It also highlights areas of opportunity, by presenting to you the approaches of Beacon and other local authorities in areas where you are considering action. It highlights 'Threats' - defined as areas yet to be reviewed and where there is no evidence of activity yet, but the absence of this evidence doesn't mean that there is no action happening, rather these are areas for further research and review. Finally it highlights areas classified as weaknesses, where it is clear that there is no action, perhaps due to digital inclusion being a lower priority. Against these areas this report highlights pointers for action should you wish to review these areas.

Overall the spirit of this report and analysis is:

- Informal
- Focused on support and improvement
- Helping the sharing of your approaches around areas you identify as strengths
- Reviewing what others have done around areas you identify as weaknesses

## Executive Summary

### Background to Review

One Nottingham is the first LSP to be reviewed by Digital Inclusion Advisers (DIAs) using the framework devised from the experiences of the digital inclusion beacon authorities. The exercise has been a steep learning process for the DIAs as well as One Nottingham and we are grateful for the assistance and co-operation we received.

The evidence has been gathered in a relatively short period of time from desk research and face to face interviews and inevitably may not be complete. The results are intended to provide a platform for further discussion and to help identify potential opportunities for addressing some of the key issues.

We have looked at the use of digital technology from two perspectives. Firstly where it directly impacts on the key target groups for inclusion and secondly where the use of technology in the back office or by third parties may also assist inclusion

### Brief Summary of Results

It is clear that Nottingham has been through some difficult times and its current plans for transformation are ambitious and challenging. In that context Digital Inclusion seems to be viewed as an important but not critical component of change.

There is no clear champion for digital inclusion but there are some avid and passionate advocates for the use of Information and Communication Technologies (ICT) across all the members of the LSP. There is neither a clear strategy for the use of digital channels nor a recurrent cross cutting theme and the understanding of the associated issues is limited.

There are, however, some excellent examples of technology being used in a positive and inclusive way and obvious desire for more. The data sharing and mapping initiatives using Nomad are of particular note as is the ambition of the neighbourhood management team to engage more inclusively with residents.

The graphs in this report represent a view of the evidence provided during the interviews when compared with the range of evidence presented by the Beacon Authorities.

### A Few Areas to Consider Further

As a result of this review One Nottingham may wish to consider the following areas as potential for specific study and possible future activity

- Raise awareness of digital inclusion issues for key staff and members through a workshop and dissemination programme
- Redefine the role of Accelerate Nottingham to include a digital inclusion /ICT proofing role to ensure consistency and encourage innovation across the partnership
- Promote the use of technology (particularly handheld and portable) by front line staff (trusted intermediaries) in areas such as Neighbourhood Management and Housing
- Broaden the access of and training for Nomad Plus to enable third sector and other partners to use in a more operational setting
- Encourage and evaluate participation (at arms length) by key staff in Social Media to gain a better understanding of community and individual needs

# Digital Inclusion Beacon Check List - Checklist Scores

**Organisation** One Nottingham  
**Review Date** August-09

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## Raw Checklist Score

This chart provides a graphical representation of the table below. 100% indicates clear evidence of action and impact across all sub-criteria. 75-100% is illustrated as green. 25-75%, yellow, indicates activities typically being considered or being acted upon while the red area indicates digital inclusion is generally a low priority.

Section	Criteria	Checklist Value
1	Leadership	16%
2	Enabling Actions	41%
3	Empowerment	27%
4	Essential Partnerships	40%
5	Effective Partnerships	50%
6	Evidenced Outcomes	38%

Table 1: Note - data only appears when all sections are partially complete

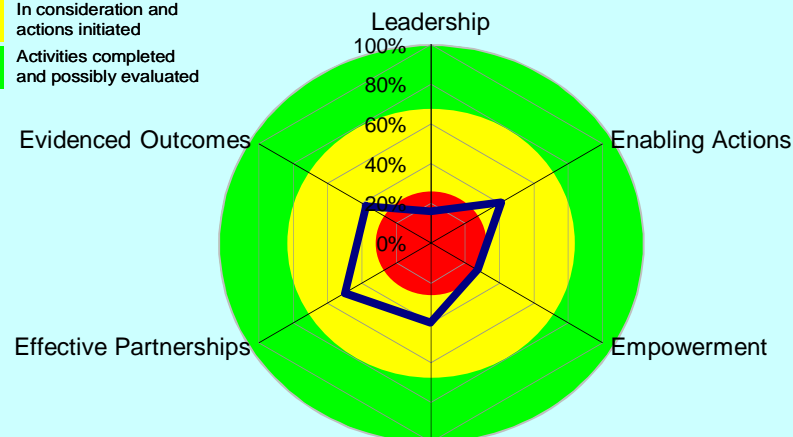
## Completion Percentage

This chart provides a graphical representation of the table below and is a measure of how complete the checklist is so far. 100% means that all subcriteria have been assessed and is illustrated as green. Yellow indicates many sections completed while red indicates none completed or only just started.

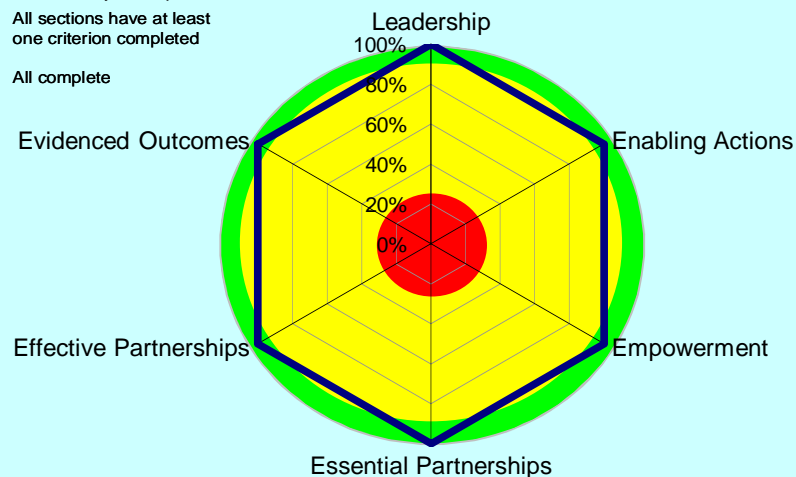
Section	Criteria	Completion %
1	Leadership	100%
2	Enabling Actions	100%
3	Empowerment	100%
4	Essential Partnerships	100%
5	Effective Partnerships	100%
6	Evidenced Outcomes	100%

Table 2 Completeness

- Digital inclusion not generally considered yet
- In consideration and actions initiated
- Activities completed and possibly evaluated



- Some or all sections substantially incomplete
- All sections have at least one criterion completed
- All complete



# Digital Inclusion Beacon Check List - Checklist Scores

**Organisation** One Nottingham  
**Review Date** August-09

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## Checklist Score Adjusted for Completion Percentage

This chart provides a graphical representation of the table below. It presents an adjustment to the score in Table 1 by the completion % in Table 2. If the checklist is 100% complete then this table will be the same as Table 1. This adjustment allows for fairer comparisons between complete and incomplete checklist scores.

Section	Criteria	Weighted Score
1	<b>Leadership</b>	<b>16%</b>
2	<b>Enabling Actions</b>	<b>41%</b>
3	<b>Empowerment</b>	<b>27%</b>
4	<b>Essential Partnerships</b>	<b>40%</b>
5	<b>Effective Partnerships</b>	<b>50%</b>
6	<b>Evidenced Outcomes</b>	<b>38%</b>

Table 3 Adjusted Score



# Digital Inclusion Beacon Check List - Benchmarking Data

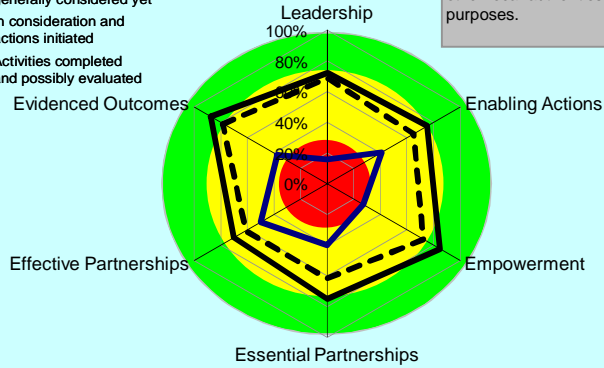
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Review Date

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August-09

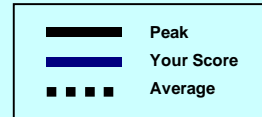
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## Checklist Score Adjusted for Completion Percentage - Benchmarking

- Digital inclusion not generally considered yet
- In consideration and actions initiated
- Activities completed and possibly evaluated

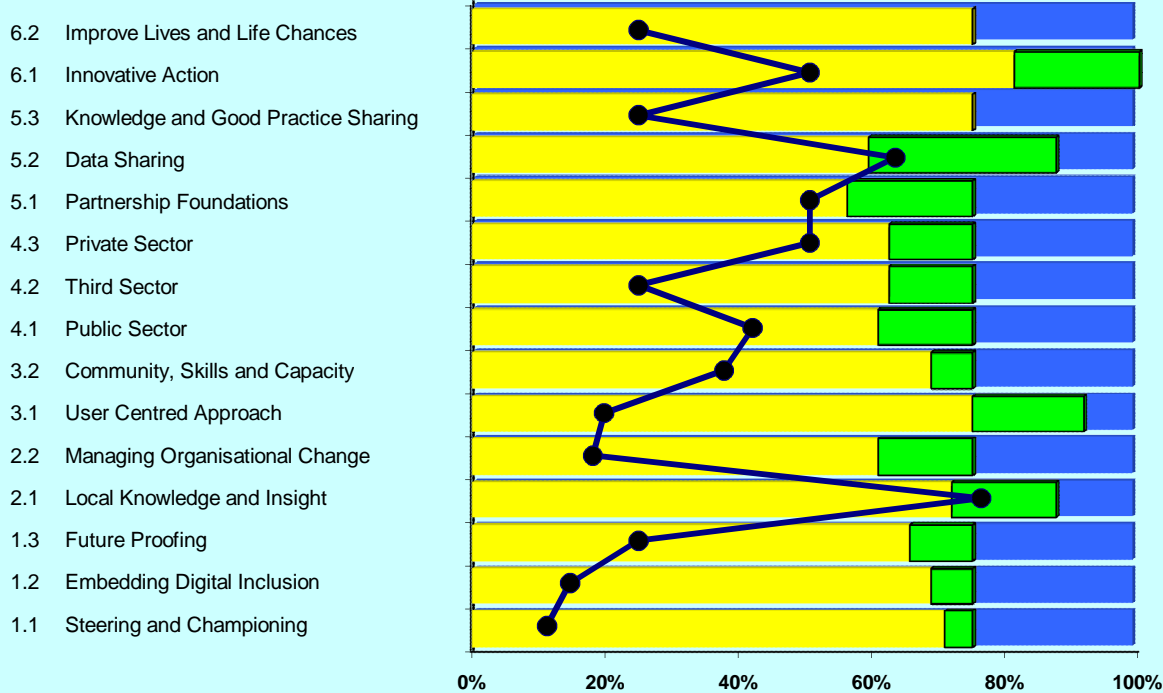
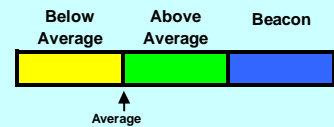


This chart provides a plot of your adjusted checklist score (from Table 3) against a) the peak adjusted score and b) the average adjusted score for other local authorities that have provided their checklists for benchmarking purposes.



## Comparisons Against Other Organisations vs Checklist Sub-Sections

This chart presents average scores across checklist criteria sub-sections for your checklist - in blue. As it presents average scores - the results are already adjusted for completeness. The results of all other local organisations that have submitted their data are presented in yellow and green. The yellow zone presents between 0% and the average score across the sector. The line between green and yellow is the actual average. The green zone presents average to peak scores across the sector. If your score is beyond the green zone then it represents a higher score than registered in the benchmarking database to date.



## Digital Inclusion Beacon Check List - SWOT Analysis

This table presents Strengths, Weaknesses, Opportunities and Threats (SWOT). Subcriteria are identified as strengths (marked as "Done it" or "Evaluated it"), weaknesses ("Not at all"), opportunities ("In consideration" or "Initiated"), or threats ("Not checked" or "Don't know").

Threats				Weaknesses			
				1.1.1	3.1.3		
				1.1.2			
					2.2.2		
				1.2.3			
				1.2.4			
					3.1.2		
Opportunities				Strengths			
	1.3.2			5.1.1			
		3.2.1	5.1.2				
1.1.3		3.2.2					
1.2.1	2.2.1	4.1.1	5.2.2				
1.2.2		4.1.2	5.3.1				
	2.2.3	4.1.3	6.1.1				
	3.1.1	4.2.1	6.2.1				
1.3.1		4.3.1					

Note: This needs to be printed in colour

### Sub-Criteria Key

1.1.1	Champion	3.1.2	Customer Centred Design
1.1.2	Strategy	3.1.3	Inclusive Channel Strategies
1.1.3	Cross-Cutting Support	3.2.1	Individuals ICT Skills and Support
1.2.1	Mainstreamed Action Plans	3.2.2	Third Sector and Community Capacity Building
1.2.2	Systemic Planning	4.1.1	Local Authorities
1.2.3	Social Exclusion Impact Assessment	4.1.2	Social Housing Sector
1.2.4	Performance Management	4.1.3	Wider Public Sector
1.3.1	Horizon Scanning	4.2.1	Third Sector Service Providers
1.3.2	Sustainability	4.3.1	Private Sector Service Providers
2.1.1	Community Mapping and Resident Insight	5.1.1	Shared Objectives and Priorities
2.1.2	Rural Proofing	5.1.2	Smart Commissioning
2.2.1	Cross-Discipline Approach	5.2.1	Non-Personal Data Sharing
2.2.2	Innovation Environment	5.2.2	Personal Data Sharing
2.2.3	Change Management Processes	5.3.1	Shared Learning
3.1.1	Citizen and Community Involvement	6.1.1	Clear and Visible Activity
		6.2.1	Clear and Evidenced Social Impact

# Digital Inclusion Beacon Check List - Areas to Research and Complete

This table presents all the sections that have been marked at "Not Checked Yet" or "Don't know". These are areas to research and complete in the future.

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Section	Section Title	Section Details
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## Digital Inclusion Beacon Check List - Areas to Consider Action

This table presents all sections that have been marked "Not at all". Potential actions to consider are presented against each section and urls to access further resources and organisations are provided.

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Section	Section Title	Pointers for Action
1.1.1	Champion	<p>Organise a local digital inclusion advisor to brief key people in your organisation who might be a future champion for digital inclusion. Digital Inclusion Advisors are trained to do this and are available through your Regional Improvement and Efficiency Partnership (RIEP).</p> <p>Organise a peer-to-peer discussion with an existing champion in another local authority – for example from one of the 4 beacons or one of the DC10+ authorities.</p> <p>If there is a champion already in your organisation then arrange for them to share their experience and expertise.</p>
1.1.2	Strategy	<p>Get somebody in to read your community strategy, corporate plan, LAA and ICT strategy through a digital inclusion 'lens'. Digital Inclusion Advisors are trained to do this and are available through your Regional Improvement and Efficiency Partnership (RIEP).</p> <p>Read the beacon strategies and visions to get an idea of what other local authorities are doing.</p> <p>The beacon local authorities started off by delivering some digital inclusion initiatives first to create momentum, understanding and support. There are many national partners and transferable projects to get started on.</p> <p>If you have a strategy in place share it with others.</p>
1.2.3	Social Exclusion Impact Assessment	<p>Consider extending equality impact assessments to cover digital exclusion to ensure that any new policies, services or initiatives have the same outcomes for those who are digitally excluded as those who are not. Consider talking to councils like Stratford-Upon-Avon and Staffordshire Moorlands who have done this.</p> <p>Ensure council web services are accessible and meet the required W3C standards (<a href="http://www.w3.org/WAI/">www.w3.org/WAI/</a>). Consider a periodic external audit.</p> <p>If you have alternative approaches – share them.</p>
1.2.4	Performance Management	<p>Consider aligning and focusing digital inclusion actions to local area agreement (LAA) targets and National Indicators.</p> <p>Consider engaging a local university or college to support the evaluation of digital inclusion initiatives.</p> <p>Design and budget for evaluations from the outset. Consider talking to the beacons about their approaches particularly the activity-input-output-action framework that Sunderland is using, and the case study approaches adopted by all of four Beacons. Share your evaluation approaches, targets and results. Particularly case studies.</p>
2.2.2	Innovation Environment	<p>Consider a workshop or away day with an external facilitator to bring IT and service delivery departments together to encourage new and innovative approaches to supporting the most disadvantaged people and communities. Digital Inclusion Advisors are skilled in doing this and are available through your Regional Improvement and Efficiency Partnership (RIEP).</p> <p>Share your approaches to stimulating innovation and creativity.</p>
3.1.2	Customer Centred Design	<p>Consider engaging a Local Improvement Advisor (LIA) through your REIP who can support on transformational government to assist in user centred design processes.</p> <p>Review Cabinet Office guidance on user centred design techniques.</p>
3.1.3	Inclusive Channel Strategies	<p>New guidance is being developed on inclusive channel strategies for central government departments in time for departments to develop their own inclusive channel strategies by spring 2010. Consider reviewing your channel strategy to ensure it is inclusive and supports the most marginalised people and communities. Ensure equity is considered alongside efficiency and effectiveness and other targets like avoidable contact. Draw on relevant parts of central government guidance when it emerges and the good practice examples of the Beacons and other local authorities.</p> <p>Consider services like Starthere (<a href="http://www.starthere.org/">http://www.starthere.org/</a>) which offers very simple local electronic signposting to telephone and face to face services – especially designed for those in crisis and with poor language and literacy skills.</p> <p>Share your examples of how you have delivered more equitable services through inclusive channel strategies.</p>

## Digital Inclusion Beacon Check List - Areas to Review Good Practice

This table presents checklist sections that have been assessed as 'In consideration' or 'Initiated'. Alongside these sections are examples of what the Beacons, and local authorities have highlighted as their initiatives.

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Section	Section Title	Beacon and Other Local Authority Examples
1.1.3	Cross-Cutting Support	<p>In Sunderland members of the Local Strategic Partnership (LSP), council officials and community organisations are on the digital strategy programme board. Clear support exists particularly among service directors who see the strategy as core to more effective and efficient delivery. Community organisations and the LSP have been actively engaged in the design and implementation of the strategy.</p> <p>From its inception Stratford-Upon-Avon's Virtual District strategy has been supported by all political parties, senior officers from the District Council, the deputy leader and partners. This support from senior management has been crucial for disseminating the ideas and proposals internally and to senior management teams of partners.</p> <p>In Sunderland digital inclusion is acknowledged by the Local Strategic Partnership as a cross-cutting theme in the community strategy. There is sufficient cross-cutting support that the LSP has agreed to develop and own a separate digital inclusion strategy.</p> <p>In Solihull, digital inclusion actions and projects contribute directly to the boroughs regeneration strategy led by a specifically formed regeneration company. This company helps to galvanise crosscutting support particularly for digital inclusion projects that tackle worklessness, improve residents' quality of life and address poor school attainment.</p>
1.2.1	Mainstreamed Action Plans	<p>In addition to having a separate digital strategy, Sunderland's Community Strategy also has a digital inclusion section within it. Key Digital Inclusion projects are owned and sponsored by service directors and incorporated into service plans. There is a 'digital opportunities' column in Local Area Agreement (LAA) tables and the LAA action plan.</p> <p>Stratford's Virtual District programme operates hand in hand with the other key strategies of the Council, meeting the aims of the Corporate Strategy, delivering key national indicators in support of the Warwickshire Local Area Agreement, Community Plan and promoting the values of the Council's Equality and Diversity scheme. Key Themes include:</p> <ul style="list-style-type: none"> <li>- promoting and enabling independent living,</li> <li>- increasing public participation in the way services are delivered and developed,</li> <li>- increasing opportunities for learning,</li> <li>- strengthening the Local Economy and encouraging investment into the district.</li> </ul> <p>Stratford-Upon-Avon's Virtual District Programme is strongly aligned to the local area agreement (LAA). It supports outcomes identified in the Warwickshire LAA specifically: NI 139 (independent living), NI 163 and 165 (NVO levels), NI 171 and 172 (economy) and NI 4 (community engagement).</p>
1.2.2	Systemic Planning	<p>Sunderland has introduced a 'Digital Opportunities' column against each target in the LAA to ensure systemic consideration of the opportunities of new technologies for delivering against targets.</p> <p>Staffordshire Moorlands reviews its digital strategy every year with its strategic partner High Peak Borough Council – at the same time as community and corporate strategies. This provides the opportunity for two councils, operating across regional boundaries, to review and create new joint-actions to tackle digital exclusion, and share approaches, technologies and standards.</p> <p>Sunderland's IT department has an established a community ICT team within it which focuses on community ICT activities as a complement to traditional corporate IT services. They ensure a systemic approach and guaranteed perspective on digital inclusion during planning exercises.</p> <p>North Lincolnshire Council has established a permanent digital inclusion unit, which works across departmental boundaries to establish activities and initiatives. The team ensures a systemic approach and guaranteed perspective on digital inclusion during council planning exercises.</p>
1.3.1	Horizon Scanning	<p>Staffordshire Moorlands uses the resources and expertise of the Staffordshire Connects Partnership to 'horizon scan' technological opportunities and risks in the future. For example, the opportunities of using Digital TV for service delivery and linking this to Digital Switchover are being assessed.</p> <p>Stratford-Upon-Avon partners with local universities to understand what new technologies are on the horizon. The council provides a supportive environment for testing new technologies. For example the council is working with Wolverhampton University to trial interactive radio frequency identification 'RFID' posters.</p> <p>Solihull MBC partners with the private sector to trial new technologies. The council and a registered social landlord (RSL) is partnering with industry to deploy 'Powerline' broadband technology in high-rise tower blocks and distribute 'free' broadband to residents.</p> <p>Solihull MBC is testing the Wii games console as an access channel for delivering services.</p> <p>Solihull community housing is taking advantage of digital switchover to delivering key services over digital interactive TV in partnership with Kirklees Council through its DigiTV shared service.</p>

## Digital Inclusion Beacon Check List - Areas to Review Good Practice

This table presents checklist sections that have been assessed as 'In consideration' or 'Initiated'. Alongside these sections are examples of what the Beacons, and local authorities have highlighted as their initiatives.

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Section	Section Title	Beacon and Other Local Authority Examples
1.3.2	Sustainability	<p>Sunderland council has established Electronic Village Halls (EVHs) within communities as places to gain access and support to ICT. EVHs are clearly owned by the community rather than the council and community ownership is a key route to sustainability.</p> <p>Sunderland People First is a Community group of adults with learning difficulties. The council has helped members to use ICT to 'translate' documents into accessible formats using symbols, pictures and videos. This has generated some revenue e.g. the council and commission for social care has paid the group to translate documents. Revenue helps to sustain initiatives.</p> <p>Sunderland has made a sustainable commitment to its digital inclusion projects by linking them to a long-term community strategy, underpinned by a 3 yearly refresh.</p> <p>In Solihull some digital inclusion projects directly support the work of a local regeneration company established with funding for 15 years. So these projects are sustainable over a significant time horizon.</p> <p>Solihull Community Housing's interactive CCTV system, is sustained by additional fees paid by tenants. However the system is also capable of expansion to cover other public areas, generating additional income from the council and other businesses.</p> <p>The FLAME bus is a mobile office, which visits villages and towns across South Warwickshire taking public services to residents' doorsteps. It is operated by regular contact centre staff who have a mobile clause in their contracts – so staffing is sustainable.</p> <p>Stratford-Upon-Avon's 'rural cinema' provides mobile equipment, which can be rented along with movies</p>
2.2.1	Cross-Discipline Approach	<p>Sunderland's Bunnyhill centre is a place where ICT and different services and disciplines, and service users come together under one roof – including housing, health services, a fitness centre, a library, community spaces and adult education classrooms. Significant ICT facilities are included and the collocation encourages new ways of joined-up working.</p> <p>Stratford-Upon-Avon's Deprivation Mapping forces a cross discipline approach. For example the Social Inclusion Team has worked with the Revenues Service to specify information requirements, IT specialists and software developers to extract that information as meaningful data, the Council's GIS team to take that data and make it spatially enabled and therefore presenting the data as intelligent maps. This approach has allowed service delivery targeting on a micro scale.</p> <p>North Lincolnshire Council have run various workshops to bring IT, IT industry, together with services users, frontline workers and council partners to explore social issues. This approach has resulted in innovative new services being tested – ementoring for children in care and the development of an eclinic to support remote psychotherapy.</p>
2.2.3	Change Management Processes	<p>In Sunderland there is a strong sense that communities are a key driving force for change. The council and its partners are focused on enabling voices to be heard and to be turned into action as part of a process for stimulating and managing change.</p> <p>Applying for competitions such as the digital inclusion Beacons and the Digital Challenge, or best practice awards is seen by Sunderland as an important opportunity and catalyst for achieving a step change in performance.</p> <p>Stratford-Upon-Avon's Virtual District strategy has been driven by the authorities central Change and Performance Department. It is managed as a change programme.</p> <p>In Staffordshire Moorlands the council has made the commitment to ensure all senior managers spend more time within the community getting first hand experience of issues and opportunities that amongst other things, technology provides. This is a stimulus for change and the council has put in place a mechanism of measuring the social benefits of the actions arising from this approach.</p> <p>Staffordshire Moorlands Council has developed a structured survey system within its CRM system that engages service users to measure their satisfaction with the service and the extent to which their needs have been met. This system provides intelligence and continuous learning and is a persistent driving force for change and improvement.</p> <p>In 2007 Stratford-Upon-Avon District Council entered the Digital Challenge competition. Entering</p>
3.1.1	Citizen and Community Involvement	<p>Staffordshire Moorlands has introduced and promotes the web casting of Council services to increase public involvement in the civic life of the district. Planning meetings are of particular interest to residents and communities and a priority for web casting.</p> <p>Stratford-Upon-Avon's Virtual District Strategy has been built around a strong community consultation – the community have been involved at the outset in the development of the digital inclusion strategy and initiatives.</p> <p>It is particularly difficult for some in rural communities to attend and get involved in town hall business, or for older people and single mums to attend at a convenient time. Stratford-Upon-Avon has developed the technology for people to remotely attend town hall meetings – not only to see the video but to submit live questions remotely.</p> <p>Solihull Community Housing's website allows tenants to discuss issues directly related to them and their local environment. There are online polls for local issues, forums and a "webchat" facility where residents can share views on any matters of concern to them. This system is underpinned by a free home internet access scheme supplemented by support and training.</p> <p>Sunderland support a network of Community of Interest web sites to give community groups new ways of expressing themselves and communicating their views.</p> <p>Independent advisory groups have been established in Sunderland to represent the views of the most excluded individuals and communities during the development of its digital inclusion strategy.</p>

## Digital Inclusion Beacon Check List - Areas to Review Good Practice

This table presents checklist sections that have been assessed as 'In consideration' or 'Initiated'. Alongside these sections are examples of what the Beacons, and local authorities have highlighted as their initiatives.

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Section	Section Title	Beacon and Other Local Authority Examples
3.2.1	Individuals ICT Skills and Support	<p>Virtual village halls, like the hub@blackwell near Stratford-Upon-Avon, offer ICT training and personal internet access in village halls, community centres, church halls, and other community focal points. They facilitate:- learning opportunities- improved ICT literacy- access to extended public services- access to local information- independence and self-help</p> <p>Sunderland has established Electronic Village Halls (EVH) to provide ICT access and support to communities. EVH models are different and tailored to each community.</p> <p>Solihull Council works with the register social landlord Solihull Community Housing to provide free broadband in council-owned high-rise blocks distributed via electrical power lines. The project is supported by the third sector - ReCOM who provide re-cycled PCs, and by the Colebridge Trust, which provides training workshops for residents.</p> <p>Solihull's Excellence in the Community is a project, which provides a wide range of training for local people in a deprived area via schools - including IT. It is promoted by learning champions, recruited locally to encourage other local people to try the courses on offer.</p> <p>Solihull has among the highest numbers of looked after children in the country and has developed a free laptops scheme to support them in their education.</p> <p>Staffordshire Moorlands in a partnership with Leek college, runs an 'e-bus' service demonstrating how Council services can be accessed online to remote rural areas.</p>
3.2.2	Third Sector and Community Capacity Building	<p>Sunderland has recruited, and supports a network of 120 community echampions who are members of hard to reach community groups and organisations. They champion the use of the ICT enabled services to their peers.</p> <p>Sunderland supports a network of Community of Interest Web sites for the third sector. This is a big help to small third sector organisations. Managing their own web sites can save money especially the many small charges associated with tiny changes.</p> <p>Stratford-Upon-Avon has developed a community web site service for all communities accompanied by a £5k grant for each community organisation. This has significantly increased involvement and engagement of those organisations.</p> <p>Sunderland has developed new communications and partnership tools to support community organisations and third sector partners to interact more effectively and efficiently together and with the council - Hexagon and Flashmeeting.</p> <p>The Council for Voluntary Services (CVS) is a key partner for Stratford-Upon-Avon. The shared digital strategy supports the third sector by enabling the more accurate targeting of residents and communities in most need. This allows the third sector to co-ordinate and focus their resources where it will have most impact.</p>
4.1.1	Local Authorities	<p>Stratford-Upon-Avon uses a common Customer Relationship Management (CRM) system, procured by all the districts, boroughs and the county council in Warwickshire (6 authorities in total). All Warwickshire authorities are able to share not only the services but also a single view of customers and their interactions.</p> <p>Staffordshire Moorlands Council has developed a strategic partnership with neighbouring High Peak Borough Council. This provides a unique opportunity for two small councils, operating across regional boundaries, to create a joined-up strategy that will tackle the issues around digital exclusion by sharing approaches, technology and standards.</p> <p>Staffordshire Moorlands has worked through Staffordshire Connects, a partnership of local authorities across Staffordshire, to procure and develop a common Customer Relationship Management (CRM) and e-payments system.</p> <p>Staffordshire Moorlands is working closely with the county council to deliver each others services through their separate networks of community locations in order to increase the reach of services efficiently.</p> <p>Stratford-Upon-Avon has helped local parishes to acquire ICT and develop their own websites.</p> <p>The council opens up its own Content Management System (CMS) to parishes, provides an appropriate gov.uk web address, email accounts, templates and the necessary support to access and update their own website.</p> <p><u>The DC10Plus network of local authorities is a group of local authorities committed to sharing</u></p>
4.1.2	Social Housing Sector	<p>Solihull Metropolitan Borough Council has established a strong partnership with Solihull Community Housing (SCH). SCH are on the local strategic partnership (LSP) and deliver many of the digital inclusion projects in the LSPs strategy.</p> <p>Sunderland has established a Telecare partnership to support it's Fair Access to Care services (FACS) policy. Registered Social Landlords (RSLs) are a key part of this partnership.</p> <p>Stratford-Upon-Avon is partnering with Orbit Heart of England housing association on an intergenerational project. The project involves students from a local grammar school visiting residents from two shelteredhousing schemes once a week in a scheme called Buddy Buddy. The scheme helps residents get to grips with basic computer skills such as sending emails and surfing the internet as well as using the Nintendo Wii.</p>

## Digital Inclusion Beacon Check List - Areas to Review Good Practice

This table presents checklist sections that have been assessed as 'In consideration' or 'Initiated'. Alongside these sections are examples of what the Beacons, and local authorities have highlighted as their initiatives.

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Section	Section Title	Beacon and Other Local Authority Examples
4.1.3	Wider Public Sector	<p>Staffordshire Moorlands council has partnered with the Primary Care Trust (PCT) for the location of a web kiosk in a local village health centre.</p> <p>Staffordshire Moorlands council employ Leek College students in the development of its web site to give it less of a local authority feel and make it more available to those who might not otherwise use it.</p> <p>The West Midlands NHS Trust is an important partner and beneficiary in Stratford-Upon-Avon's Virtual District strategy. Virtual District Customer Relationship Management (CRM) records available to ambulance control staff will reduce the high levels of unnecessary ambulance journeys and provide a more effective response to patients needs by integrating services across health, voluntary and social care.</p> <p>Solihull Community Housing has trained staff in partner organisations such as libraries, housing associations, youth centres and drug rehabilitation centres on how to use its electronic choice based letting system so that they can in turn help their clients.</p> <p>Stratford-Upon-Avon is working closely with the Warwickshire Police on its Virtual District strategy. The strategy enables enhanced engagement particularly with excluded rural communities and hard to reach groups through new modern channels and a mobile police station. Improved information sharing around issues such as witness appeals, crime prevention advice and good news stories should have a real impact on public reassurance, crime reduction and detection and community cohesion.</p>
4.2.1	Third Sector Service Providers	<p>Sunderland has established a partnership with Age Concern to deliver ICT training within libraries. The Council for Voluntary Services (CVS) is a key partner for Stratford-Upon-Avon. The shared digital strategy provides the means for needs to be more accurately assessed and to allow the third sector to co-ordinate and concentrate their resources to the people and areas in most urgent need.</p> <p>Solihull Community Housing provides free broadband in council-owned high-rise blocks distributed via electrical power lines. The project is supported by the third sector - ReCOM who provide recycled PCs, and by the Colebridge Trust, which provides training workshops for residents.</p>
4.3.1	Private Sector Service Providers	<p>Solihull has worked with the private sector, CI-Net, in a partnership to deliver free broadband in high-rise blocks. As part of the project CI-Net were able to use Solihull housing as a test-bed for delivering cutting edge, low cost 'powerline' broadband services. The council were able to introduce broadband competition in areas where traditional communications companies were not interested in going. And residents benefited from free, and then cheap broadband.</p> <p>Stratford-Upon-Avon DC is helping to improve broadband access by establishing Virtual Village Halls in rural communities. This not only provides community access but also stimulates private sector broadband provision to meet demand for home access in these communities.</p> <p>Stratford-Upon-Avon DC is partnering with BT to find ways to tackle rural broadband connectivity issues.</p> <p>Sunderland has developed the Lets Go Card for young people. This is based on a highly effective public- private partnership. The card provides access to public and private sector services available through both public and private sector outlets.</p>
5.1.1	Shared Objectives and Priorities	<p>Solihull has established a formal partnership around the regeneration of the north of the borough. The North Solihull Regeneration Partnership is a limited liability partnership between the council, developers, Registered Social Landlords (RSLs) and investors. The partners share ambitions regeneration objectives over a 15-year period and digital inclusion forms part of this overall approach to regeneration.</p> <p>Stratford Upon Avon developed its 'Virtual district' Digital Inclusion strategy with a primary aim to build and develop partnerships through the strategy development process itself. The strategy is now governed by a partnership board and by being involved from the start all partners share the same vision and have a clear stake its delivery. Partnership working extends from the board down to individual project working groups.</p> <p>Solihull Community Housing (SCH) interactive CCTV systems main goals were to improve the local living environment for residents. The system is successfully delivering against the shared objectives among the different partners on the Crime and Disorder Reduction Partnership (CDRP). In particular, SCH and the police have as significant shared stake in the benefits of the system in reducing</p>
5.1.2	Smart Commissioning	<p>Staffordshire Moorlands has developed an inclusive procurement process which rigorously checks each procurement before contracts are awarded and looks for opportunities to promote social inclusion and digital inclusion through contracts. For example designing community ICT infrastructure into a major contract to build 100 new affordable homes.</p> <p>Solihull Community Housing registered social landlord, involves tenants in decisions around staff recruitment and the procurement of large contracts.</p>

## Digital Inclusion Beacon Check List - Areas to Review Good Practice

This table presents checklist sections that have been assessed as 'In consideration' or 'Initiated'. Alongside these sections are examples of what the Beacons, and local authorities have highlighted as their initiatives.

[Contents](#)

Section	Section Title	Beacon and Other Local Authority Examples
5.2.2	Personal Data Sharing	<p>Data sharing protocols have been established and agreed across the local strategic partnership in Stratford-Upon-Avon.</p> <p>Solihull Community Housing has established a good partnership with the council around financial inclusion. Families who are in rent arrears are signposted to support partners such as Citizens Advice Bureau, the Debt Team and Benefits Teams. Similarly when a council tax recovery process is commenced – residents are also signposted to support services.</p> <p>Stratford-Upon-Avon uses a common CRM system with six other local authorities. All Warwickshire authorities are able to share a single view of customers and their interactions. This has broken down many of the barriers that existed before and helped to develop a common approach to service delivery across the authorities.</p> <p>Cabinet and backbench members in Staffordshire Moorlands are active in leading a variety of community partnerships and are key to overcoming the barriers to information sharing which prevent the improvement of services for those in most need.</p>
5.3.1	Shared Learning	<p>In 2007 Stratford-on-Avon entered the Digital Challenge competition, and was a national top ten finalist and became part of the DC10 partnership of local authorities, a group formed specifically to tackle digital exclusion and share good practice. The DC10 is now the DC10plus and open to any local authority. The group shares projects in innovative ways such as Living Labs.</p> <p>In 2008 Solihull entered a bid for the digital inclusion beacon. Good practice projects were shared through an open 'market place' enabling full an open discussions with project owners alongside demonstrations.</p> <p>Sunderland like Stratford-Upon-Avon, is a digital challenge finalist and digital inclusion beacon. During the course of both processes they share projects through the testimony of users – an extremely effective approach to good practice sharing.</p> <p>Staffordshire Moorlands, during the digital Inclusion Beacon process, used a creative mix of video evidence, a tour of a one-stop shops and personal customer journeys.</p>
6.1.1	Clear and Visible Activity	<p>The Lets Go Card is a cashless card in Sunderland for young people to access activities across a host of public and private sector providers. Its key aims are social: increase educational engagement, broaden participation in activities, encourage young people to try something different. Over 1000 young people have the cards and 1000s of activities have been accessed.</p> <p>Solihull provides free broadband in council-owned high-rise blocks distributed via electrical power lines. This has been installed in 6 tower blocks so far with the ambition to extend to 42 tower blocks covering 400 families.</p> <p>Stratford-Upon-Avon DC has supported the installation of 2,700 blood pressure monitors in the community and 27,000 community alarms and fire alarms. Work is progressing on temperature alarms for vulnerable older people.</p>
6.2.1	Clear and Evidenced Social Impact	<p>Deprivation mapping of service use data by the authorities GIS team has led directly to service and policy delivery improvements: a targeted parenting project for lone parents, a new luncheon voucher scheme for older people and a bus route change to improve local transport for a small but densely populated area of elderly residents. It has also supported several Benefit Take-Up campaigns resulting in an additional £1m in benefits being awarded to the vulnerable and those households in most need.</p> <p>Interactive CCTV has increased cleanliness of tower blocks, resulted in 68% of residents feeling safer in their homes and reducing criminal damage by 24.5%. The 'concierge services' have helped to improve the living environment. There have been efficiency savings on upkeep of tower blocks as well.</p> <p>Solihull Home Options is a multi-channel choice based lettings (CBL) system. Supported internet, Digital TV and mobile phone access has improved access to the CBL service. In Solihull 94% of bids for housing are now being made over the Internet, with 93% of people finding the bidding process easy. There are clear examples of older people (&gt;75) walking to libraries to check bids via computers.</p> <p>The system has reduced pressure on frontline staff and helped the housing service cope with massive waiting lists – currently 10,000.</p> <p>Sunderland's use of telehealth and telecare is yielding cash savings – there is a direct correlation between telecare use and a reduction in institutional care. The services help to preventing people ending up living where they don't want to live and provide piece of mind to family carers. It has helped to outsource less-urgent responses to homes leaving highly trained staff to concentrate on more</p>

## Digital Inclusion Beacon Check List - Areas to Share Your Experience

This table presents areas in the checklist assessed as "Done it" or "Evaluated It". These are excellent areas to share what you have done with others and the table shows the evidence that you have provided so far. If you have not provided anything it indicates that more details are required.

Section	Section Title	Evidence Provided
2.1.1	Community Mapping and Resident Insight	The council is a big user of Nomad Plus and there is strong evidence of it being used to inform strategic service planning. While it is available to operational staff there is less evidence of its effective use and no evidence of its use with partners, a
2.1.2	Rural Proofing	Not relevant in this instance.
5.2.1	Non-Personal Data Sharing	Information Sharing Network using GIS data to target services

## Digital Inclusion Beacon Check List - Review Summary

1 Leadership, Vision and Strategy	<b>1.1 Steering and Championing</b>			
	1.1.1	Champion	Of the people interviewed no one was aware of a digital inclusion champion.	Not at all
	1.1.2	Strategy	There were views as to where a strategy should sit. These ranged from IT to Accelerate Nottingham but no awareness of whether or not a strategy existed.	Not at all
	1.1.3	Cross-Cutting Support	There was broad agreement that there ought to be a strategy though no clear vision for what it should contain or what it might achieve.	In consideration
	<b>1.2 Embedding Digital Inclusion</b>			
	1.2.1	Mainstreamed Action Plans	There is activity taking place. The Housing ALMO is undertaking some work. There are opportunities in the new neighbourhood offices, also in Adult Support and HEALTH. The business group has its own initiatives and there are the activities of Accelerate Nottingham but there is no evidence	In consideration
	1.2.2	Systemic Planning	On an individual department level there is some consideration: Economic Development is aware of the needs for level 0 to level 1 training, the Housing ALMO is aware of the need to operate through 3rd sector intermediaries with their client group.	In consideration
	1.2.3	Social Exclusion Impact Assessment	No evidence other than anecdotal evidence from Housing ALMO, Economic Development and Senior Members.	Not at all
	1.2.4	Performance Management	No evidence other than anecdotal evidence from Housing ALMO, Economic Development and Senior Members.	Not at all
	<b>1.3 Future Proofing</b>			
	1.3.1	Horizon Scanning	ASH actively looking at personal budget management. NGA and use of mobile technology for staff.	In consideration
	1.3.2	Sustainability	There is an awareness that the consolidation of council property offers opportunities for the council itself.	In consideration

## Digital Inclusion Beacon Check List - Review Summary

2	Enabling Actions	<b>2.1 Local Knowledge and Insight</b>			
		2.1.1	Community Mapping and Resident Insight	The council is a big user of Nomad Plus and there is strong evidence of it being used to inform strategic service planning. While it is available to operational staff there is less evidence of its effective use and no evidence of its use with partners, a	Done it
		2.1.2	Rural Proofing	Not relevant in this instance.	Done it
		<b>2.2 Managing Organisational Change</b>			
		2.2.1	Cross-Discipline Approach	New neighbourhood offices looking at multi agency approaches, ALMO and BEST collaboration to help with on line applications, Econ Dev working with LSC to look at level 0 to level 1, Intelligence network using shared analysis of data for service planning	In consideration
		2.2.2	Innovation Environment	Evidence of top down, event led initiatives, little in the way of bottom up innovation other than officer initiative within departments	Not at all
2.2.3	Change Management Processes	Consolidation of council offices offers a real opportunity, outcome yet to be seen.	In consideration		

3	Community Engagement and Empowerment	<b>3.1 User Centred Approach</b>			
		3.1.1	Citizen and Community Involvement	There is a debate within some departments, notably neighbourhood management, as to how this should be done but still a belief that the solution should be owned by the City Council and the Community and Voluntary Sector.	Initiated
		3.1.2	Customer Centred Design	No evidence offered of any service user involvement in service transformation nor of any systemic intention to do this. Anecdotal evidence of ALMO talking to people and of engagement through neighbourhood officers. No evidence of impact.	Not at all
		3.1.3	Inclusive Channel Strategies	No evidence given	Not at all
		<b>3.2 Community, Skills and Capacity</b>			
		3.2.1	Individuals ICT Skills and Support	Not really in consideration but evidence of disparate work in neighbourhood centres, in town centre pub by creative businesses, and by BEST	In consideration
3.2.2	Third Sector and Community Capacity Building	Nottingham Infrastructure Consortium and Purple Zebra - problems with lack of sustainable funding. There are real opportunities here for the sharing of data and engagement of excluded groups.	Initiated		

## Digital Inclusion Beacon Check List - Review Summary

<b>4</b> <b>Essential Partnerships</b>	<b>4.1 Public Sector</b>			
	4.1.1	Local Authorities	Some evidence of work between One Nottingham and Notts County. Evidence of working between ALMO and RSLs.	In consideration
	4.1.2	Social Housing Sector	Work through neighbourhood offices, the ALMO and through individual officer initiative - not clear about engagement at operational level, procurement rules encourage commissioning of smaller local groups for service delivery.	Initiated
	4.1.3	Wider Public Sector	Strong partnership working at a strategic level with PCT and Police also business support and work with LSC and DWP	Initiated
	<b>4.2 Third Sector</b>			
	4.2.1	Third Sector Service Providers	Work through neighbourhood offices, the ALMO and through individual officer initiative - not clear about engagement at operational level, procurement rules encourage commissioning of smaller local groups for service delivery.	In consideration
	<b>4.3 Private Sector</b>			
	4.3.1	Private Sector Service Providers	Creative sector seen as key delivery partner but mixed messages about effectiveness in some areas. Gaming is seen as a big success as is independent cinema who identified a strong community role. Economic development working to keep people from redundancy	Initiated

## Digital Inclusion Beacon Check List - Review Summary

<b>5</b> Effective Partnerships	<b>5.1 Partnership Foundations</b>			
	5.1.1	Shared Objectives and Priorities	Evidence of high level strategic partnership work with PCT and Police	Initiated
	5.1.2	Smart Commissioning	Comissioning allows for engagement of local enterprises and there is an interest in how enterprise can help	Initiated
	<b>5.2 Data Sharing</b>			
	5.2.1	Non-Personal Data Sharing	Information Sharing Network using GIS data to target services	Done it
	5.2.2	Personal Data Sharing	Information sharing network is actively engaged in working out protocols to share data between agencies	Initiated
	<b>5.3 Knowledge and Good Practice Sharing</b>			
5.3.1	Shared Learning	Homeshoring shared through the DC10 Plus network. IT Access Point in Launderette in St Annes	In consideration	

<b>6</b> Evidenced Outcomes	<b>6.1 Innovative Action</b>			
	6.1.1	Clear and Visible Activity	Development of neighbourhood offices, Housing regeneration project, Employment and skills project (apprentiships - Future Jobs Fund - Financial Inclusion in Nottingham) - no evidence of digital component	Initiated
	<b>6.2 Improve Lives and Life Chances</b>			
6.2.1	Clear and Evidenced Social Impact	PCT to gather evidence on Joint Specific Needs Assessment via Interflligence Sharing Network to demonsstrate benefits	In consideration	