

**Report of the Head of Corporate Governance and Scrutiny Support & Chief Digital and Information Officer**

**Report to Scrutiny Board (City Development)**

**Date: 15 February 2017**

**Subject: Powering up the Leeds Economy through Digital Inclusion – Tracking of scrutiny recommendations/desired outcomes**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. This report sets out the progress made in responding to the recommendations arising from the scrutiny inquiry Powering up the Leeds Economy through Digital Inclusion.
2. Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.
3. The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.

**Recommendations**

4. Members are asked to:
  - Agree those recommendations which no longer require monitoring;
  - Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

## **1 Purpose of this report**

- 1.1 This report sets out the progress made in responding to the recommendations arising from the scrutiny inquiry Powering up the Leeds Economy through Digital Inclusion.

## **2 Background information**

- 2.1 The Scrutiny Board at its meeting on 17th of June 2015 resolved to undertake an inquiry looking at Digital Inclusion. Research has identified that poverty is a barrier to internet connectivity and concern was expressed that many areas, including welfare services and access to employment, are evolving to 'digital by default'. The Board acknowledged that paradoxically research also shows that those who are digitally engaged have greater opportunity to reduce poverty though increased opportunities for work, knowledge and financial benefit. Therefore the Board understood the need for citizens to have the opportunity, skills and resilience to improve their lives in a self-sustaining manner.
- 2.2 In conducting the Inquiry the Board reflected on the value and impact of Leeds City Council, partnerships and organisations to identify effectiveness in reducing the digital divide and promoting economic prosperity for people who live and work in Leeds. The Scrutiny Board aimed to establish if robust strategies, governance, partnership arrangements and high impact operational practices are in place to maximise access to technology, training and support. The Board gathered intelligence and were informed through the collective knowledge and experience of all those who contributed to the inquiry.
- 2.3 The review concluded in December 2015 and a report setting out the Scrutiny Board's findings and recommendations was published in April 2016. In July 2016, the Scrutiny Board received a formal response to the recommendations arising from this review.

## **3 Main issues**

- 3.1 Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.
- 3.2 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.
- 3.3 This standard set of criteria is presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 3.4 To assist Members with this task, the Principal Scrutiny Advisor, in liaison with the Chair, has given a draft position status for each recommendation. The Board is asked to confirm whether these assessments are appropriate and to change them where they are not. Details of progress against each recommendation are set out within the table at Appendix 2.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

4.1.1 Where internal or external consultation processes have been undertaken with regard to responding to the Scrutiny Board's recommendations, details of any such consultation will be referenced against the relevant recommendation within the table at Appendix 2.

### **4.2 Equality and Diversity / Cohesion and Integration**

4.2.1 Where consideration has been given to the impact on equality areas, as defined in the Council's Equality and Diversity Scheme, this will be referenced against the relevant recommendation within the table at Appendix 2.

### **4.3 Council Policies and City Priorities**

4.3.1 The inquiry fulfils a number of best council objectives and proprieties as support for digital inclusion across the city contributes to the strategic objectives of:

- supporting communities, raising aspirations
- supporting economic growth and access to economic opportunities
- providing skills programmes and employment support
- supporting health aging

and link strongly to the Best City Outcomes of:

- percentage of Leeds households in receipt of benefit and in work
- percentage of adults in Leeds who have all 5 basic digital skills

### **4.4 Resources and Value for Money**

4.4.1 Details of any significant resource and financial implications linked to the Scrutiny recommendations will be referenced against the relevant recommendation within the table at Appendix 2.

### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 This report does not contain any exempt or confidential information.

### **4.6 Risk Management**

4.6.1 This section is not relevant to this report.

## **5 Conclusions**

5.1 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. This report sets out the progress made in responding to the recommendations arising from the scrutiny inquiry Powering up the Leeds Economy through Digital Inclusion.

5.2 Where the original recommendations named the Deputy Chief Executive, Strategy and Resources we anticipate that responsibility for these will pass to the Director of Environment and Housing.

## **6 Recommendations**

### **6.1 Members are asked to:**

- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

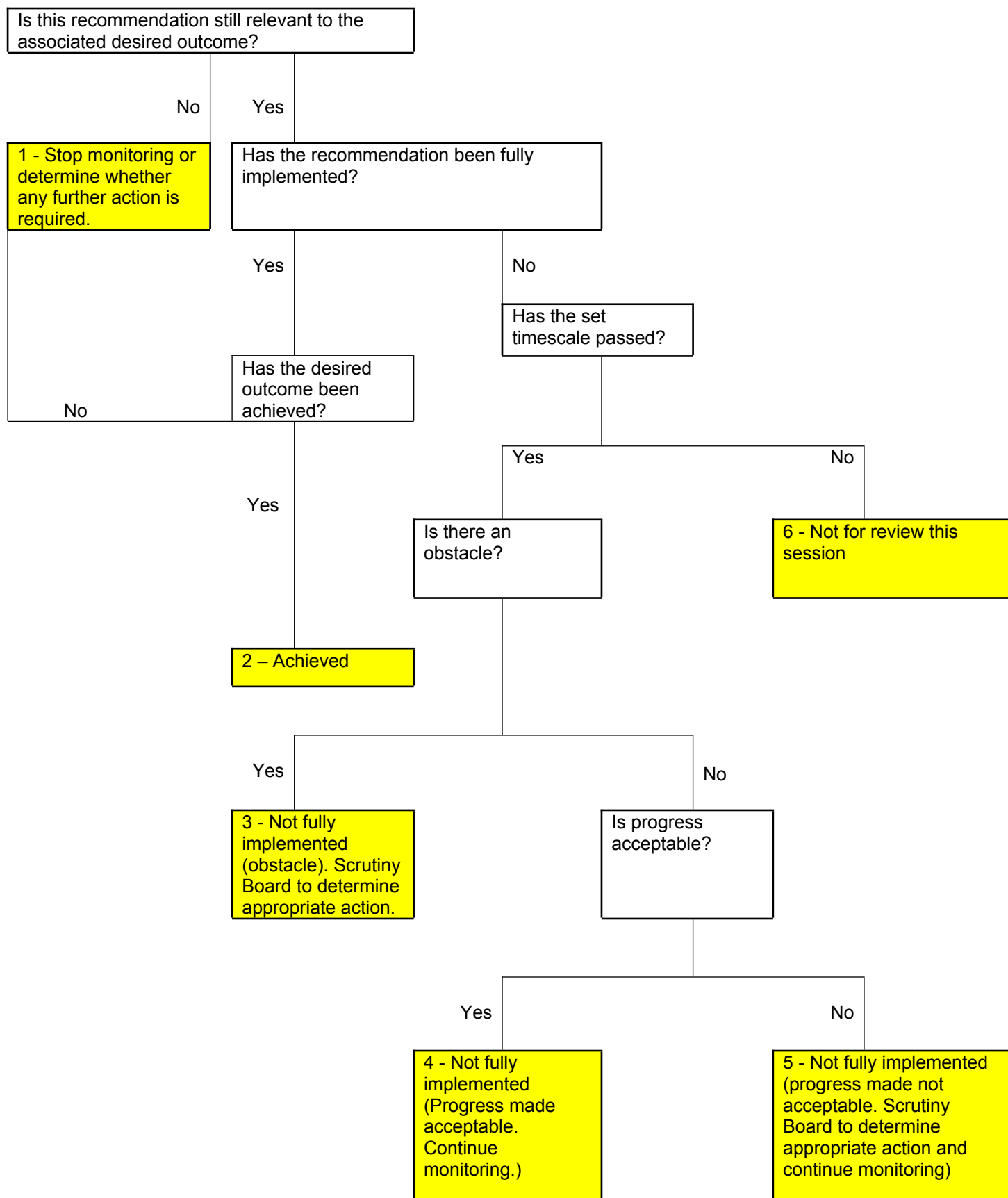
## **7 Background documents<sup>1</sup>**

### **7.1 None.**

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

**Recommendation tracking flowchart and classifications:**  
**Questions to be considered by Scrutiny Boards**



### Position Status Categories

- 1 - Stop monitoring or determine whether any further action is required
- 2 - Achieved
- 3 - Not fully implemented (Obstacle)
- 4 - Not fully implemented (Progress made acceptable. Continue monitoring)
- 5 - Not fully implemented (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

**Desired Outcome** – To identify the potential benefits to Leeds and the Council that can be realised through digital inclusion.

**Recommendation 1** – That the Deputy Chief Executive, Strategy and Resources considers and identifies the investment to benefit ratio for the Leeds economy and Leeds City Council to identify the potential level of Council resources that could be appropriated to support the recommendations identified in this report and increase digital inclusion.

#### **Formal response (July 16):**

The Deputy Chief Executive, Strategy and Resources accepts this recommendation and through the Smart Cities programme will continue to investigate where resources could be appropriated to support the digital inclusion recommendations outlined in this report. Some work has begun on the investment to benefit ratio and this is outlined below.

There are about 90,000 adults in Leeds who are offline and/or lack basic digital skills. These people are also more likely to be disabled, unemployed, on a low income or have low literacy and numeracy levels. In many cases they will face more than one of those barriers. These are the very people who would most benefit from being digitally included. These are the target groups that we will focus on as we deliver against the Scrutiny Board recommendations.

Digital inclusion leads to improved outcomes and increased self-sufficiency for individuals. When people gain basic digital skills for the first time:

- 59% feel more confident about using online tools to manage their health
- 53% agree that they feel less lonely or isolated
- 52% use the internet to save money such as using price comparison websites to find the best deals
- 80% progress on to some form of further learning, with 43% taking a course aimed at gaining a qualification, including literacy and numeracy

In addition to these positive outcomes for the city's most vulnerable individuals, there are obvious benefits to the council if people feel more confident, better equipped to manage their health, are more financially secure and less lonely. With less money and more demand for services, the Council is working with partners to ensure that digital transformation delivers better outcomes for its citizens.

A report commissioned by Tinder Foundation last year outlined the economic benefits of investing in a 100% digitally included UK population. With digital inclusion leading to higher earnings, more people in employment, time and cost savings, savings to the NHS and social care, the total economic benefits would amount to over £14 billion set against an investment of £1.6 billion, equivalent to almost £10 per every £1 invested. Whilst we are not able to provide a definitive answer to the possible savings for Leeds, the following case studies indicate:

- how savings could be made through efficiencies or improved outcomes
- where investment is needed to realise those savings
- how in-kind support could be leveraged from within the council or partner organisations

### **Current Position:**

The Centre for Economics and Business Research has produced a report which calculates the aggregate economic benefits that are estimated to accrue across the UK economy as a result of equipping 788,000 individuals with Basic Digital Skills each year until 2025 (7.8million people over 10 years). As more people are trained each year, the CEBR expect the benefits to the economy to accumulate. By 2025, they estimate that the annual aggregate economic benefit of equipping people with Basic Digital Skills will total £3.7 billion. These benefits are seen across the whole economy, as outlined in their table reproduced below:

*Table 5: Cumulative aggregate economic benefits, arising from providing Basic Digital Skills, 2016 - 2025 (£'s millions)*

	Time savings	Earnings benefit	Employment benefits	Transaction benefits	Communication benefits	NHS Cost savings	Total benefits
2016	139	59	26	80	42	12	357
2017	281	118	52	159	83	24	718
2018	426	178	79	239	125	36	1,083
2019	574	238	107	318	166	48	1,451
2020	724	299	135	398	208	60	1,823
2021	877	359	164	477	249	72	2,199
2022	1,033	420	194	557	291	84	2,578
2023	1,192	480	224	637	332	96	2,962
2024	1,354	541	255	716	374	108	3,348
2025	1,519	602	283	796	415	121	3,735

*Source: Cebr analysis*

We can apply these statistics to the Leeds economy. Our original report to Scrutiny Board stated that, 'There are about 90,000 adults in Leeds who are offline and/or lack basic digital skills'. This figure is 1.2% of the 7.8million people who lack these skills nationally. If we follow the national projection and equip 10% of those 90,000 Leeds residents with basic digital skills each year for the next ten years, then the benefits that accrue to the Leeds economy would be 1.2% of the figures set out in the table above.

This gives a total economic benefit to the Leeds economy of **£44.8million** after ten years, with a benefit of **£4.28million** in the first year:

### **Cumulative benefits of digital inclusion to the Leeds economy (£millions):**

2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>£4.28</b>	<b>£8.62</b>	<b>£13.00</b>	<b>£17.41</b>	<b>£21.88</b>	<b>£26.39</b>	<b>£30.94</b>	<b>35.54</b>	<b>£40.18</b>	<b>£44.82</b>

As well as benefitting the economy, the financial benefits to individuals as they become digitally included have also been calculated. For people who have previously had low levels of digital literacy and have started to use the internet frequently (at least once a week), six outcomes have been identified and measured. These have been taken from stakeholder interviews with digitally excluded people carried out as part of the BT Social Return On Investment project. The value of digital inclusion to individuals are set out in the table reproduced below:

**Table 1: Value of outcomes for new users**

Outcome	Source	Value	Likelihood	Source	Total
Confidence	Interviews with digitally excluded	£707.25	34%	Magnitude in change in confidence	£240
Reduced isolation		£1,055	24%	Proportion more active in their community and socialising online	£253
Time saving		£785	37%	Proportion using government services online	£290
Hobbies and reduced boredom		£77	57%	Proportion reporting being more involved with hobbies online	£44
Financial savings		£560	31%	Proportion shopping online	£173
Online job search		£1,325	4.7%	Proportion of workforce that are jobseekers at any one time	£274
<b>Total</b>	<b>£1,064</b>				

For future projects with a digital or digital inclusion element, we will look to baseline a position and measure the impact/cost effectiveness at the end of the intervention.

**Position Status - 4** *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome** – To fully enable a stronger digital infrastructure that provides greater choice.

**Recommendation 2** – That the Director of City Development in consultation with the Chief Digital Officer utilise the intelligence gathered to facilitate better infrastructure planning and enable smaller commercial providers to identify and deliver services to provide greater choice and opportunities for internet access in areas where choice is limited.

**Formal response (July 2016):**

The Director of City Development and Chief Digital Officer accept this recommendation. Data updates will be provided to the Open Data platforms (Leeds and Calderdale) to enable analysis and interpretation by commercial providers who may choose to increase operations where existing choice for internet access is limited.

Current government broadband policy and funding is aimed at areas where commercial roll out is not economically viable. In an urban area like Leeds over 90% of premises have access to superfast broadband, most of which has been provided by commercial investment.

Government funding (such as the current WY & York Broadband programme) is aimed at the “final 5%” of premises who do not have access. Public funds can only be invested in areas deemed to have poor access to superfast broadband, so called “white spots” this is consistent with government policy (to only use public money to upgrade broadband in areas where it is not economically viable) and State Aid Rules. The Government has had to receive European Commission clearance to use State Aid to invest in Broadband infrastructure – this clearance was only given for white spot areas where they were poorly served by commercial broadband investment and commercial providers have no plans to serve these areas over the next 2/3 years.

**Current Position:**

The council continues to support the WY & York Broadband programme which aims to provide access to superfast broadband to 98% of premises in the designated assistance areas by 2019. To reach “the final 2%” the programme team are currently bidding for a phase 3 programme utilising Local Growth Funding and European funds. A phase 3



programme will involve a new procurement which will provide opportunities to a range of broadband infrastructure providers to get involved in the delivery of superfast broadband too hard to reach communities. The council in partnership with the City Region continues to lobby government to improve digital connectivity, for example we have recently responded to the government's consultation on how to extend fibre to the premise (FTTP) in the UK.

In addition, there is a developing idea around connectivity for Social Housing which provides a low cost broadband service to tenants. Benefits include digital inclusion and improved access for Leeds City Council staff, NHS staff and others when visiting these tenants.

A service to provide internet access to residents of council housing is currently in place in Hull. We are reviewing that model and have again had interest from commercial providers to be involved in a similar Leeds model.

Requirements are being drawn up and below is a summary of the core idea from the draft requirements specification:

***Connectivity to Social Housing Properties in Leeds***

*Leeds City Council wishes to invite suppliers to provide digital connectivity to its social housing tenants on a trial basis.*

*The digital connectivity shall be provided free of charge to the end user (i.e. the Social Housing tenants) and free of charge to Leeds City Council. It is envisaged that as part of this trial, the residents within the tower blocks which house the rooftop equipment shall be offered free connectivity, as well as a range of housing types around the perimeter of the block. Leeds City Council would like around 800 residential dwellings to be provided for, for a period of at least 18 months. These dwellings should be a mix of houses, low rise blocks and high rise blocks, and should aim to cover a wide demographic, reflective of Leeds' current social housing tenant mix.*

*Leeds City Council will work closely with the provider to identify which sites are most appropriate to target as part of this trial.*

We expect this offer to be supplemented by our proposed tablet lending scheme.

In addition, 6G Internexus Ltd is providing a pilot service at Cottingley Towers to residents within the tower block.

**Position Status - 4** *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome – To reduce digital exclusion by increasing access to free wifi**

**Recommendation 3** – That the Director of City Development and the Chief Digital Officer work collaboratively to:

- a) oversee the provision of information to aql in order to identify the areas that would maximise investment for free wifi in Leeds.
- b) update the Scrutiny Board on progress of the concession agreement with aql and the roll out of free wifi in areas of high need in Leeds.

**Formal response (July 2016):**

167 public buildings now offer free to access public Wi-Fi, including libraries/Community Hub buildings.

The Wi-Fi provision in Millennium Square and Briggate continues to support large numbers of

users and is particularly effective when international events such as Tour De France and Triathlon are hosted by the city.

The wider city AQL concession continues to develop and Kirkgate Market is the most recent venue to have Free Wi-Fi installed.

AQL have been provided with relevant information on key buildings (e.g. Tower Blocks) and access contacts to enable further roll out.

An area of Chapeltown has been identified as the next service area and support has been given to AQL to enable this deployment.

**Current Position:**

Leeds City Council currently has two concessions contracts that provide for free public Wi-Fi. One contract with Virgin Media Business Ltd covers the City Centre and another with AQL (Wireless) Ltd covers the remainder of the city. Both contracts are non-exclusive.

The two concession contracts have failed to gain inertia in the roll out and are unlikely to be expanded further. A number of alternative providers have expressed an interest in operating similar concession contracts and it is our intention to retender the requirements this financial year.

**Position Status – 3** *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome 4** – To identify what is being provided in across the city to facilitate better coordinated support, remove duplication and spend money wisely.

**Desired Outcome 5** – To identify supporting organisations in Leeds and facilitate access to information by the public.

**Desired Outcome 8** – To identify what is being provided across the city to facilitate better coordinated support.

**Desired Outcome 9** – To identify and target priority areas for the delivery of support in order to spend money wisely.

**Desired Outcome 10** – To make best use of local knowledge and established networks to reduce digital exclusion.

**Recommendation 4** – That the Deputy Chief Executive, Strategy and Resources identifies organisations in Leeds working to increase digital capacity, reduce the digital divide or provide digital inclusion programmes with a view to better understand:

- a) what activity is being provided and where there are gaps geographically and in activity type.
- b) how activity is being coordinated.
- c) if efficiencies can be made by the Council by removing duplication.
- d) how Leeds City Council can co-ordinate activity city wide to reduce fragmentation and ensure that investment is maximised and resulting in the best outcomes.

**Recommendation 5** – That the Deputy Chief Executive, Strategy and Resources and the Chief Digital Officer:

- a) utilise the information provided by the Tinder Foundation to enable the Council to identify some of the organisations providing digital support in Leeds.
- b) consider how the API could be embedded on the Council website to help members of the public identify support in their locality

**Recommendation 8** – With reference to recommendation 4, that the Deputy Chief Executive, Strategy and Resources considers how organisations can work in partnership with Leeds City Council to effectively deliver digital skills training and support and how volunteers in Leeds can also assist in this delivery.

**Recommendation 9** – That the Deputy Chief Executive, Strategy and Resources identifies areas/communities in the Leeds area where there are likely to be significant skills gaps to facilitate the prioritisation and targeting of digital skills training and the proactive promotion of services available.

**Recommendation 10** – That the Deputy Chief Executive, Strategy and Resources and the Assistant Chief Executive Citizens & Communities consider the role of Area Support Teams and Community Committees to facilitate:

- a) the identification of communities most at risk of digital exclusion
- b) the support of local groups and organisations in the delivery of digital skills training to residents in their communities.

### **Formal response (July 2016):**

As a first step to addressing these issues, Leeds Library and Information Service worked with Tinder Foundation to deliver an event on 23 May 2016 called 100% Digital Leeds. The event was opened by Tom Riordan, Chief Executive of Leeds City Council, and Helen Milner. Other speakers included Victoria Betton from mHabitat, Mick Ward, the council's Interim Chief Officer for Commissioning in Adult Social Care and Dylan Roberts, Chief Digital Officer for the council.

Delegates from over 50 organisations came to the event and they helped to shape the digital literacy priorities for the city. There was also the opportunity for delegates to commit their organisation to undertake specific actions in support of those priorities.

The priorities agreed by delegates at the event were:

- Develop a co-ordinated cross sector campaign to communicate the benefits of the internet and “sell the dream”
- Up-skill staff to be able to support people to get online
- Increase access to free or affordable connectivity and technology across the city
- Increase access to basic digital skills training throughout Leeds
- Develop a co-ordinated recruitment drive for digital champions (including staff, volunteers and peer to peer support)
- Work in partnership to secure more funding for Digital Inclusion projects
- Develop an approach to sharing best practice

It is encouraging to note that these priorities align closely with many of the Desired Outcomes of the Scrutiny Inquiry.

Although the council, through the Library Service, is taking a lead role in making 100% Digital Leeds a reality, it cannot achieve this alone. Instead, it is offering to coordinate the work while asking others to collaborate and co-produce solutions. As the delegates at the 100% Digital Leeds event proved, there is a willingness on behalf of organisations across the city to work together to achieve this ambition.

### **Current Position:**

These Desired Outcomes/Recommendations have been grouped together because they all address the barrier that is: **Lack of digital skills/confidence**. We have worked to identify and coordinate digital skills support across the city and we have done more work to identify the areas of the city where people are most likely to be digitally excluded. This evidence-based targeting means we are focusing much of our work on lower socio-economic groups. We are also aware that there are barriers to digital inclusion amongst other demographic groups, particularly the elderly, people with disabilities and people with low literacy levels.

This work shows that digital inclusion underpins a Compassionate City and a Strong Economy.

Achievements so far include:

1. More detailed mapping of the city so that we can target resources more effectively.

The maps in our original report to Scrutiny illustrated at a broad level some of the areas where internet use is likely to be low and illustrated the spread of low internet use by people aged over 60 within a single ward.

Since our original report we have worked with the council's Intelligence Manager to review the criteria and amend the characteristics to determine whether there is a potential pool of people who are 'connected' but not necessarily engaging in online services.

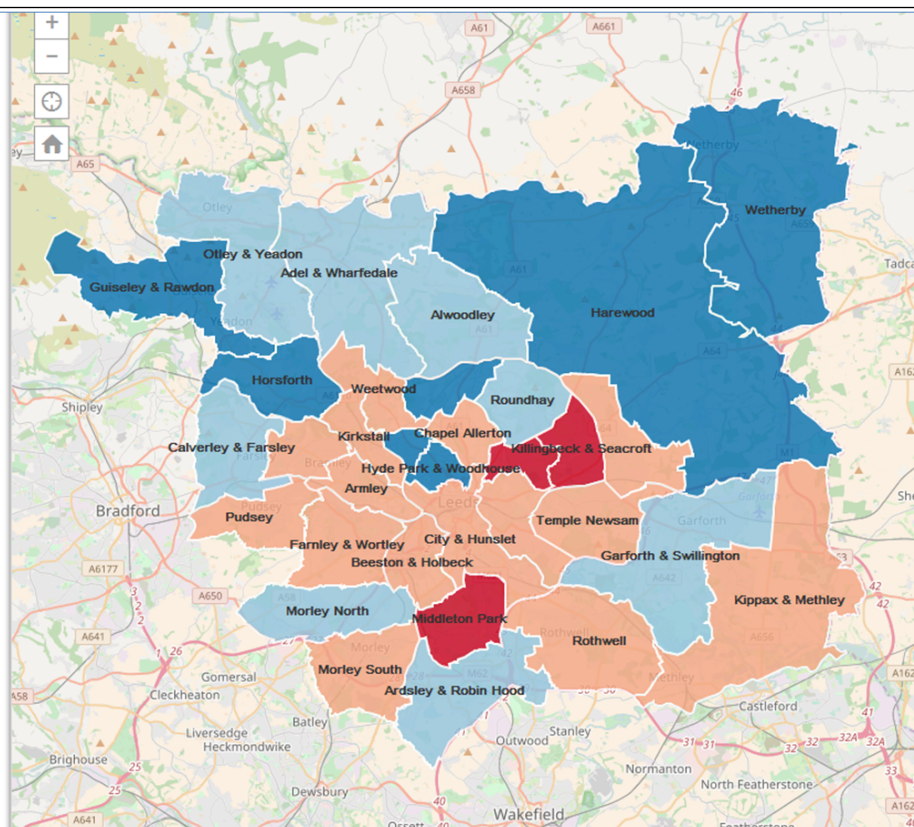
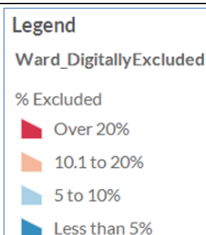
The criteria were changed to reflect the following:

- Preferred method of contacting organisations: **not through digital means**
- Use of online banking: **low, or not used**
- Facebook access: **average or lower than average**

Older demographic segmentation groups (over 60s) were excluded from the criteria as we had already performed the analysis of these groups. The revised criteria delivered a different range of segmentation types:

Type Desc	No. of Leeds Households	Dominant Age-range	Use on-line bank?	Contact Org preference	Internet Use	Facebook Access
Asian Heritage	4,283	31-35	N	Post	Less than every day	Most days/Weekly
Self Supporters	6,860	51-55	N	Shop/Branch	Less than every day	Monthly/Not at all
Offspring Overspill	5,205	56-60	N	Post / Shop/Branch	Roughly Every Day	National Average
Budget Generations	4,415	46-50	N	Phone	Roughly Every Day	Every day
Solid Economy	3,375	18-25	N	Phone/Other	National Average	Every day
Low Income Workers	10,555	56-60	N	Post / Other	Less than every day	Monthly/Not at all
Streetwise Singles	5,400	26-30	N	Post / Shop/Branch	Less than every day	Weekly
<b>Total Selected Types HH</b>	40,093					
<b>Total Resi HH</b>	347,000					
<b>% of Selected Types</b>	11.6%					

We used these segmentation types to create a digital engagement 'heat map' of the city.  
**Map 1: Digital engagement by ward (Under 60s):**



The data used for this map and the map in our original report are shown below:

Ward	Total Resi HH	New Criteria		Previous Criteria		Combined Criteria	
		Selected Mosaic HH	% of Total HH	Selected Mosaic HH	% of Total HH	Selected Mosaic HH	% of Total
Adel & Wharfedale	9003	476	5.3	1039	11.5	1515	16.8
Alwoodley	10363	1003	9.7	1310	12.6	2313	22.3
Ardsley & Robin Hood	9721	920	9.5	1121	11.5	2041	21.0
Armley	12441	1683	13.5	1146	9.2	2829	22.7
Beeston & Holbeck	10720	1597	14.9	1249	11.7	2846	26.5
Bramley & Stanningley	10649	2021	19.0	1218	11.4	3239	30.4
Burmantofts & Richmond Hill	12585	1747	13.9	787	6.3	2534	20.1
Calverley & Farsley	10281	755	7.3	1534	14.9	2289	22.3
Chapel Allerton	11401	1898	16.6	618	5.4	2516	22.1
City & Hunslet	19277	1962	10.2	375	1.9	2337	12.1
Cross Gates & Whinmoor	10853	1663	15.3	1550	14.3	3213	29.6
Farnley & Wortley	11238	1862	16.6	1543	13.7	3405	30.3
Garforth & Swillington	8986	559	6.2	1457	16.2	2016	22.4
Gipton & Harehills	11403	3389	29.7	418	3.7	3807	33.4
Guiseley & Rawdon	10294	511	5.0	1452	14.1	1963	19.1
Harewood	8112	8	0.1	431	5.3	439	5.4
Headingley	7067	8	0.1	13	0.2	21	0.3
Horsforth	9928	493	5.0	1420	14.3	1913	19.3
Hyde Park & Woodhouse	11094	549	4.9	58	0.5	607	5.5
Killingbeck & Seacroft	10852	2518	23.2	1022	9.4	3540	32.6
Kippax & Methley	9282	989	10.7	1368	14.7	2357	25.4
Kirkstall	10105	1389	13.7	683	6.8	2072	20.5
Middleton Park	12386	3193	25.8	1265	10.2	4458	36.0
Moortown	9926	404	4.1	1206	12.1	1610	16.2
Morley North	10466	1008	9.6	1498	14.3	2506	23.9
Morley South	10544	1233	11.7	1401	13.3	2634	25.0
Otley & Yeadon	10484	1003	9.6	1699	16.2	2702	25.8
Pudsey	10731	1249	11.6	1618	15.1	2867	26.7
Rothwell	9149	931	10.2	1472	16.1	2403	26.3
Roundhay	9771	717	7.3	837	8.6	1554	15.9
Temple Newsam	9454	1045	11.1	1394	14.7	2439	25.8
Weetwood	9321	1081	11.6	801	8.6	1882	20.2
Wetherby	8970	229	2.6	1006	11.2	1235	13.8

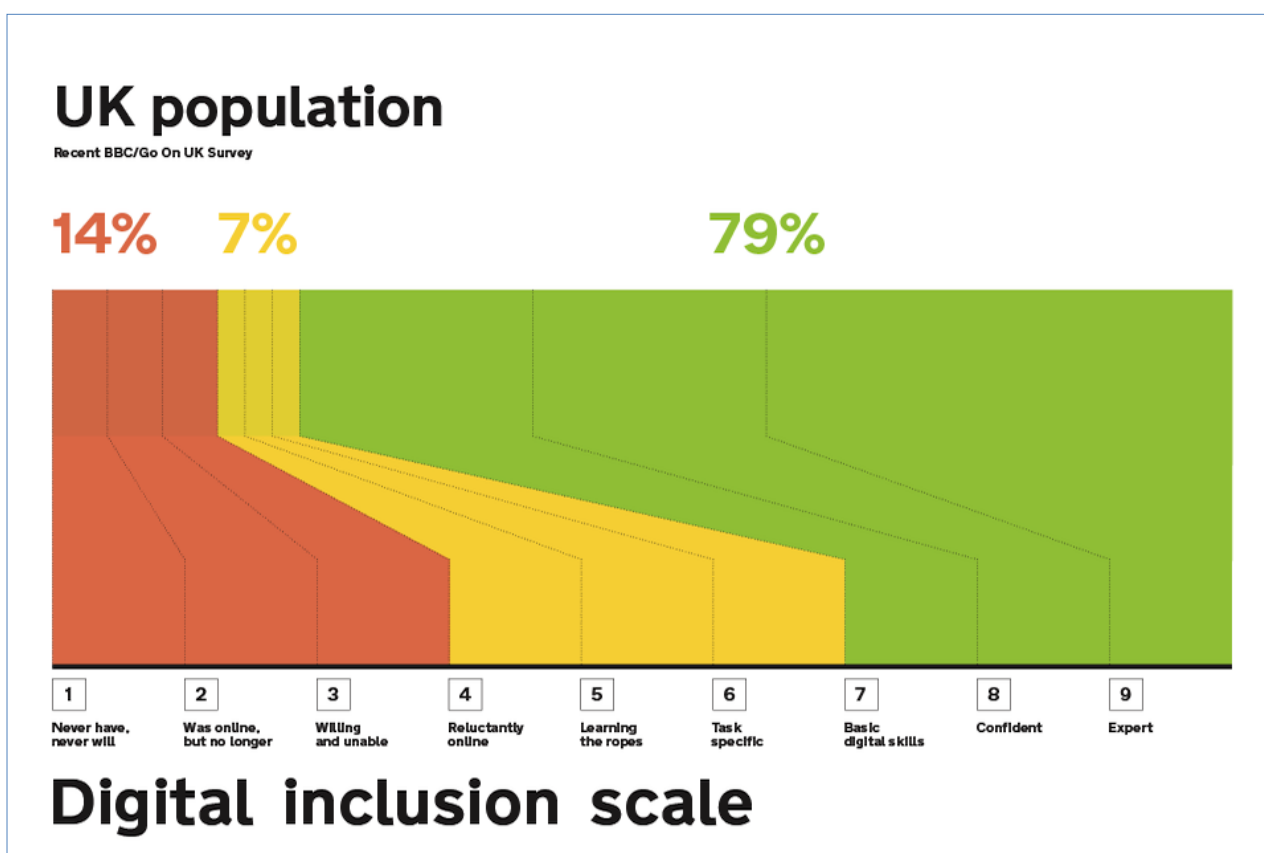
**N.B.** These results must be used with caution. The analysis has relied on commercial segmentation data from Experian Mosaic representing just 11.5% of Leeds households. The analysis is not derived from real-world data; it is derived information from a third party source that provides a modelled view of the criteria. These caveats mean that the figures above should not be directly quoted as a statement of

fact such as, 'Middleton Park has 36% of residential households that are digitally excluded'. Instead, we can state that, 'According to modelled socio-demographic data, Middleton Park shows a high proportion of households that could be considered digitally excluded'.

Despite these warnings, the data analysis is robust enough to help us focus our digital inclusion work in the areas of the city with the greatest need.

Future developments will include the comparison of Experian Mosaic data against real-world data collected within Leeds City Council. This includes the use of online school admissions, the uptake of the Leeds Bin App or the results of the Housing Digital Skills survey. These results will act as a barometer against the commercially available data.

A recent BBC/Go On UK national survey shows a range of engagement levels within the broader term of 'digital inclusion':



As with the digital engagement criteria used to generate Map 1 above, this research shows that digital inclusion is not a binary distinction between those who are online and those who are offline. This is why our emerging digital inclusion strategy addresses three main barriers to digital inclusion: Lack of digital skills/confidence; Cost of equipment and broadband access; Lack of interest/motivation. Focussing on any of these barriers in isolation will not achieve meaningful digital inclusion.

## 2. Plan and deliver five 100% Digital Leeds events in localities

We will use the data above to hold 100% Digital Leeds events in areas of the city where they will have the greatest impact.

The events will help us to:

- Identify and engage local organisations that deliver digital skills training or support



the ambitions of 100% Digital Leeds

- Follow-up initial engagement with an ongoing communications action plan (marketing and comms outlined in more detail in Point 3 below)
- Better coordinate digital literacy activities across the city
- Improve partnership working and referral pathways
- Identify gaps in provision
- Define the barriers to digital inclusion in specific areas of the city and coordinate the response to addressing those barriers

The events will accelerate the mobilisation of community organisations and individuals to join 100% Digital Leeds, and drive the identification and sharing of best practice.

The events are being planned to coincide with Leeds Digital Festival at the end of April 2017. The 100% Digital Leeds event that we held in the city centre last year gave us the headline priorities and citywide actions to address digital exclusion. We expect the local events to give us a clearer picture of the barriers 'on the ground' in specific wards. We will consult Community Committees and area teams to help us identify venues to hold the events and local groups who should be represented at the events.

We also hope that the tablet lending scheme will be moving through the 'Proof of Concept' phase and be closer to launch by the time of these events. Following the events, actions to address the local priorities will be presented to the 100% Digital Leeds board for approval.

### 3. Develop the 100% Digital Leeds map

There are now more than 70 digital skills training centres listed on the 100% Digital Leeds map. We are working with the Good Things Foundation (formerly Tinder Foundation) to continue to develop the map's functionality as well as the administration and statistical reporting functions.

One of the priority actions for the local 100% Digital Leeds events will be to encourage more local providers to register themselves on the map. We will also promote the map to organisations who do not deliver digital skills training but who work with clients who would benefit from increased digital skills.

In addition to the local events, more work is needed to promote the 100% Digital Leeds map and to publicise the wider 100% Digital Leeds brand. We have already had discussions with the Good Things Foundation and the council's Communications and Marketing Business Partner. We will develop a clear communications strategy and marketing campaign that will:

- Increase awareness of 100% Digital Leeds at a grassroots level in communities;
- Increase commitment from organisations across the city;
- Generate positive stories about the impact of digital inclusion on people's lives.

The campaign could include:

- Specific calls to action for organisations that will highlight the benefits of digital inclusion for citizens.
- At least one 'digital inclusion' case study as part of the library service's award-winning #whatsyourstory marketing campaign.
- The creation and curation of a 100% Digital Leeds Facebook Group for organisations to share best practice.
- Personal follow-up messages after the 100% Digital Leeds events to secure further

- recruitment of organisations/people to 100% Digital Leeds.
- Development and distribution of print collateral based on stories and calls to action with 100% Digital Leeds branding.
- Ongoing/regular marketing and comms activity to drive the campaign, monitor levels of activity, generate and place stories of the positive impact and benefits of digital inclusion.

It should be noted that extra resources will be necessary to create and deliver a quality communications campaign. This will include funding for some of the print and online marketing as well as staff time to maintain any online presence for the campaign, to respond promptly to requests for information and to maintain contact and conversations with local organisations.

#### 4. Integrate public internet access PCs in Community Hubs.

Since the move to Community Hubs, three different types of public access PCs are now available within Hub sites: Library PCs, Jobshop PCs and Customer Service PCs. Historically, the Jobshop and Customer Service PCs were set aside for specific activities and were unavailable outside of the opening hours of those services. The unavailable PCs were often located next to Library PCs which are available whenever the library is open.

Work has been ongoing to transfer all Hub PCs to a single image. All public access PCs in Hub sites will be 'reimaged' by colleagues in the Digital and Information Service to match the image already used by Libraries. This means the PCs will be available for use whenever the site is open. We estimate that an extra 150 public access PCs across Hub sites will become more widely available for the public once this work has been carried out.

#### 5. Improve the digital skills of council staff (to also become evangelist and advocates with people in communities and localities)

An online skills survey has been released for council staff. The results will be analysed to identify our weakest and strongest areas and develop a plan. Analysis of the results is expected to start in early summer, as survey deadlines are in line with the Appraisal cycle. A survey for staff without network access will also be arranged once challenges regarding the return and collation of paper surveys have been overcome. These include how much staff time is required and which area should do the work. A procurement is also due to go to market for a regional solution to communicate and advertise staff benefits to low paid workers by allowing them to sign up using their personal devices but using their work credentials to sign in. This piece of work is using resources from a number of different authorities to deliver it in the most collaborative way possible. Additionally there is an ongoing piece of work driven by HR to look at basic devices which could be made available to non-connected staff to better engage with surveys and mass communications.

**Position Status - 4** *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome** – To identify supporting organisations in Leeds and facilitate access to information by the public.

**Recommendation 5** – That the Deputy Chief Executive, Strategy and Resources and the Chief Digital Officer:

- c) utilise the information provided by the Tinder Foundation to enable the Council to identify some of the organisations providing digital support in Leeds.
- d) consider how the API could be embedded on the Council website to help members of the public identify support in their locality



### **Formal response (July 2016):**

For many years, Leeds Libraries and other UK Online centres across the country have featured on the UK Online centre search map. Organisations which offer digital support in Leeds but are not registered as UK Online centres would not feature on this map. To find these organisations people would need to have the skills to look online for those providers which have their own website, use local knowledge, or find a printed directory and hope that the information was not out of date.

Working with Tinder Foundation, we have created a single searchable website enabling people in Leeds to find organisations local to them where they can get online or get support to improve their digital skills: <http://digitalleeds.tinderfoundation.org/>

Additional functionality means that organisations which offer support or access can register with 100% Digital Leeds and get their organisation on the map. Users can search by location, postcode or provider name. The map is already being used and promoted by the Council's Digital Access team and staff in Community Hubs. There will be a link to the map from the Leeds City Council website, along with a carousel banner on the home page.

*(Map 1 provided in response illustrated the level of coverage for digital skills support at that time across Leeds, Map 2 was an example of an organisation which had registered with the website which would not previously have been promoted in this way.)*

We will continue to work with Tinder Foundation to develop the map. For example, we could add the locations of free Wi-Fi hotspots across the city.

### **Current Position:**

**See Recommendation 4 above. Note the need for additional resource at Point 3.**

**Position Status - 4** *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome 6** – To increase support to the citizens of Leeds by looking at resources across the wider council.

**Desired Outcome 12** – To increase support to the citizens of Leeds and improve the digital skills of the Council workforce.

**Recommendation 6** – That the Deputy Chief Executive, Strategy and Resources determines and implements the best approach to utilising existing staffing resources across the Council, so that they can demonstrate to citizens the benefits of being digitally engaged, and provide tailored digital skills training where a need is identified.

**Recommendation 12** – With reference to Recommendation 6 that the Deputy Chief Executive, Strategy and Resources explores the potential for the delivery of a digital development programme to Leeds City Council staff who have direct engagement with people in their homes and in the community.

### **Formal response (July 2016):**

The Deputy Chief Executive, Strategy and Resources accepts this recommendation, and digital inclusion has been included in the Leeds City Council ICT Strategy 2016 – 2020:

*We will work with care providers to build a digital inclusion programme to help deliver a step change in digital literacy for all health and social care practitioners across Leeds including the third sector over the next 3 years.*

*... we will raise the digital literacy of Council and wider city staff so that they are better able to use technology in new ways e.g. mobile and using collaboration capabilities to deliver business outcomes. This will also enable them to be digital advocates to assist the wider public.*

With additional transition of services to digital by default and increased promotion of the learning programmes offered by Leeds City Council it is anticipated that demand for basic digital skills training will increase. The Library and Information Service will continue to lead coordination for public digital literacy / skills across Leeds City Council, and advise on upskilling staff to be confident digital advocates.

Initially, this will include the assessment of digital skills within Community Hubs to establish a staff skills programme which will enable all staff to have both the skills and confidence to provide a consistent offer of support to all customers with basic digital skills enquiries. This will support the formal learning sessions delivered by librarians through the established Adult Community Learning programme. Consideration should also be given to increasing the capacity to deliver digital skills training. (*Case study provided in response*).

Adult Social Care are leading on the Digital Practitioner Programme to develop digital skills in health and care; this initiative pulls together experience from ASC, NHS, public health, health partnerships, voluntary sector and the Library and Information Service. The vision is detailed as: Helping health and care practitioners develop digital skills and confidence so they can make things better for people who access their services.

Digital technologies will play an increasingly important role in enabling people to access information and services, strengthen their social networks and reduce isolation. However, people can only realise the benefits of the city's investment in digital technology if they have the access, skills, trust and motivation to be online.

As such, it is recognised that we need a digitally skilled and confident health and social care workforce to:

- Support improved health, wellbeing and inclusion outcomes
- Enable smarter and more efficient working practices
- Leverage existing investments made in technology
- Stimulate entrepreneurialism and Leeds as a 'test bed' for digital innovation.

Adult Social Care within Leeds City Council working with mHabitat engaged Stick People to design a digital practitioner programme for health and care practitioners who work with vulnerable adults in Leeds. This initiative has been funded by Integration Pioneers and the Better Care Fund. It is being designed and developed in an iterative process with a defined group of practitioners working in the public and third sector in the city; this will enable the learning from the programme to be scaled to the city.

A report to be published following phase one of the programme concludes that:

To develop digital skills and confidence among health and care workers we must:

- Fix the basics: practitioners need confidence in their IT kit, connectivity, services and policies
- Help practitioners reflect on the relevance of digital to their role this needs to be service specific, not one size fits all
- Enable teams and individuals to pull support when, where and how they need it
- Signpost the many good quality resources available before making new ones
- Offer a range of learning opportunities, a mix of online, face-to-face, and blended learning
- Consider specific support for line managers and team leaders so they can enable their teams to make the most of digital

Additional funding is being sought from the Integration Pioneers to develop this work programme further.

### **Current Position:**

The digital practitioner programme is aimed primarily at healthcare workers, although the principles of the approach should be applicable to any customer facing staff. A summary of

the work thus far can be seen in this PowerPoint presentation:

[http://teams.leeds.gov.uk/teams/ICTServMgmt/Understanding\\_information\\_and\\_technology/Shared%20Documents/DP%20Model%20v09%20Launch.ppsx](http://teams.leeds.gov.uk/teams/ICTServMgmt/Understanding_information_and_technology/Shared%20Documents/DP%20Model%20v09%20Launch.ppsx)

It is positive to see specific plans using consumer technology to improve care to citizens. Slide 7 from the presentation (reproduced below) gives a brief overview of their chosen methods for delivering this work. From our perspective, it is interesting to see the reference to the four elements, in particular 'Leadership' and 'Organisation'. We are keen to ensure that council messages and frameworks are aligned to this focussed activity. This includes the engagement work that is being undertaken by HR and that examples of work such as the digital skills survey is given due prominence.



Non-customer facing staff will be considered as part of ongoing reviews of general skill levels, for example the online staff digital survey is live and will be completed as part of the appraisal cycle. Further, HR have been asked to consider changing recruitment and workforce planning practices with a view to ensuring new starters either have or are uplifted upon recruitment to have a basic level of IT skill regardless of job role.

We have also investigated a scheme to provide tablets for 'offline' council staff. This would mean that those staff are able to complete appraisals and performance reviews on PALS, see news items, blogs and Essentials online and more easily access Toolkits and Documentation on Insite. The costs of such a scheme for roughly 3,000 staff can be divided into specific areas:

- 55% of the total costs are for the device, using an entry-level Android tablet
- Additional costs are for software licensing: Mobile Iron for MDM management, Web at Work for SharePoint (InSite) plus Client licenses for mail
- There will also be a cost for two-factor authentication, required for remote access to PAL & Self-service
- Potential revenue costs for 3/4/5G connectivity where Wi-Fi is not present
- Ongoing software maintenance and support

**Position Status - 4** *This is to be formally agreed by the Scrutiny Board*

## **Desired Outcome – To raise awareness about the support available.**

**Recommendation 7** – That the Deputy Chief Executive, Strategy and Resources further investigates alternative communication options in order to raise awareness about the support available for building digital skills, particularly to those who are more likely to benefit the most from digital inclusion.

### **Formal response (July 2016):**

The Deputy Chief Executive, Strategy and Resources accepts this recommendation. One of the priorities identified at the 100% Digital Leeds event was to: Develop a co-ordinated cross sector campaign to communicate the benefits of the internet and “sell the dream”. This is intended to address the barrier that people who are offline are often so because they lack the interest/motivation to become digitally included. Once people have been inspired to get online, we will raise awareness of the support available across the city.

We will strengthen the referral pathways so that friends, neighbours, colleagues and professionals can signpost offline individuals to the most appropriate support. This will include some of the initiatives already mentioned in this report:

- Introduce a tablet lending scheme and promote it to social prescribers
- Develop the 100% Digital Leeds map to include more providers and more search options so that people to find the most appropriate support
- Promote the map to council services and other organisations to improve client referrals

We will also build on the 100% Digital Leeds theme to introduce broader campaigns that promote the benefits of being online. Using the model that has worked so well for Child Friendly Leeds, we intend to use 100% Digital Leeds as an umbrella term for disparate events, activities, partnerships and initiatives. *(A case study was provided to give an example of how this develops this idea and proposes a model for using 100% Digital Leeds as a way of coordinating activities and raising awareness about the support available.)*

It is important that there is some oversight and coordination of the work that sits behind the ambition for 100% Digital Leeds. To achieve this we propose that a 100% Digital Leeds Board be established to provide ongoing support and governance.

### **Current Position:**

The 100% Digital Leeds board is discussed in more detail under Recommendation 14. This includes the board’s membership, terms of reference and remit.

Since our original response to Scrutiny Board, the proposal for a tablet lending scheme has gained increased importance because it has the potential to address the three main barriers to digital inclusion:

- Lack of digital skills/confidence;
- Cost of equipment and broadband access;
- Lack of interest/motivation.

Consultations about a tablet lending scheme have already been held with senior representatives from the council’s Adult Education department, Employment and Skills, Looked After Children, Housing and Adult Social Care. All of the discussions have been extremely positive and partners are keen to refer their clients into the scheme once it goes live. They could see the benefits for their most excluded clients in borrowing a tablet to reduce digital exclusion. They have already agreed to work with us to monitor the improvements that digital inclusion brings to individuals they work with and to report those into the 100% Digital Leeds board.

Since our previous report to Scrutiny, the Adult Education department has consulted the Library Service and introduced an additional funding stream for Community Learning providers to increase digital inclusion. £34,000 was allocated to providers on the framework to invest in digital equipment that would support adults engaged in learning. 18 voluntary sector providers have been allocated funding, with the majority using the money to purchase tablets to improve learners' digital skills. The tablets are used in classroom settings and are not available for loan.

The Connect-Ability project delivered by the Library Service and referenced in our previous report to Scrutiny offered a small-scale 'proof of concept' for tablet lending. We are now moving to a full pilot scheme with up to 100 tablets and a full Mobile Device Management infrastructure. We believe the tablet lending scheme will bring the benefits of digital inclusion to some of our most excluded citizens. However, it should be noted that the cost implications include revenue as well as capital expenditure.

The library service will administer the scheme through its Library Management System but further progress towards implementing the scheme has been slow. This is largely due to legitimate concerns over Privacy Impact and Data Protection as the same tablets are lent to multiple users. Detailed discussions are ongoing with O2/Telefonica to come up with a solution that includes:

- Appropriate tablet devices and configuration
- Mobile Device Management – to cover filtering, security and data protection
- Connectivity via 3G/4G SIM cards

There will be up-front costs to introduce a tablet lending scheme and ongoing costs relating to the MDM solution, connectivity and refreshing the estate of tablet devices. Budget has been identified for a pilot project, however additional funding will be required to sustain this work should the pilot prove successful.

The pilot scheme will determine the optimal solution from a technical as well as a people/process perspective. Further recommendations will follow as a result of the pilot and will be reported to the 100% Digital Leeds board.

Finally, to raise awareness of digital skills support amongst council staff, core stakeholder groups and projects have been identified and signposting offers to staff are being communicated via Essentials and other internal mechanisms including direct mail to managers and physical posters where necessary to reach 'offline' staff. This communication campaign has already started. Staff will be exhorted to bring the offers to the attention of colleagues without network access as part of these communications. Where technology training is delivered in house, the relevant teams have been asked to ensure they review content to demonstrate a 'fit' with the five basic digital skills, whether those skills are actually mentioned by name in sessions or not, so that a consistent message is being given out. When the digital skills survey for 'offline' staff is ready, we will be offering staff the opportunity to provide their personal email address so that communication lines and responsiveness can be improved in future.

**Position Status - 4** *This is to be formally agreed by the Scrutiny Board*

**Note: The obstacle to quicker implementation of the tablet lending scheme is finalising and resourcing the up-front and ongoing costs of the scheme.**

**Desired Outcome** – To identify and target priority areas for the delivery of support in order to spend money wisely.

**Recommendation 9** – That the Deputy Chief Executive, Strategy and Resources identifies areas/communities in the Leeds area where there are likely to be significant skills gaps to facilitate the prioritisation and targeting of digital skills training and the proactive promotion of services available.

**Formal response (July 2016):**

The Deputy Chief Executive, Strategy and Resources accepts this recommendation. The various data sets are being compiled to enable identification of areas for prioritisation.

*(In the response Map 3 was provided to illustrate at a broad level some of the areas where internet use is likely to be low and Map 4 illustrated the spread, within a single ward, of low internet use by older people.)*

Further work is necessary to identify how this information can be utilised to target training, but is likely to link with the map of skills training provision outlined under Recommendation 5.

Work is ongoing to enable the information from each of the mapped datasets to be overlaid; this will allow us to identify both geographically and demographically where communities most at risk of digital exclusion are located and whether skills provision is available. This will inform whether development of digital skills in such areas requires the provision of a skills provider where this is lacking or simply the improved promotion of existing skills provision. This should allow improved targeting of resources and a focus on areas where multiple barriers are experienced.

**Current Position:**

**See Recommendation 4 above.**

**Position Status - 4** *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome** – To make best use of local knowledge and established networks to reduce digital exclusion.

**Recommendation 10** – That the Deputy Chief Executive, Strategy and Resources and the Assistant Chief Executive Citizens & Communities consider the role of Area Support Teams and Community Committees to facilitate:

- c) the identification of communities most at risk of digital exclusion
- d) the support of local groups and organisations in the delivery of digital skills training to residents in their communities.

**Formal response (July 2016):**

The Deputy Chief Executive, Strategy and Resources and the Assistant Chief Executive Citizens & Communities accept the recommendation. Once details are available in response to Recommendation 9 these will be discussed with appropriate Area Support Teams and Community Committees to validate the results and ensure that local knowledge is further used to support prioritisation and targeting of digital skills training.

Leeds City Council has just published a 2016/17 update to its 'Best Council Plan 2015-20'. The 20 for 2020 section lists 20 key indicators that the Council is using to measure progress in achieving better outcomes. Setting out the Council's ambition for digital literacy, one of those key indicators is: Percentage of adults in Leeds who have all 5 basic digital skills. This will be assessed through a public survey during 2016/17, possibly utilising the Citizens' Panel.

Other areas for consideration includes working with Environments and Housing – the Annual



Housing Visits (AHV) are able to identify where tenants are reporting they do not have access to the internet – we are investigating whether there is an opportunity to integrate the 5 basic digital skills audit as part of future AHVs.

**Current Position:**

**See Recommendation 4 above.**

We were advised by colleagues in Corporate Policy and Intelligence that the Citizens Panel would be 'unsuitable for giving you an accurate measure of digital skills because key demographic groups are missing'. Instead, we will ask the digital skills questions as part of other surveys or interactions with citizens. This will include when people join a library, during the new triage system for people using jobshops and incorporated into the Adult Education learner survey. We estimate these interactions cover more than 30,000 people each year and a sample or snapshot of these people will give us a more accurate measure of digital skills across the city.

We will be able to signpost anyone who does not have the five basic digital skills to local training and support via the 100% Digital Leeds map. We will also use our tablet lending scheme to increase digital skills for the most excluded individuals or communities (see Recommendation 7).

For council staff without network access at work, we will be offering a separate online survey which can be accessed from personal devices or public facing PCs in council offices. This survey will ask for a post code so that a map of exclusion relating to staff can be generated and tied to any similar citizen maps. Additionally, the survey will signpost to the 100% Digital Leeds map which these staff can use to identify more local digital skills training venues.

**Position Status - 4** *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome – To improve the digital skills of the Council workforce.**

**Recommendation 11** – That the Deputy Chief Executive, Strategy and Resources undertakes a skills audit to identify Leeds City Council staff who do not have the 5 basic digital skills, and provides the development opportunities to improve their skills.

**Formal response (July 2016):**

The Deputy Chief Executive, Strategy and Resources accepts this recommendation and the Deputy Head of the Library Service has begun discussions with the Business Support Centre (BSC) to identify opportunities for conducting such an audit.

Every year all LCC staff complete an annual appraisal and a 6 month review; currently there are 11,600 staff of which 75% complete the survey using the online Performance and Learning (PAL) system, with the remainder completing a paper based survey. The next phase of the review will be the 6 month review between October and December 2016.

It is proposed that the survey of the five basic digital skills is included as one of the appraisal objectives for all staff (both online and paper based) within this 6 month appraisal review.

The outcome of the survey will determine what additional support for staff is required in order to achieve the 5 basic digital skills; tailored learning sessions can then be provided by the Council resources identified through the completion of Recommendation 6 in libraries, community hub buildings and other Leeds City Council ICT training facilities to improve these skills. Training sessions can be offered via the PAL system.

A separate Digital Literacy Project looking at digital maturity in the health and care workforce is underway between partners in Adult Social Care, Public Health, Voluntary Sector and NHS. Discussions are underway to identify whether a similar approach to a skills audit could be conducted across the wider health and care workforce in Leeds.

**Current Position:**

As discussed under the responses to other recommendations, a staff survey is being conducted to allow a self-assessment of a range of criteria which are tied to the five basic digital skills. Efforts will also be made to make sure staff without network access at work can complete a return for a subset of those questions too. As this is tied to the appraisal cycle, the full results would be expected to be available for analysis by the end of June, with recommendations for next steps expected by the end of August. As well as these projected milestones for the full council picture, it is possible at any time for managers or service areas to get a report from PAL to assess their own results for staff with network access, in order to make more immediate plans where the opportunity or requirement exists.

Great progress is being made in this area. However, there are obstacles becoming apparent, most notably the cost of supplying the appropriate devices, software and connectivity for staff who are digitally excluded at work. These costs are due to “enterprise” licencing models which are more expensive than the consumer alternatives for basic services like e-mail etc.

**Position Status – 4** *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome** – To minimise the risk of increasing digital exclusion due to channel shift.

**Recommendation 13** – That Deputy Chief Executive, Strategy and Resources and Chief Digital Officer ensures that processes are in place, during the initiation of projects which require a shift to digital based service provision/access, to ensure that the risk of excluding citizens from services is minimised and mitigated through alternative avenues of support. Positive action should be taken to counter negative impact with citizens and in communities.

**Formal response (July 2016):**

The Deputy Chief Executive, Strategy and Resources and Chief Digital Officer accept this recommendation. We will explore options on how consideration of the impact of channel shift to digital based services can be included in the decision making process. This may include a fact sheet or guidance note to consider during the decision making process which may include reference to the 100% Leeds Digital Map to promote the availability of digital skills/access and to get LCC staff directing customers to libraries and community hubs for skills training.

Channel shifts of this nature are already underway, for example School Admissions have advised that their aspiration this year, for both secondary and primary admissions, is to achieve 100% online applications. In light of this library, Community Hub and One Stop Centre staff have been advised that this may result in an increase in demand for their centres’ computers to fill in applications and a consequent increase in demand for digital skills training.

In addition, Leeds Libraries’ Head of Service and the Society of Chief Librarians nationally have worked on an application to be a supplier for the Government’s Digital Training and Support framework. This bid has been successful and public libraries are now able to become a provider of digital inclusion training services and assisted digital support for Government led channel shift.



### **Current Position:**

A paper was recently submitted to CLT which proposed a way forward in developing the way we deliver Customer Access as a Digital Centre of Excellence – that is be digital first. The paper outlined some notable successes in ‘shifting’ customers to self-serve:

- Over 90% of all choice-based letting bids are now submitted via self-serve
- £41 million of payments (services covered by customer services) per annum to the council are via self-serve
- 78% of school applications done online (the service are aiming for 100% this year)
- Since going live in May 2015, 33,000 service requests have been submitted via MyLeeds
- One of our most visited pages is ‘check your bin day’, helping us cut down on contact and also on the volume of missed bins

One of the key factors that the paper listed for successful delivery of a digital centre of excellence was “*an ‘off-line’ plan to cater for the digitally excluded and as an online contingency (building on our work around digital inclusion)*”.

The Library Service is now part of Customer Access. Library staff who are leading the work on digital inclusion have regular meetings with the Digital Access Team and sit on the Digital Centre of Excellence working group. Together we will ensure that any channel shifts are accompanied by measures to cater for those who are currently digitally excluded.

This work may be included in a newly formed Customer Access Programme of work and reported on elsewhere. Channel shift relates more to delivering efficiency in the Council’s service delivery model. As outlined throughout this report, digital inclusion means reducing the barriers so that people can benefit from the widest range of online sites and services. It is not primarily done so that people can use the Council Website.

**Position Status – 4, to be signed off when the Board is assured that risk/impact assessment and consideration of counter measures to cater for those who are currently or at risk of being digitally excluded, are fully built into project procedures/guidance. This is to be formally agreed by the Scrutiny Board**

**Desired Outcome – To make a difference... to produce an ambitious Digital Inclusion Strategy and Delivery Programme for Leeds which is supported and resourced.**

**Recommendation 14** – That the Chief Executive of Leeds City Council with the agreement of the Executive Board oversees the production of an ambitious Digital Inclusion Strategy for Leeds which is co-produced in partnership with other supporting organisations in the City.

This strategy should:

- a) take full consideration of the findings of this Scrutiny Inquiry and responses to recommendations.
- b) define what action is needed and the scale that is required
- c) provide clarity and purpose and define how this will be lead and co-ordinated
- d) define the overall benefits to the City and the Council economically.
- e) provide clarity about the role of the Council, partner organisations and how smaller organisations and volunteers will be supported.
- f) define how the agenda will be delivered with a commitment to investing resources based on the economic benefits that digital inclusion will deliver.

## **Formal response (July 2016):**

The Chief Executive of Leeds agrees with this recommendation, and there is a growing commitment city-wide to the production of a Digital Inclusion Strategy, as evidenced by the support for the 100% Digital Leeds event.

The interest of the Scrutiny Board in this area has helped coalesce attention to and support for this ambition; and the responses to the Scrutiny Board enquiry recommendations and the priorities identified through the 100% Digital Leeds event will form the structure of the strategy which will be co-produced through city-wide stakeholder and partner engagement.

The Library and Information Service will continue to lead the development of digital literacy and the development of the Digital Inclusion Strategy, co-ordinating the city-wide support for this ambition with sponsorship from Leeds City Council's Chief Digital Officer.

As outlined in response to Recommendation 7 we propose that a 100% Digital Leeds Board be established to provide ongoing support and governance for this ambition.

## **Current Position:**

We have started to develop a Digital Inclusion Strategy and action plan to address digital literacy. Within this strategy we have mapped Scrutiny Board's Desired Outcomes against the three main barriers to Digital Inclusion:

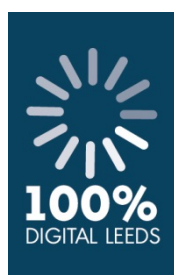
- Lack of digital skills/confidence
- Cost of equipment and broadband access
- Lack of interest/motivation

Additionally, we know that all of the actions to address these barriers need to be accompanied by a campaign to raise awareness of the work we are doing.

Since our original response to Scrutiny, more detailed discussions with partner organisations have shown that addressing these barriers is key to engaging the most digitally excluded citizens.

Current actions in train with this are:

1. A 100% Digital Leeds project board is established, chaired by the Executive Member for Resources and Strategy to oversee this work. The board will monitor progress against the priorities outlined in the digital inclusion strategy and, by extension, the Desired Outcomes of the Scrutiny Board.
2. The three barriers to digital inclusion listed above are the framework that underpins our digital inclusion strategy.
3. The campaign to raise awareness of this work is supported by the use of the '100% Digital Leeds' logo in any communications and marketing that relate to digital inclusion.



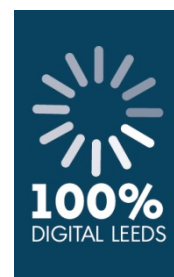
The Terms of Reference for the 100% Digital Leeds board have been presented to the proposed Chair of the Board, Cllr James Lewis (attached at Appendix 3). Membership of the Board has also been discussed and is likely to include elected members with an interest in digital / community / employment / equality: third sector: and industry / business

The strategy document will be presented to the first meeting of the board. The actions and priorities of the strategy are based on the Recommendations and Desired Outcomes of this inquiry. The strategy and action plan will be measured, with reports into the 100% Digital Leeds Board. The Board will continue to oversee progress towards digital inclusion and will ensure that the work is given the high profile it deserves.

**Position Status - 4** *This is to be formally agreed by the Scrutiny Board*

## Appendix 3

# The 100% Digital Leeds Board [DRAFT] Terms of Reference



### Purpose:

The 100% Digital Leeds Board brings together representatives from local government, the voluntary and private sectors. Members will work together to create an environment which will enable a significant increase in the number of people to become digitally engaged and make the most of the opportunities offered by the internet and associated technologies.

In particular the Board will focus on increasing levels of basic digital skills and reducing the number of people in Leeds who never/do not regularly use the internet, working collaboratively to address the three main barriers to digital inclusion: access (to equipment and connectivity); skills and confidence; and motivation (an awareness of the benefits).

The Board will ensure the production and oversight of a Digital Inclusion Strategy, support the development of business cases, monitor progress of relevant digital inclusion activity, support the use of research and evidence to inform decision making, and provide support and challenge where necessary.

### Structure:

The Board has (x) places, (x) are for Councillors representing the main political parties, further positions will be held by city and national leaders in the Digital Inclusion field.

Membership of the Board may evolve over time and the Chair holds the final decision on membership. Guest speakers may attend meetings periodically as the Chair deems appropriate.

Support for the Board will be provided by Council staff and the Council remains the accountable body for financial purposes.

### Membership:

Chair: Cllr James Lewis; Dylan Roberts
Others to be confirmed – likely to include, elected members with an interest in digital / community / employment / equality; third sector; and industry / business.

### Chairs' Responsibilities:

The Chair will:

- Chair the meetings of the Board.
- Facilitate the Board's role of monitoring and challenging progress.

- Invite reports from chairs of task and finish groups at Board meetings to support and encourage progress.

### **Board Members' Responsibilities:**

- Attend the Board meetings (every 3-4 months).
- Represent and promote the work of the Board and its task and finish groups.
- Use their expertise to advise and help deliver the Board's aims and work.
- Use their influence in their sectors to promote and drive forward the Board's work and be open to multi sector partnerships.
- Promote successful outcomes from work the Board has commissioned or overseen in the sectors they represent.
- Monitor progress against agreed objectives and milestones.
- Challenge barriers to digital inclusion in specific sectors and identify solutions that may support greater digital inclusion.
- Declare any interests to fellow Board members.
- Limit any public comments on behalf of the Board to the core remit of the Board.

### **Support Responsibilities:**

Support for the Board will be co-ordinated jointly by the Library and Information Service and Digital and Information Services which will ensure:

- The provision of a secretariat function for the Board.
- Support for the Chair in his role.
- The views of the 100% Digital Leeds Board are represented at relevant task and finish group meetings and champion/oversee other task and finish groups.