Report author: Sandra Pentelow & Jason Tutin

Tel: 74792 & 37 87095

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

Report to Scrutiny Board (Infrastructure and Investment)

Date: 24 January 2018

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):	☐	Yes	☒	No
Are there implications for equality and diversity and cohesion and integration?	☐	Yes	☒	No
Is the decision eligible for Call-In?	☐	Yes	☒	No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	☐	Yes	☒	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, increase health and wellbeing, 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.

2.4.   Scrutiny Board received a formal update in February 2017. The status for Recommendation 3 was agreed as: *Not fully implemented (Obstacle). Plan in place to resolve therefore Board will continue monitoring.* The Status of the remaining 13 Recommendations was agreed as: *Not fully implemented (Progress made acceptable. Continue monitoring).*

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.
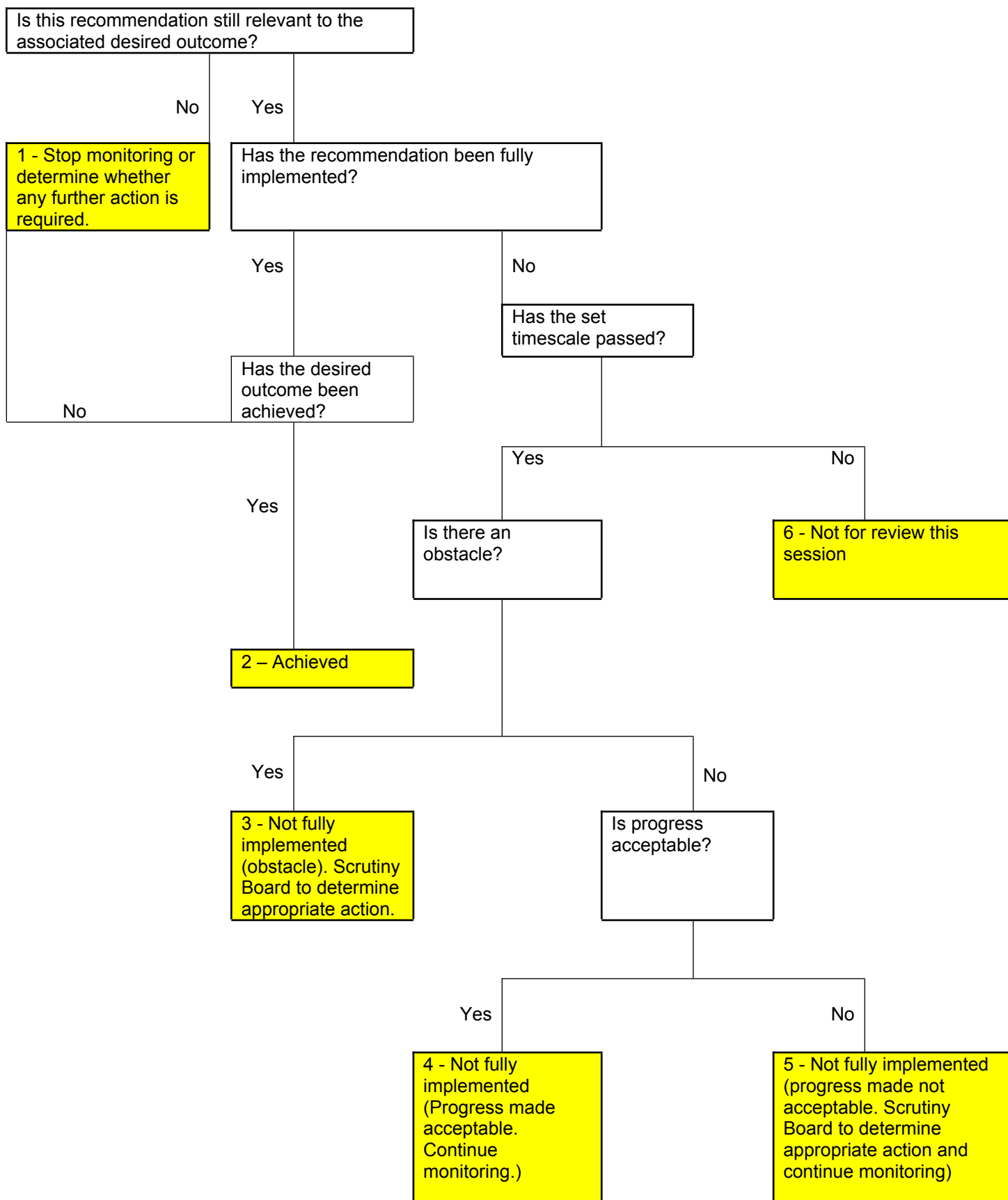
6   Recommendations

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[1]

7.1 None.

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[1] 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

Is this recommendation still relevant to the associated desired outcome?

No   Yes

1 - Stop monitoring or determine whether any further action is required.

Has the recommendation been fully implemented?

Yes   No

No

Has the desired outcome been achieved?

Has the set timescale passed?

Yes   No

Yes

Is there an obstacle?

6 - Not for review this session

2 – Achieved

Yes   No

3 - Not fully implemented (obstacle). Scrutiny Board to determine appropriate action.

Is progress acceptable?

Yes   No

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

5 - Not fully implemented (progress made not acceptable. Scrutiny Board to determine appropriate action and continue monitoring)

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 2016):
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 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, and it should be noted that these are more cost avoidance 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

Formal response (February 2017):
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
£4.28	**£8.62**	**£13.00**	**£17.41**	**£21.88**	**£26.39**	**£30.94**	**35.54**	**£40.18**	**£44.82**

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		£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	Interviews with digitally excluded	£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
Total	**£1,064**				

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.

Current Position:

Previous updates to the Board set out a baseline for the potential benefits of digital inclusion to individuals and the wider city and economy. We noted that digital inclusion leads to higher earnings, more people in employment, time and cost savings, savings to the NHS and social care as well as improved outcomes and increased self-sufficiency for individuals.

Since our last update to Scrutiny Board we have secured investment into the 100% Digital Leeds Digital Inclusion programme. Securing this investment has been challenging as it is difficult to identify direct savings resulting from those investments. We have not been able to secure investment based on prevention and cost avoidance

alone. Focusing on the wider benefits makes it hard to justify sustained investment from a single source into digital inclusion programmes because the benefits of digital inclusion accrue across a range of indicators. This has a direct impact on the Board's recommendation that we "identify the potential level of Council resources that could be appropriated to support the recommendations identified in this report and increase digital inclusion".

The funding that we have secured from Housing, for example, is linked to the introduction of online systems and channel shift for Housing services. Narrow return on investment can be delivered by motivating tenants and giving them the digital skills and/or equipment to transact online. Some efficiencies have already been factored in to the move to 'Digital by Default' for Housing services, but we know that some citizens will not/cannot use online channels without additional interventions. The funding from Housing will enable us to deliver those targeted interventions and evidence that narrow return on the investment. However, we also know that not all of the return on Housing's investment will accrue to Housing.

Housing tenants and other citizens who are digitally excluded are also likely to be unemployed or on a low income, be chronically ill or disabled, have low literacy levels or be from lower socio-economic groups. Digital inclusion can help to tackle poverty, reduce the inequalities that still exist and support the council's vision of a Compassionate City with a Strong Economy. The investment from Housing into our digital inclusion programme will see people achieving better health and wellbeing outcomes, improve their financial capability and employment prospects and reduce their social isolation. By increasing digital inclusion in this way we will realise benefits across a range of indicators.

To fully evidence the return on investment into our digital inclusion programme we would need to record the impact on individuals, their families, local communities and the wider city and economy. It is possible to model savings and the potential additional economic benefits of digital inclusion for citizens, including cost/time savings, gains in earnings and employment, and savings to the NHS from increased health and wellbeing. This modelling exercise is a longer term piece of work and is one of the requirements for the external organisation that we will procure to support our digital inclusion programme.

As a result of these issues we have had to find innovative solutions to fund this work as part of the delivery of other projects and programmes. There are three strands of investment into the digital inclusion programme:

Investment strand	Amount	Funding Source
Expand tablet lending scheme – including hardware, connectivity & professional services	Approx. £100,000	DIS Essential Services Capital Programme
Procure external supplier for strategic support to build our digital inclusion network, embed sustainability and evidence return on investment	Approx. £100,000	Smart Cities
Appoint permanent staff: 3 x Digital Inclusion Coordinators and 1 x Digital Inclusion Support Officer	Approx. £135,000	Housing IT Solutions Programme

Timescales for the three strands of investment are as follows:

	Tablet lending scheme	External supplier support	Staff
October 2017	Specification finalised and Invitation to Tender issued on YORtender		
November	ITT closes		Job descriptions written
December	Applications evaluated	Write Specification for tender	Job descriptions and grades approved by Job Evaluation
January 2018	Contract awarded	Issue Invitation to Tender	Vacancies released
February	Supplier Mobilisation meeting, including configuration and testing of tablets	ITT closes, applications evaluated and contract awarded	Recruitment and selection and preferred candidates appointed
March	Tablets ready for loan	Supplier in place to offer strategic support for the programme	New staff in post, inducted and work programme agreed
April	**Programme activity starts**		

The detail behind these three work packages and the revised governance and reporting arrangements for the Digital Inclusion programme are discussed elsewhere in this report.

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.

Formal response (February 2017):
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.

Current Position:
The Department for Digital, Culture, Media and Sport (DDCMS) announced in the autumn 2017 budget a fund of £190m available for wave 2 projects for local full fibre networks. Overall there is £750m of funding being made available from HM Treasury which will need to be allocated and spent by March 2021. The wave 2 fund opened on the 22 Nov 2017 and will close on the 26 Jan 2018. Leeds intends to submit a bid based around the Public Sector Anchor Tenancy (PSAT) delivery model to provide gigabit fibre connectivity to Schools, Social Housing Tower blocks and CCTV. This means that the Council will look to the market to provide gigabit fibre to its buildings funded from DDCMS (if we are successful with our bid) and some from the Council with the proviso that once provision it provided to these the provider can span out to other properties on the route and in those areas.

The funding requirements are as follows:

- DCMS to provide £18m to fund gigabit fibre provision to all Leeds schools. This funding request will also cover £500k for project costs and £2.5m for networking hardware.

- Leeds to provide £3.6m capital funding to provide gigabit fibre provision for Social Housing Tower blocks and CCTV.

This has the potential to enable a large portion of the geographical areas of Leeds and in particular some of the most deprived areas.

DDCMS have indicated that 15 bids will be successful in wave 2, of which Northern Ireland, Scotland & Wales will each receive one slot. As such it is important to state that this is a competition and there are no guarantees of a successful bid. There will be further waves in the competition with wave 3 opening in summer 2018. Leeds intends to resubmit in the following waves if unsuccessful in wave 2.

In wave 1 of the fund Leeds has been selected as a pilot of the Gigabit Voucher Scheme (GbVS) delivery mechanism. This will help businesses buy gigabit capable connectivity, and anticipates the operator may subsequently extend the fibre 'footprint' to surrounding premises. The vouchers are worth £3,000 per business.

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.

Formal response (February 2017):
Leeds City Council currently has two concessions contracts that provide for free public Wi-Fi. One contract with Virgin Medial Business Ltd covers the City Centre and another with AQL (Wireless) Ltd covers the reminder 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 interested in operating similar concession contracts and it is our intention to retender the requirements this financial year.

Current Position:
We propose this Recommendation be combined with Recommendation 2 as free Wi-Fi is one element to 'enable a stronger digital infrastructure that provides greater choice'.

AQL have been provided with all information requested. Existing commercial models based around free Wi-Fi services are proving difficult to establish and although AQL (Wireless) Ltd have an existing concession covering the city this has not progressed and there is no expectation this will change in the future.

Wi-Fi has been introduced in two outlying Town Centres: Morley and Wetherby. This has been instigated by local Town Councils utilising local providers and supported by Leeds City Council (Street Lighting Assets).

It is expected that the recent Government-led opportunities for 5G pilots will lead to a resurgence of interest in city wide small cell deployments leading to additional Wi-Fi services.

Position Status - 1 *This is to be formally agreed by the Scrutiny Board*

Desired Outcome 4 – To identify what is being provided 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.

Desired Outcome 13 – To minimise the risk of increasing digital exclusion due to channel shift**.**

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.

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):
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.

Formal response (February 2017):
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. We used these segmentation types to create a digital engagement 'heat map' of the city.

Map 1: Digital engagement by ward (Under 60s):
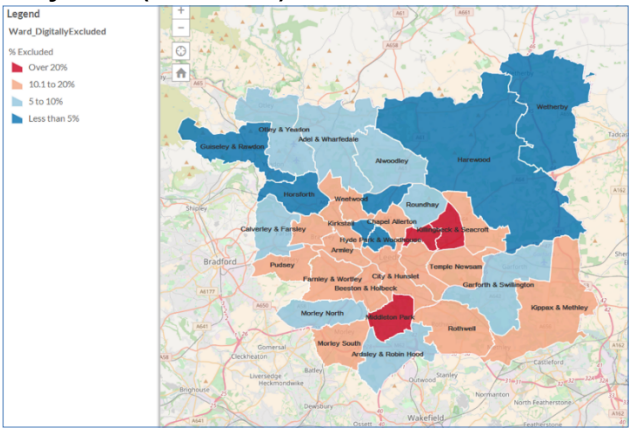
The data used for this map and the map in our original report are shown below:

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	10484	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.

Current Position:
Across all of the these Recommendations, the main actions outstanding from previous reports to the Board were:
- The need for a more robust methodology to identify specific areas of the city where digital inclusion activity should be targeted;
- Actions to mitigate against further exclusion of citizens due to channel shift
- The need to identify and coordinate the support that is available across the city and deliver events and activities as part of a wider engagement plan
- Ensure the public has access to this information as part of a wider marketing and communications plan

All of these outstanding actions are addressed below.

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

Our previous efforts in this area relied on commercial segmentation data and came with the caveat that, "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".

Since our last update to the Board, we have collected and analysed a range of real-world data to give a more accurate picture of digital inclusion/exclusion in Leeds. This basket of indicators includes transactional data for Leeds citizens using council services and a survey of Housing tenants in Leeds. All of the data is arranged by wards. The results are reproduced in **Tables 1 – 6 at Appendix 3** below.

We also have data from NHS Digital but the high number of registered patients in Leeds, coupled with the low take-up of GP online services nationally, has the potential to skew the results of our mapping exercise. Since April 2016, virtually all GP practices are able to offer their patients access to online services such as booking appointments and ordering repeat prescriptions. The BMA and NHS England have made a joint commitment to encourage practices to register a minimum of 20 per cent of their patients for at least one online service by 31 March 2018. This relatively low target means that take-up of these online services has also been low. The figures are reproduced for information in **Table 7 at Appendix 3** below but they are not included in our aggregated view of digital inclusion/exclusion.

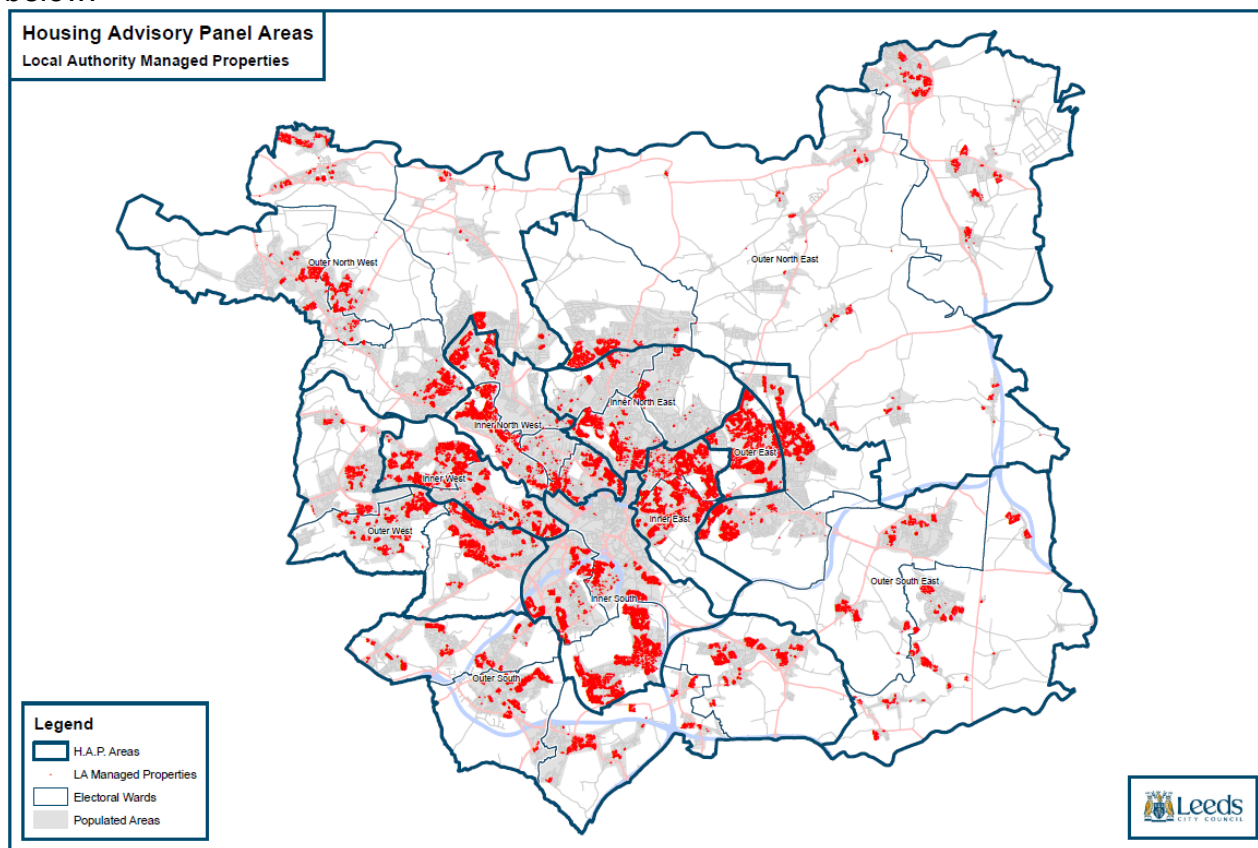The six datasets that we have used for our mapping exercise are:
1. Number of Primary School Admissions applications undertaken in paper format
2. Number of Secondary School Admissions applications undertaken in paper format
3. Number of citizen contacts via the Contact Centre rather than the online portal
4. Number of uses of the council's bin app
5. Number of housing tenants reporting no confidence to make a benefit claim online
6. Number of housing tenants without internet access

For each dataset we have listed the wards that are above or below the average for that indicator. This gives us six lists that illustrate the likelihood of digital exclusion, with some wards appearing multiple times across those six lists. We have used this as the measure to give us our aggregated view of digital inclusion/exclusion. The wards that appear four or more times are listed below and these are the wards where we will focus our digital inclusion activity:
- Armley (appears 5 times)
- Beeston and Holbeck (6)
- Bramley and Stanningley (4)
- Burmantofts and Richmond Hill (6)
- City and Hunslet (5)
- Farnley and Wortley (4)
- Gipton and Harehills (6)
- Hyde Park and Woodhouse (5)
- Killingbeck and Seacroft (5)
- Kirkstall (4)
- Middleton Park (5)

Within these wards we will develop a universal offer to address the barriers to digital inclusion and we will maintain a special focus on Housing tenants. This is in response to the investment from Housing IT Solutions fund to create four new posts to coordinate our digital inclusion activities.

Thus, when planning activity within each of our targeted wards we will also look at the spread of properties managed by the local authority. These are outlined on the map below.

Housing Advisory Panel Areas
Local Authority Managed Properties

Legend
☐ H.A.P. Areas
· LA Managed Properties
☐ Electoral Wards
▨ Populated Areas

2. To minimise the risk of increasing digital exclusion due to channel shift.

The overall aim of our digital inclusion programme is to increase digital inclusion of Leeds citizens through a targeted engagement and marketing campaign, the provision of skills training and access to hardware and broadband as required. There will be a specific focus on delivering this for council tenants as part of the roll out of new digital Housing services. We will work with housing tenants to ensure they are ready for the rollout of these new digital services in 2018 and the move to Universal Credit Full Service in Leeds in October 2018.

We know that some citizens will not use online channels without additional interventions. Applying for a school place has been a 'Digital by Default' service in Leeds for two years. However, for the 2017/18 school year, 11% of applications were still submitted on paper (17,954 total applications; 1,972 paper applications). The most recent Annual Tenancy Visits Survey revealed that 40% of tenants (8,816 individuals) were not confident that they could make a benefit claim online.

We will create 3 x Digital Inclusion Coordinator posts to manage and coordinate programmes of activity to accelerate and maximise digital inclusion across the city. Each of the three posts will take a lead role in addressing the three barriers to digital inclusion:
- Lack of digital skills/confidence
- Cost of equipment and broadband access
- Lack of interest/motivation.

There will also be 1 x Digital Inclusion Support Officer who will provide support for the 100% Digital Leeds digital inclusion programme. This will include supporting and working on project teams, maintaining an overview of the tablet lending scheme and other strands of the 100% Digital Leeds programme.

The posts will sit within the Library Service structure and will be part of a newly created Digital Inclusion team within the wider Smart Cities 100% Digital Leeds programme. The team will report progress to, and take strategic direction from, the Housing IT Solutions Board and will work closely with the other Smart Cities teams to present highlight reports to the Smart Cities Portfolio Board. The governance arrangements for our digital inclusion programme are explained in more detail under **Recommendation 14**.

3. **To identify what is being provided across the city to facilitate better coordinated support, remove duplication and spend money wisely.**
   To make best use of local knowledge and established networks to reduce digital exclusion.

The ambitious plans that we set out in our February 2017 update included events in localities as part of a wider communications strategy and marketing campaign. We wanted the campaign to increase awareness of 100% Digital Leeds at a grassroots level in communities and increase commitment from organisations across the city. We noted that, *"…extra resources will be necessary to create and deliver a quality communications campaign"*.

We now have these extra resources in place, as outlined in response to **Recommendation 1**. The Digital Inclusion Coordinators will establish strong and effective working relationships with others working on digital projects and digital inclusion activities, both within the council and externally. We intend to work with an external organisation to build a coherent and coordinated network of digital inclusion activity across Leeds. The organisation will devise and deliver a communications, marketing and engagement campaign. They will also provide strategic support to the Digital Inclusion project team to ensure we embed sustainability and evidence return on investment. Funding has been secured and a procurement exercise has already begun to recruit a suitable organisation.

The network will engage and support residents to develop digital skills and confidence using a local, accessible, person-centred approach. The network could also include volunteer Digital Champions drawn from private sector sponsors or the general public. Other support from private sector partners could include the donation of space or equipment.

As well as identifying and coordinating support across the city around digital inclusion we are also in discussions with the council's Head of Employment Access and Growth to ensure co-ordination of activity across the digital skills spectrum (ranging from inclusion to high level and specialist skills). We are also actively engaged in discussions at the city region level regarding the possibility of developing a Local Digital Skills Partnership (subject to funding) to coordinate support across the region.

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

Our February 2017 update to Scrutiny Board outlined the development of the 100% Digital Leeds map. This was intended as a single point of reference for the public to find organisations across the city that offer skills training and support for digital inclusion.

Since then, the council has invested in the Leeds Adult Learning Course Finder:
www.leedsadultlearning.co.uk

This shows all adult learning courses commissioned by Leeds City Council through funding from the Education and Skills Funding Agency. In the first three months since its launch the website has seen:

- 34,294 page views
- 7,147 users
- 3 minutes average time spent on the site with people visiting 5 pages each time
- 75% new visitors, 25% returning visitors

Digital inclusion courses promoted through the website range from basic internet, email, iPad and Smartphone courses through to more advanced courses such as Excel, Photoshop and website design. These courses sit alongside other provision including English, maths, ESOL, jobs and work skills and health and wellbeing courses.

Rather than maintain two websites, we are exploring opportunities to include our requirements within the Adult Learning Course Finder and we will begin to appraise options next year. The original 100% Digital Leeds map will not be decommissioned until we have determined whether the Course Finder can meet our requirements. If it can, then the Course Finder is the website we will use to facilitate access to information by the public.

Position Status
Recommendation 4 - 4
Recommendation 8 – 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.

Formal response (February 2017):
See Recommendation 4 above. Note the need for additional resource at Point 3.

Current Position:
See Recommendation 4 above. Note that additional resource has been secured.

Position Status - 2 *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 11 – To improve the digital skills of the Council workforce.
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 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.

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.

Formal response (February 2017):
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

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

Current Position:

During January to March 2017 a digital skill survey was issued to all council staff, although only staff using Performance and Learning system (PAL) responded (as in people already online). There were 4,437 responses, which was 53% of all PAL users. Staff who didn't have access to PAL were given opportunity via their managers to fill in a survey on the SNAP tool, and printed copies were available on request. However, the response from users not on the network was poor and not representative.

For the cohort of staff for whom we do have results, 51% have all five digital skills. (Note that for the purposes of these figures a response of "I don't understand the question" to any of the surveyed questions is treated the same as "I can't do this".)

It is problematic that there isn't a sufficient sample of data from staff who do not have access to the council network. The five digital skills are important life skills not exclusively related to using technology at work, therefore to not have a sufficient sample from this group means that we cannot provide an accurate picture of the percentage of council staff overall with all five digital skills. Work is ongoing with HR, Performance and Intelligence and Corporate Comms to rectify how engagement with staff who are not connected to the Council network can be improved.

We recommended taking a pragmatic approach regards the importance of all staff having all five digital skills: increasing digital skills of council staff will be supported in the same way that we are supporting citizens. Not least, an effective and high profile marketing campaign to drive awareness of digital inclusion and its benefits to residents should motivate council staff as well as digitally excluded citizens.

The council will continue to encourage the use of the Good Things Foundation's online learning tool Learn My Way. We have put arrangements in place to link online course completions to the staff member's record in the PAL system. This can be supplemented by classroom sessions delivered by Union Learn, the library service or any of the providers on the aforementioned Adult Learning Course Finder.

Position Status
Recommendation 6 – 4
Recommendation 12 - 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.

Formal response (February 2017):
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.

Current Position:

The main outstanding action from our previous reports to the Board was the need to develop a coordinated cross sector campaign to communicate the benefits of being online. To address this, a marketing, communication and engagement campaign will be developed with an external organisation as outlined in response to **Recommendation 4** above. This will raise awareness about the support available and increase motivation and engagement.

Of the three barriers to digital inclusion, lack of interest/motivation is the strongest and most difficult barrier to overcome. The Lloyds Bank Consumer Digital Index 2017 noted that, "It is becoming increasingly challenging to motivate those who are not yet using the internet. Of those who are offline:
- 51% aren't interested in getting online
- 68% say nothing can motivate them to get online
- 73% don't believe you can save money online
- 77% aren't aware of available digital support"

One of the most powerful engagement tools is to show people the positive changes that can be made to their lives from being online. The tablet lending scheme managed by the library service provided evidence of this during the three month pilot earlier this year. The pilot scheme ran for three months and we lent 30 iPads to users of three organisations across Leeds. We wanted to test the scheme with different groups of people who had a variety of reasons for wanting to be online.

The groups and organisations that we worked with were:

- **RETAS (Refugee Education and Training Advice Service)** with a class of ESOL students - using the tablets to develop their English skills and to stay connected with family and friends.
- **OPAL (Older People's Action in the Locality)** with older, often socially isolated people in the north west of the city - using the tablets to follow their interests and learn new skills, look up health information and keep in touch with relatives using

Facetime and Skype.
- **Children's Services** with young people leaving the care system - using the tablets to apply for jobs and prepare for further education courses.

At RETAS, one student had been in the UK for two years but due to having a baby, was unable to attend English classes until now. Like the overwhelming majority of the class, she had used the iPad to watch videos on learning English – particularly the alphabet and phonetics – and try online courses and quizzes. Another student was able to access the Maps app to help find his way around the city and get to appointments.

Two of the users at OPAL, by their own admission, had little interest in getting online but since using the iPads they are now looking into buying their own tablets. The portability and ease of use were appealing to both. Neither own computers or use the internet, but found using the iPad relatively straightforward, which motivated them. One was inspired enough to take the iPad on a recent trip and take photos, as well as looking up information about the destination.

Our tablet lending pilot attracted the attention of other councils and other library authorities. We were asked to write a blog for the Libraries Taskforce so that other libraries could learn from our experience:
https://librariestaskforce.blog.gov.uk/2017/09/20/tablet-loans-in-leeds/

Hampshire Libraries introduced their scheme after receiving funding from Arts Council England: https://www.hampshiresuperfastbroadband.com/news/2017/09/19/ipad-lending-and-training-scheme-with-hampshire-libraries/

We also advised colleagues from the Greater London Authority as they introduced their own scheme in Lewisham:
https://www.lewisham.gov.uk/myservices/libraries/Pages/Tablet-borrowing-scheme-for-over-55s,-community-groups-and-those-on-benefits.aspx

We have secured additional investment to expand our tablet lending scheme. Our new scheme will make 150 iPads available for loan from April 2018. We believe this will make our scheme the biggest of its kind in the country. This gives us the opportunity to help even more of our most digitally excluded residents.

We have just completed a procurement exercise and we expect to award the contract in late January/early February. As well as supplying the iPads, the successful Contractor will deliver a managed service and support so that the scheme can be scaled up as extra funding becomes available.

The managed service includes:
- A data plan to maximise data usage and connectivity as well as a data limit that cannot be exceeded by the user, so no extra costs are incurred to end users or the council.
- A Mobile Device Management (MDM) solution that allows tablets to be remotely tracked, wiped and locked to prevent personal data being compromised in the event of loss or theft.
- Lifecycle solution for replacing, refreshing, recycling or disposing of tablets. This will include options to deal with user damage, hardware and software faults.

Our Digital Inclusion team will work with partners and community organisations to identify

groups and individuals who would most benefit from taking part in the new tablet lending scheme.

Note (February 2017): The obstacle to quicker implementation of the tablet lending scheme is finalising and resourcing the up-front and ongoing costs of the scheme. Additional resource has been secured.

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

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, or 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.

Formal response (February 2017):
See Recommendation 4 above.

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.

Formal response (February 2017):
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.

Current Position:
See Recommendation 4 above.

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.

Formal response (February 2017):
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.

Current Position:
This Recommendation has been combined with Recommendations 6 & 12 above.

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.

Formal response (February 2017):
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. Therefore, it is recommended that this action is removed.

Current Position:
See Recommendation 4 above.

Position Status - 4 *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 City Council 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.

Formal response (February 2017):
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. 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 diversity of interests represented by the board membership reflects the fact that digital inclusion is a city priority and not just a council priority. 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.

Current Position:
Since our February 2017 update to the Board, we have secured over £300,000 of investment into the different strands of our digital inclusion programme. Governance arrangements have evolved to reflect these funding sources and the need to report progress and return on investment to the relevant Boards.

As such, the proposed 100% Digital Leeds Board has been replaced by a new formal governance structure which sees digital inclusion become an integral part of the council's Smart Cities Programme.

Led by the Chief Digital and Information Officer, there will be a formal governance structure in place, accountable programme leads and project teams will work collectively to deliver the required outcomes. Proposals were reviewed and agreed by the Director of Resources and Housing, Resources and Housing SLT and consulted with other Directors and Chief Officers in October 2017.

Across the Smart Cities Programme, there will be a focus on three priorities above all others: Health & Wellbeing, Transport and Housing. The core enabling areas of work for the Smart Cities activities are in four key areas:

- **Connected Data:** The Data Mill North website contract will be reviewed and retendered to continue the council's transparency requirements and open data ambitions. The team will continue to promote the Innovation Labs/Pathway to services across the council and facilitate the process.
- **Connectivity:** The ambition is for Leeds to have the best connectivity in the UK with all premises, residential and business use, capable of receiving gigabit speeds.
- **Digital Inclusion:** The overall aim is to increase the digital inclusion of Leeds citizens through a targeted engagement and marketing campaign, the provision of skills training and access to hardware and broadband as required. There will be a specific focus on delivering this for council tenants as part of the roll out of new digital Housing services.
- **Data Analytics:** Focussing initially on Health and Care we will develop an Office of Data Analytics and Insight (technology and staff) to support strategic commissioning and integrated-care organisations, with an underlying shared data model and infrastructure.

Funding sources for programme and project delivery will come from a range of sources based on business cases. Programme and project governance will be applied in line with the council's financial and contract procedure rules.

Position Status - 2 *This is to be formally agreed by the Scrutiny Board*

Appendix 3: Digital exclusion indicators

Table 1:

Number of Primary School Admissions applications undertaken in paper format			
Source : LCC Admissions 17/18 school year			
Average = 32			
WARD	WARD TOTAL	ONLINE	PAPER	Total number of admissions undertaken on paper
ADEL & WHARFEDALE	188	184	4	4
ALWOODLEY	267	250	17	17
ARDSLEY & ROBIN HOOD	302	285	17	17
ARMLEY	351	283	68	68
BEESTON & HOLBECK	351	276	75	75
BRAMLEY & STANNINGLEY	336	298	38	38
BURMANTOFTS & RICHMOND HILL	465	360	105	105
CALVERLEY & FARSLEY	296	280	16	16
CHAPEL ALLERTON	294	252	42	42
CITY & HUNSLET	312	250	62	62
CROSSGATES & WHINMOOR	317	290	27	27
FARNLEY & WORTLEY	341	305	36	36
GARFORTH & SWILLINGTON	189	174	15	15
GIPTON & HAREHILLS	575	443	132	132
GUISELEY & RAWDON	330	319	11	11
HAREWOOD	190	187	3	3
HEADINGLEY	51	43	8	8
HORSFORTH	287	282	5	5
HYDE PARK & WOODHOUSE	212	167	45	45
KILLINGBECK & SEACROFT	353	312	41	41
KIPPAX & METHLEY	241	221	20	20
KIRKSTALL	206	178	28	28
MIDDLETON PARK	471	406	65	65
MOORTOWN	282	265	17	17
MORLEY NORTH	262	240	22	22
MORLEY SOUTH	263	237	26	26
OTLEY & YEADON	200	192	8	8
PUDSEY	293	272	21	21
ROTHWELL	260	250	10	10
ROUNDHAY	396	371	25	25
TEMPLE NEWSAM	248	232	16	16
WEETWOOD	242	232	10	10
WETHERBY	191	183	9	9
Grand Total	9562	8519	1044	1044

Digital exclusion indicator: Top 11 wards	
1	GIPTON & HAREHILLS
2	BURMANTOFTS & RICHMOND HILL
3	BEESTON & HOLBECK
4	ARMLEY
5	MIDDLETON PARK
6	CITY & HUNSLET
7	HYDE PARK & WOODHOUSE
8	CHAPEL ALLERTON
9	KILLINGBECK & SEACROFT
10	BRAMLEY & STANNINGLEY
11	FARNLEY & WORTLEY

Table 2:

WARD	WARD TOTAL	ONLINE	PAPER	Total number of admissions undertaken on paper
Number of Secondary School Admissions applications undertaken in paper format				
Source : LCC Admissions 17/18 school year				
Average = 28				
ADEL & WHARFEDALE	174	167	7	7
ALWOODLEY	222	214	8	8
ARDSLEY & ROBIN HOOD	295	279	16	16
ARMLEY	266	212	54	54
BEESTON & HOLBECK	278	222	56	56
BRAMLEY & STANNINGLEY	268	225	43	43
BURMANTOFTS & RICHMOND HILL	358	294	64	64
CALVERLEY & FARSLEY	248	235	13	13
CHAPEL ALLERTON	268	226	42	42
CITY & HUNSLET	260	202	58	58
CROSSGATES & WHINMOOR	270	237	33	33
FARNLEY & WORTLEY	294	268	26	26
GARFORTH & SWILLINGTON	228	221	7	7
GIPTON & HAREHILLS	502	408	94	94
GUISELEY & RAWDON	309	293	16	16
HAREWOOD	169	160	9	9
HEADINGLEY	66	41	25	25
HORSFORTH	253	242	11	11
HYDE PARK & WOODHOUSE	147	116	31	31
KILLINGBECK & SEACROFT	330	281	49	49
KIPPAX & METHLEY	257	241	16	16
KIRKSTALL	189	144	45	45
MIDDLETON PARK	374	328	46	46
MOORTOWN	235	219	16	16
MORLEY NORTH	216	201	15	15
MORLEY SOUTH	271	257	14	14
OTLEY & YEADON	190	180	10	10
PUDSEY	256	235	21	21
ROTHWELL	233	213	20	20
ROUNDHAY	320	300	20	20
TEMPLE NEWSAM	243	232	11	11
WEETWOOD	229	206	23	23
WETHERBY	174	165	9	9
Grand Total	8392	7464	928	928

Digital exclusion indicator: Top 12 wards	
1	GIPTON & HAREHILLS
2	BURMANTOFTS & RICHMOND HILL
3	CITY & HUNSLET
4	BEESTON & HOLBECK
5	ARMLEY
6	KILLINGBECK & SEACROFT
7	MIDDLETON PARK
8	KIRKSTALL
9	BRAMLEY & STANNINGLEY
10	CHAPEL ALLERTON
11	CROSSGATES & WHINMOOR
12	HYDE PARK & WOODHOUSE

Table 3:

	Number of citizen contacts via the Contact Centre rather than the online portal					
	Source : LCC Customer Contact Team (Data collected April - August 2017)					
	Average = 322					
WARD	Online usage Number	Online usage (%)	Employee Portal usage Number	Employee Portal usage (%)	Total number of contacts	Number of times citizens did not use LCC online customer portal
ADEL & WHARFEDALE	464	68%	215	32%	679	215
ALWOODLEY	527	65%	282	35%	809	282
ARDSLEY & ROBIN HOOD	584	67%	292	33%	876	292
ARMLEY	715	62%	445	38%	1160	445
BEESTON & HOLBECK	536	47%	595	53%	1131	595
BRAMLEY & STANNINGLEY	589	65%	311	35%	900	311
BURMANTOFTS & RICHMOND HILL	473	53%	425	47%	898	425
CALVERLEY & FARSLEY	632	70%	265	30%	897	265
CHAPEL ALLERTON	636	58%	461	42%	1097	461
CITY & HUNSLET	799	65%	439	35%	1238	439
CROSSGATES & WHINMOOR	624	68%	297	32%	921	297
FARNLEY & WORTLEY	625	60%	415	40%	1040	415
GARFORTH & SWILLINGTON	484	68%	227	32%	711	227
GIPTON & HAREHILLS	422	47%	479	53%	901	479
GUISELEY & RAWDON	590	71%	237	29%	827	237
HAREWOOD	431	64%	246	36%	677	246
HEADINGLEY	253	65%	136	35%	389	136
HORSFORTH	532	70%	223	30%	755	223
HYDE PARK & WOODHOUSE	390	58%	281	42%	671	281
KILLINGBECK & SEACROFT	496	53%	438	47%	934	438
KIPPAX & METHLEY	514	66%	269	34%	783	269
KIRKSTALL	547	61%	344	39%	891	344
MIDDLETON PARK	595	53%	532	47%	1127	532
MOORTOWN	517	64%	285	36%	802	285
MORLEY NORTH	668	72%	255	28%	923	255
MORLEY SOUTH	530	64%	298	36%	828	298
OTLEY & YEADON	484	65%	261	35%	745	261
PUDSEY	610	67%	307	33%	917	307
ROTHWELL	552	66%	282	34%	834	282
ROUNDHAY	617	65%	337	35%	954	337
TEMPLE NEWSAM	472	63%	276	37%	748	276
WEETWOOD	495	66%	250	34%	745	250
WETHERBY	425	65%	228	35%	653	228
Grand Total	17828		10633		28461	10633

	Digital exclusion indicator: Top 11 wards
1	BEESTON & HOLBECK
2	MIDDLETON PARK
3	GIPTON & HAREHILLS
4	CHAPEL ALLERTON
5	ARMLEY
6	CITY & HUNSLET
7	KILLINGBECK & SEACROFT
8	BURMANTOFTS & RICHMOND HILL
9	FARNLEY & WORTLEY
10	KIRKSTALL
11	ROUNDHAY

Table 4:

Number of uses of the council's bin app	
Source : LCC	
Average = 2459	
WARD	**Bin App Use**
ADEL & WHARFEDALE	2438
ALWOODLEY	2529
ARDSLEY & ROBIN HOOD	2688
ARMLEY	2766
BEESTON & HOLBECK	2245
BRAMLEY & STANNINGLEY	2505
BURMANTOFTS & RICHMOND HILL	1841
CALVERLEY & FARSLEY	2977
CHAPEL ALLERTON	3248
CITY & HUNSLET	1194
CROSSGATES & WHINMOOR	2812
FARNLEY & WORTLEY	2920
GARFORTH & SWILLINGTON	1943
GIPTON & HAREHILLS	1861
GUISELEY & RAWDON	2782
HAREWOOD	2495
HEADINGLEY	996
HORSFORTH	3645
HYDE PARK & WOODHOUSE	803
KILLINGBECK & SEACROFT	2637
KIPPAX & METHLEY	2442
KIRKSTALL	2482
MIDDLETON PARK	2774
MOORTOWN	3478
MORLEY NORTH	2814
MORLEY SOUTH	2892
OTLEY & YEADON	2135
PUDSEY	2734
ROTHWELL	1637
ROUNDHAY	3466
TEMPLE NEWSAM	2120
WEETWOOD	3004
WETHERBY	1838
Grand Total	**81141**

Digital exclusion indicator: Top 13 wards	
1	HYDE PARK & WOODHOUSE
2	HEADINGLEY
3	CITY & HUNSLET
4	ROTHWELL
5	WETHERBY
6	BURMANTOFTS & RICHMOND HILL
7	GIPTON & HAREHILLS
8	GARFORTH & SWILLINGTON
9	TEMPLE NEWSAM
10	OTLEY & YEADON
11	BEESTON & HOLBECK
12	ADEL & WHARFEDALE
13	KIPPAX & METHLEY

Table 5:

Number of housing tenants reporting no confidence to make a benefit claim online			
Source : LCC Annual Tenancy Visits Survey			
Average = 267			
WARD	Confident you could make a benefit claim online	Not confident could make a benefit claim online	Count	Number of citizens not confident of making an on line claim
ADEL & WHARFEDALE	44%	56%	263	147
ALWOODLEY	64%	36%	725	261
ARDSLEY & ROBIN HOOD	60%	40%	280	112
ARMLEY	61%	39%	1036	404
BEESTON & HOLBECK	63%	37%	789	292
BRAMLEY & STANNINGLEY	68%	32%	1370	438
BURMANTOFTS & RICHMOND HILL	65%	35%	1570	550
CALVERLEY & FARSLEY	45%	55%	581	320
CHAPEL ALLERTON	52%	48%	475	228
CITY & HUNSLET	73%	27%	689	186
CROSSGATES & WHINMOOR	64%	36%	585	211
FARNLEY & WORTLEY	66%	34%	1363	463
GARFORTH & SWILLINGTON	57%	43%	364	157
GIPTON & HAREHILLS	55%	45%	826	372
GUISELEY & RAWDON	56%	44%	329	145
HAREWOOD	57%	43%	101	43
HEADINGLEY	71%	29%	31	9
HORSFORTH	55%	45%	324	146
HYDE PARK & WOODHOUSE	52%	48%	770	370
KILLINGBECK & SEACROFT	62%	38%	1758	668
KIPPAX & METHLEY	48%	52%	596	310
KIRKSTALL	57%	43%	905	389
MIDDLETON PARK	80%	20%	1359	272
MOORTOWN	38%	62%	191	118
MORLEY NORTH	58%	42%	451	189
MORLEY SOUTH	44%	56%	607	340
OTLEY & YEADON	58%	42%	494	207
PUDSEY	51%	49%	1384	678
ROTHWELL	65%	35%	600	210
ROUNDHAY	43%	57%	276	157
TEMPLE NEWSAM	68%	32%	343	110
WEETWOOD	51%	49%	300	147
WETHERBY	37%	63%	265	167
Grand Total	59.83%	40.17%	22114	8816

Digital exclusion indicator: Top 14 wards	
1	PUDSEY
2	KILLINGBECK & SEACROFT
3	BURMANTOFTS & RICHMOND HILL
4	FARNLEY & WORTLEY
5	BRAMLEY & STANNINGLEY
6	ARMLEY
7	KIRKSTALL
8	GIPTON & HAREHILLS
9	HYDE PARK & WOODHOUSE
10	MORLEY SOUTH
11	CALVERLEY & FARSLEY
12	KIPPAX & METHLEY
13	BEESTON & HOLBECK
14	MIDDLETON PARK

Table 6:

Number of housing tenants without internet access				
Source : LCC Annual Tenancy Visits Survey				
Average = 248				
WARD	Tenant has internet access	Tenant does not have internet access	Total Count	Number of tenants with no access
ADEL & WHARFEDALE	55%	45%	314	141
ALWOODLEY	70%	30%	766	230
ARDSLEY & ROBIN HOOD	68%	32%	285	91
ARMLEY	63%	37%	1142	423
BEESTON & HOLBECK	69%	31%	1093	339
BRAMLEY & STANNINGLEY	73%	27%	1482	400
BURMANTOFTS & RICHMOND HI	69%	31%	1665	516
CALVERLEY & FARSLEY	59%	41%	588	241
CHAPEL ALLERTON	75%	25%	528	132
CITY & HUNSLET	60%	40%	855	342
CROSSGATES & WHINMOOR	64%	36%	696	251
FARNLEY & WORTLEY	72%	28%	1396	391
GARFORTH & SWILLINGTON	70%	30%	367	110
GIPTON & HAREHILLS	69%	31%	878	272
GUISELEY & RAWDON	65%	35%	335	117
HAREWOOD	46%	54%	170	92
HEADINGLEY	78%	22%	37	8
HORSFORTH	66%	34%	379	129
HYDE PARK & WOODHOUSE	64%	36%	858	309
KILLINGBECK & SEACROFT	69%	31%	1937	600
KIPPAX & METHLEY	54%	46%	609	280
KIRKSTALL	62%	38%	973	370
MIDDLETON PARK	72%	28%	1769	495
MOORTOWN	55%	45%	196	88
MORLEY NORTH	66%	34%	474	161
MORLEY SOUTH	53%	47%	630	296
OTLEY & YEADON	67%	33%	556	183
PUDSEY	62%	38%	1425	542
ROTHWELL	70%	30%	656	197
ROUNDHAY	64%	36%	311	112
TEMPLE NEWSAM	77%	23%	400	92
WEETWOOD	73%	27%	315	85
WETHERBY	51%	49%	311	152
Grand Total	67%	33%	24396	8051

Digital exclusion indicator: Top 15 wards	
1	KILLINGBECK & SEACROFT
2	PUDSEY
3	BURMANTOFTS & RICHMOND HILL
4	MIDDLETON PARK
5	ARMLEY
6	BRAMLEY & STANNINGLEY
7	FARNLEY & WORTLEY
8	KIRKSTALL
9	CITY & HUNSLET
10	BEESTON & HOLBECK
11	HYDE PARK & WOODHOUSE
12	MORLEY SOUTH
13	KIPPAX & METHLEY
14	GIPTON & HAREHILLS
15	CROSSGATES & WHINMOOR

Table 7:

WARD	Total Number of Registered Patients aged 16+	Number of Patients who have requested online access to appointments or prescriptions	Number of Patients who have not requested online access to appointments or prescriptions
ADEL & WHARFEDALE	6481	3075	3406
ALWOODLEY	19531	4918	14613
ARDSLEY & ROBIN HOOD	22114	4443	17671
ARMLEY	30206	7019	23187
BEESTON & HOLBECK	30109	6996	23113
BRAMLEY & STANNINGLEY	11678	2610	9068
BURMANTOFTS & RICHMOND HILL	42127	3538	38589
CALVERLEY & FARSLEY	23814	7238	16576
CHAPEL ALLERTON	28398	5550	22848
CITY & HUNSLET	32127	5512	26615
CROSSGATES & WHINMOOR	18640	3531	15109
FARNLEY & WORTLEY	12939	4073	8866
GARFORTH & SWILLINGTON	16292	5648	10644
GIPTON & HAREHILLS	20171	3076	17095
GUISELEY & RAWDON	15243	4835	10408
HAREWOOD	7696	3232	4464
HEADINGLEY	24137	5213	18924
HORSFORTH	4260	796	3464
HYDE PARK & WOODHOUSE	65107	9029	56078
KILLINGBECK & SEACROFT	16511	1463	15048
KIPPAX & METHLEY	19596	4794	14802
KIRKSTALL	23789	3410	20379
MIDDLETON PARK	14742	3844	10898
MOORTOWN	13517	3250	10267
MORLEY NORTH	2812	504	2308
MORLEY SOUTH	32012	6629	25383
OTLEY & YEADON	39011	12916	26095
PUDSEY	20499	7422	13077
ROTHWELL	16094	2240	13854
ROUNDHAY	14648	4828	9820
TEMPLE NEWSAM	12158	4523	7635
WEETWOOD	31356	6749	24607
WETHERBY	21514	7354	14160
Grand Total	**709329**	**160258**	**549071**

Number of Primary Care Patients registered for GP online services
Source : NHS Digital