

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

**Report to Scrutiny Board (Infrastructure, Investment and Inclusive Growth)**

**Date: 20 February 2019**

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

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

**Summary of main issues**

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

**Recommendations**

4. Members are asked to:
  - Agree those recommendations which no longer require monitoring;
  - Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result;
  - Agree to receive a further report in 2020 to review the evidence of impact and Return on Investment for the 100% Digital Leeds programme.

## 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 formal updates in February 2017 and January 2018. At the last meeting the status for Recommendations was agreed as:

1	Not fully implemented (Progress made acceptable. Continue monitoring)
2	Not fully implemented (Progress made acceptable. Continue monitoring)
3	Stop Monitoring
4	Not fully implemented (Progress made acceptable. Continue monitoring)
5	Achieved
6	Not fully implemented (Progress made acceptable. Continue monitoring)
7	Not fully implemented (Progress made acceptable. Continue monitoring)
8	Not fully implemented (Progress made acceptable. Continue monitoring)
9	Not fully implemented (Progress made acceptable. Continue monitoring)
10	Not fully implemented (Progress made acceptable. Continue monitoring)
11	Not fully implemented (Progress made acceptable. Continue monitoring)
12	Not fully implemented (Progress made acceptable. Continue monitoring)
13	Not fully implemented (Progress made acceptable. Continue monitoring)
14	Achieved

### **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 priorities 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 healthy ageing

and links 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

The February 2019 update also includes reference to Leeds Inclusive Growth Strategy.

#### **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;
- Agree to receive a further report in 2020 to review the evidence of impact and Return on Investment for the 100% Digital Leeds programme.

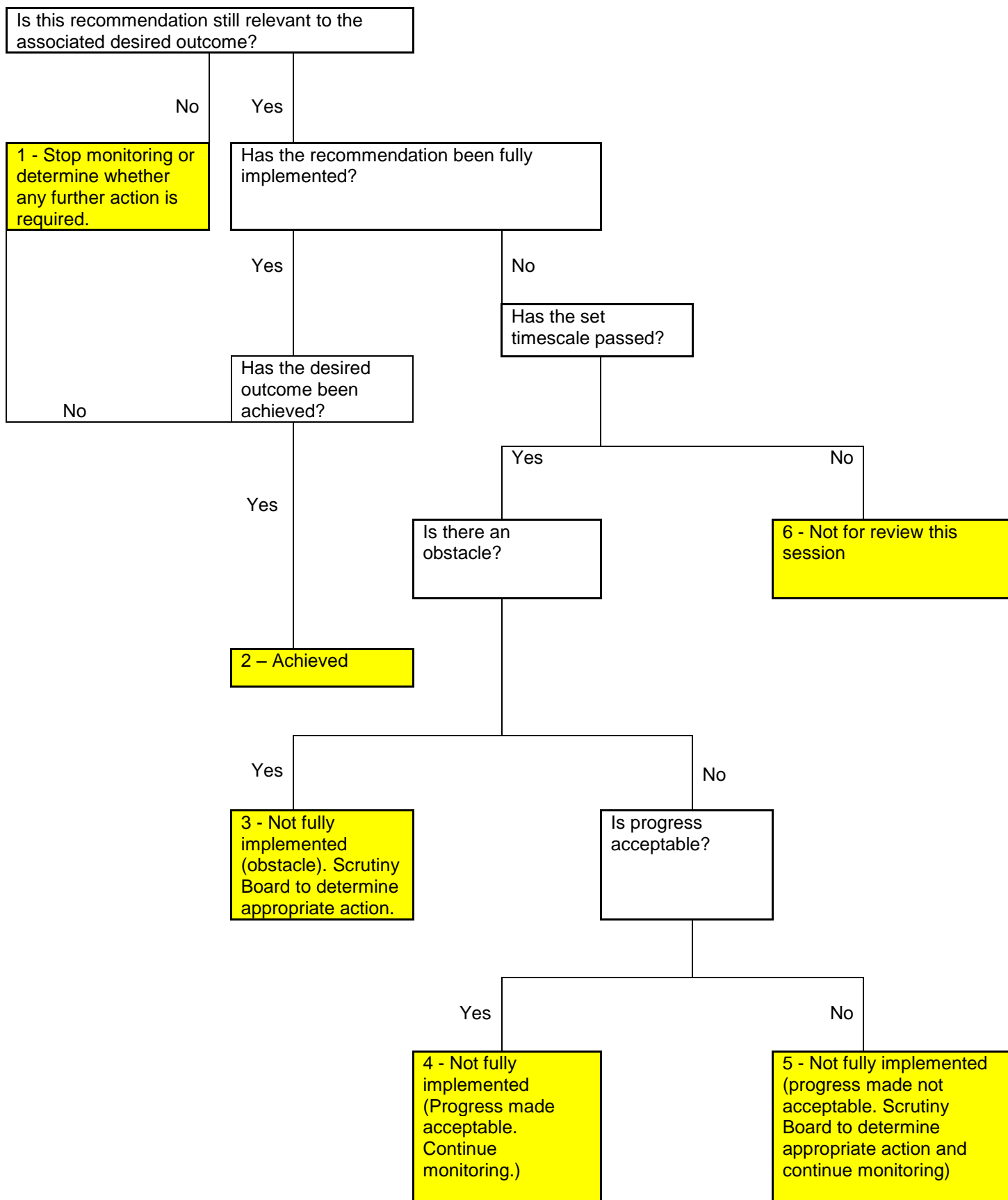
### **7 Background documents<sup>1</sup>**

7.1 None.

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

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



## Position Status Categories

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

## **Introduction**

Since our last update to Scrutiny Board we have made significant progress against the Board's Recommendations. We have also ensured that our work supports the priorities outlined in Leeds Inclusive Growth Strategy, especially *Big Idea 9: Leeds as a Digital City*.

This update report details the progress made to date towards our ambition for 100% Digital Leeds. We have taken a narrative approach to the report and divided it into five Sections that outline our work in the following areas:

- 1. Investment/Return on Investment**
- 2. Creating a citywide movement for digital inclusion**
- 3. Increasing capacity in communities through:**
  - a. Access to equipment (tablet lending)**
  - b. Funding (grants programme)**
  - c. Improving digital skills of staff/volunteers (Digital Champions training)**
- 4. Digital skills for council staff**
- 5. Connectivity/Infrastructure**

The relevant Scrutiny Board Recommendations and Inclusive Growth priorities covered by each Section are as follows:

### **Section 1 – Investment/Return on Investment**

#### **Scrutiny Board Recommendation(s): 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.

#### **Inclusive Growth Priorities:**

- Technological change will create opportunities for cities who are at the forefront of the next wave of digital transformation, but poses risks for any cities that lag behind on digital investment and digital skills.
- Maximise the benefits from information and technology.
- Targeting investment and intervention to tackle poverty in priority neighbourhoods.
- Work with local people, partners and other stakeholders to develop programmes that focus on connecting these neighbourhoods back into the economic and social mainstream of the city.

### **Section 2 – Creating a citywide movement for digital inclusion**

#### **Scrutiny Board Recommendation(s): 7, 10**

- 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.

- 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.

**Inclusive Growth Priorities:**

- Increasing digital inclusion, so all people can access services, education and training.
- Work with digital firms to support digital inclusion, for example through initiatives such as 100% Digital Leeds where the council are working with the Good Things Foundation to develop an ambitious digital literacy plan for Leeds to get people online so they can access job opportunities and services.
- Improve digital inclusion, including women in tech.
- Working in partnership to improve the health of the poorest the fastest.
- Enabling more people to manage their health in the community and workplace, working with people to promote prevention and self-management.

**Section 3 – Increasing capacity in communities**

**Scrutiny Board Recommendation(s): 4, 8, 9**

- 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.
- 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.
- 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.

**Inclusive Growth Priorities:**

- Continue our focus on skills, from code clubs in schools to new degree level courses in universities.
- Using digital technology and data to improve health outcomes and tackle health inequalities.
- A healthy city of the future must be delivered with patients, citizens and communities, enabled by technology to live healthier, more productive, active and creative lives.

#### Section 4 – Digital skills for council staff

##### Scrutiny Board Recommendation(s): 6, 11, 12, 13

- 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.
- 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.
- 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.
- 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.

##### Inclusive Growth Priorities:

- Develop a workforce that can thrive and be resilient in the context of technological change.
- Tackling the skills gap at all levels.

#### Section 5 – Connectivity/Infrastructure

##### Scrutiny Board Recommendation(s): 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.

##### Inclusive Growth Priorities:

- Coordinating plans and leveraging investment to improve infrastructure, including Smart Cities.
- Making every business a digital business.
- Strengthening digital and data infrastructure (including 5G), promoting Leeds as a smart city and using data to help address challenges.



## Section 1 – Investment/Return on Investment

### Scrutiny Board Recommendation(s): 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.

### Inclusive Growth Priorities:

- Technological change will create opportunities for cities who are at the forefront of the next wave of digital transformation, but poses risks for any cities that lag behind on digital investment and digital skills.
- Maximise the benefits from information and technology.
- Targeting investment and intervention to tackle poverty in priority neighbourhoods.
- Work with local people, partners and other stakeholders to develop programmes that focus on connecting these neighbourhoods back into the economic and social mainstream of the city.

The Library Service is leading and managing the 100% Digital Leeds programme on behalf of the council and wider city. The digital inclusion team is based in the library service and the iPads for the tablet lending scheme are administered through the Library Management System. We work closely with Housing, Smart Leeds, Adults and Health and community partners to deliver our objective of “developing a universal offer to address the barriers to digital inclusion, with a special focus on Housing tenants”.

100% Digital Leeds has had almost £1million investment in the last 12 months. This is a huge vote of confidence in Leeds Libraries to lead this programme of work and in the digital inclusion team to coordinate activities that achieve our strategic objectives.

At our last update to Scrutiny Board we reported £350,000 of council investment into the 100% Digital Leeds programme. In August 2018 we successfully applied for an additional £400,000 investment from the Business Rates Pool. Taken together, this funding has enabled us to:

- **Appoint a Digital Inclusion team to coordinate the 100% Digital Leeds programme and build a digital inclusion network across Leeds.**  
This is a unique approach that has produced tangible benefits. We are not aware of any other city in the UK that has seen this level of council investment into their digital inclusion programme. The work of the team is reflected throughout this report in the impressive progress that we have made to date.
- **Launch the biggest tablet lending scheme in the country.**  
We have 300 iPads available for organisations to borrow to trial new ways of working with their service users. The tablets are building confidence and capacity in organisations across Leeds. *See Section 3 for more details.*
- **Introduce grants for community organisations to reduce the barriers to digital inclusion.**  
The scheme will be launched after April 2019 with £100,000 to be distributed as small grants to community organisations. Criteria are currently being agreed for Applications, Reporting and KPIs. *See Section 3 for more details.*
- **Expand free council Wi-Fi into 20 community buildings.**  
The Digital Inclusion team is working with the Smart Leeds team and the Communities teams to identify priority locations for this. *See Section 5 for more details.*
- **Work with an external supplier for strategic support to build our digital inclusion network, embed sustainability and evidence return on investment.**  
Good Things Foundation were appointed after a Procurement exercise and started working with us in June 2018. Their approach is successfully building the skills and capacity of the digital inclusion team and the wider digital inclusion network.

In addition to the £750,000 outlined above, we have agreement in principle for another £200,000 of funding into our digital inclusion programme:

- **£150,000 from Local Integrated Better Care Fund** – this two year project will work to develop a Health and Social Care focused digital inclusion offer for people living with long term conditions. It will include another Digital Inclusion Coordinator to work as part of the existing digital inclusion team. We are awaiting final approval of this funding but discussions to date have been extremely positive.
- **£50,000 from NHS Digital for a Widening Digital Participation Programme Pathfinder** – this one year project will target our digital inclusion activities at improving outcomes for people with dementia and their families/carers. We will support people with dementia to benefit from digital innovation to manage their condition to improve health, wellbeing and independence. Funding has been agreed from April 2019. See Section 3 for more information.

The ongoing Scrutiny Board inquiry into digital inclusion, which began in 2015 and has received annual updates since then, has helped us to achieve this investment. Funders from within the council and elsewhere are reassured that appropriate programme governance and oversight is in place. This is supplemented by 100% Digital Leeds reporting to Smart Cities Portfolio Board and Housing IT Solutions Implementation Board.

Despite excellent progress over the last six months it is still too early to measure and report the return on investment and wider benefits of the digital inclusion programme. The digital inclusion team was not in place until July 2018 and the first round of Community Network events did not take place until October 2018. Despite this, Good Things Foundation are working with the digital inclusion team to design an evaluation and reporting model that can be used throughout the life of the programme.

In doing so, the Foundation is drawing on its expertise as a national leader in the research and evaluation of digital inclusion programmes, including work with Government and other national stakeholders such as: Department for Education, NHS England/NHS Digital, Ministry of Housing, Communities and Local Government, Centre for Ageing Better, BT, Lloyds Banking Group.

The evaluation framework will:

1. Provide estimates of Return on Investment (RoI) to the programme, both in terms of savings to the Council related to channel shift, and indirect savings and economic benefit related to the wider benefits of digital inclusion.
2. Measure the social impact of the programme, in terms of positive benefits experienced by Leeds residents who have gained digital confidence and skills.
3. Provide options for measuring ongoing progress in achieving the ultimate aim of 100% Digital Leeds - achieving full digital inclusion across the city.

The evaluation framework will be designed, finalised and implemented with the 100% Digital Leeds team with the intention that it will remain in force in the medium term and beyond the current term of contract with Good Things Foundation. The 100% Digital Leeds team will take ownership of delivering evaluation activity within the framework and reporting through agreed channels, including Scrutiny Board.

Each element of the evaluation framework is dealt with below in turn.

## **Return on Investment**

Investment in digital inclusion drives two main types of economic return:

- Direct savings to the investor (in this case the Council) by encouraging and enabling beneficiaries to use online public services, which have a lower unit delivery cost than telephone or face-to-face services.
- Indirect savings and economic benefits relating to the wider effects of digital inclusion on behaviour: these include personal time and cost savings (e.g. from shopping online), potential gains in earnings (as people with digital skills can be more productive at work), the impact on employment rates (as jobseekers with digital skills are more likely to find employment), commensurate increases in the tax take, and savings to the NHS (as people reduce face-to-face dependency on primary care).

Good Things Foundation have developed tools that allow:

- The estimation of savings from channel shift, based on data from SOCITM and assumptions (based on data from the national Online Centres Network) about the propensity of people gaining basic digital skills to begin using online public services.
- The estimation of wider economic benefit, based on a model developed by the economic research consultancy CEBR in partnership with Good Things Foundation.

The evaluation framework will therefore draw on these two methods to provide estimates of the investment to benefit ratio for the Leeds economy and Leeds City Council, based on the investment made to date.

## **Social impact**

Evidence shows clearly that basic digital skills both enables people to realise positive outcomes, and also has a positive impact on their overall confidence and efficacy as individuals. This is particularly true when digital skills are delivered as an integrated part of community engagement, as is the case with 100% Digital Leeds.

This positive social impact includes:

- Progression to further learning (both formal and informal)
- Progression to positive employment outcomes (both in work and into work)
- Improvements in health and wellbeing (from using digital health tools to self-manage conditions)
- Increased social connection and reduced isolation

The evaluation framework will include mixed methods approaches designed to measure this social impact, including surveys administered at point of delivery and a period of time after, and qualitative evidence gathering with residents who have benefitted from digital inclusion.

In 2016, Good Things Foundation carried out a Social Return on Investment analysis with the Department for Education focusing on a national digital inclusion programme operating through a similar delivery model to 100% Digital Leeds (Future Digital Inclusion). By applying monetary values to social outcomes, such as improved wellbeing and greater independence, this research concluded that for every £1 invested in the programme £5 of social value was generated to the programme's stakeholders. Good Things Foundation will work with Leeds City Council to explore whether/how the outputs of this work can be applied to 100% Digital Leeds, providing an additional way to quantify return on the Council's investment.

**Appendix 4** has more information about our current thinking on the methodology behind our impact assessment framework.

### **Progress towards 100% digital inclusion**

The ultimate aim of 100% Digital Leeds is to end digital exclusion across the city, with all residents able to benefit from the digital world. This may include proxy usage of technology, as a significant minority will be unable to use technology directly but still need to benefit.

The evaluation framework will consider options for measuring progress in achieving this aim, and put forward a recommended approach. Options will include:

- Benchmarking based on currently available data. For example, the Digital Exclusion Heatmap uses a basket of measures designed with LSE to provide an index score on digital exclusion for every ward of the country. This could be used as a baseline against which volumes of residents supported through 100% Digital Leeds could be scored.
- Creating an omnibus survey of digital inclusion across Leeds. This could be an annual or bi-annual survey, administered by a third party, covering a range of measures of digital opportunity, ability and equality across the city.

### **Next steps**

Good Things Foundation will work with the 100% Digital Leeds team to produce a final evaluation framework. This will be signed off by the end of February 2019. Elements of the required data collection have already begun and the implementation of the full framework will begin in March 2019.

## Section 2 – Creating a citywide movement for digital inclusion

### Scrutiny Board Recommendation(s): 7, 10

- 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.
- 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.

### Inclusive Growth Priorities:

- Increasing digital inclusion, so all people can access services, education and training.
- Work with digital firms to support digital inclusion, for example through initiatives such as 100% Digital Leeds where the council are working with the Good Things Foundation to develop an ambitious digital literacy plan for Leeds to get people online so they can access job opportunities and services.

At last year's update to Scrutiny Board we agreed a list of priority wards where we would focus our digital inclusion activity. We used a basket of indicators to identify these wards, including transactional data for Leeds citizens using the contact centre and/or online council services and a survey of Housing tenants in Leeds. After discussions with colleagues in Housing and further analysis of data from their Annual Home Visits survey we also added Chapel Allerton ward to the list. This means that our final list of priority wards is:

Armley	Beeston and Holbeck	Bramley and Stanningley	Burmantofts and Richmond Hill
Chapel Allerton	Farnley and Wortley	Gipton and Harehills	Hunslet and Riverside
Killingbeck and Seacroft	Kirkstall	Little London and Woodhouse	Middleton Park

Within this list we also worked with Housing to focus on three of the council's six priority neighbourhood areas:

- Lincoln Green in the Burmantofts and Richmond Hill ward
- Boggart Hill in the Killingbeck and Seacroft ward
- Holdsworth's and Clyde Approach in the Armley Ward

More information about our work to target activities in these three neighbourhoods can be seen at **Appendix 5**. We are taking an 80/20 approach to our targeted work. 80% of our work will be in these priority geographic areas but we retain 20% flexibility to work outside of these areas if we identify priority groups who are at high risk of digital exclusion.

### Raising awareness

We set ourselves some ambitious targets for the first year of activity for 100% Digital Leeds:

- 10,000 people engaged with the digital inclusion programme
- 3,000 people received digital skills training
- 135 members of staff/public recruited and/or trained to become digital champions
- 100 new centres recruited to the UK Online Centres Network
- 100 organisations participated in the tablet lending scheme

The target of engaging 10,000 people relates to the Board's recommendation that we *"investigate 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"*.

To raise awareness of 100% Digital Leeds and the support available for building digital skills we have used print media, social media, conference presentations, network meetings and

events. We have developed a recognisable 100% Digital Leeds brand that can be used across all of these channels. As outlined in a previous update to Scrutiny, our long-term aim is to achieve the same success as the Child Friendly Leeds brand: we want 100% Digital Leeds to be widely recognised as an indicator of quality digital inclusion events, activities, partnerships and initiatives.

Our communications have ranged from text messages and letters to individual tenants in our priority wards, networking events and meetings with local community organisations, presentations at regional and national conferences and an invitation to speak at the House of Lords.

Highlights include:

- Speaking at a parliamentary reception for the launch of Good Things Foundation's report: 'Blueprint for a 100% Digitally Included Nation'.
- Presentations at events hosted by: Westminster Insight, King's Fund, Leeds Digital Festival, O2, Lloyd's Bank, Chartered Institute of Library & Information Professionals, Libraries Innovation Network, Age Friendly Leeds, Forum Central, Digital Communities Network.  
Attendance at these events was over 300 people.
- Four articles in the Yorkshire Evening Post that referenced 100% Digital Leeds:  
[Council aims to close the 'digital divide' in Leeds](#)  
[More community buildings in Leeds set to offer free Wi-Fi](#)  
[Hundreds of Leeds social housing tenants enjoy free Wifi](#)  
[Free courses give mums in Leeds the chance to brush up on digital skills](#)  
The daily circulation figure for the print version of the YEP is over 11,000.
- Articles in Housing Leeds Matters with a circulation of almost 1,700 recipients.
- Letters/text messages to over 2,000 tenants who have not provided an email address in preparation for channel shift to the new Housing Leeds website.
- Our website: [www.digitalinclusionleeds.com](http://www.digitalinclusionleeds.com) had 3,184 page views in the first six months after it was created and our social media posts about 100% Digital Leeds have had over 5,000 engagements.
- Our tablet lending scheme was highlighted as an example of innovation and best practice by Asavie, O2 and IBM:  
[www.o2.co.uk/enterprise/insights/leeds-libraries](http://www.o2.co.uk/enterprise/insights/leeds-libraries)  
[www.asavie.com/customers/case-study-digital-leeds/](http://www.asavie.com/customers/case-study-digital-leeds/)  
[www.ibm.com/case-studies/leeds-library-service](http://www.ibm.com/case-studies/leeds-library-service)
- The tablet lending scheme was a finalist in the category of [Cross-Sector Collaboration](#) in the 2018 Digital Leaders Awards.
- 100% Digital Leeds has attracted interest from other councils in the region and across the country. Since our last update to Scrutiny Board we have shared information with, or hosted visits from, staff from Belfast, Calderdale, City of London, Hackney, Norwich, Sandwell, Sheffield, Somerset and Wakefield.

### **Engagement with Housing tenants**

Libraries have worked closely with colleagues in Housing Leeds to coordinate a more targeted marketing and communications approach to inform and motivate tenants about where they can get online and the benefits of doing so. This has so far included:

- Targeted letters to tenants without an email address in preparation for the launch of the new Leeds Homes website.
- Tailored text messages to 2,000+ working age tenants - bespoke messages for tenants in each priority ward who are not currently online, signposting services available from local Community Hubs and Libraries.

- Leaflets designed to motivate different customer groups in different locations – tailored messages, using photos from local landmarks or familiar sights within our priority wards, to promote where residents can get online. Circulated by a variety of means, from mailing, for use in face to face engagement activity, for use by local staff and to share in the wider community.

The above are examples of the first steps within a wider communications plan for 2019 focussed on housing tenants that uses information from Housing’s Annual Home Visits, enabling the service to undertake tailored and targeted communication and local engagement activity. Housing are working closely with the Digital Inclusion Coordinators to deliver these communications, in particular helping highlight the benefits of being online, for example, saving the average household £744 a year, appealing to families who need to apply for school places, or appealing to elderly residents as a way to manage prescriptions, access health services and stay in touch with friends and family. Alongside this campaign to raise awareness and engagement amongst the public, we have increased the amount of digital skills provision available across the city.

### Creating the movement

As we noted in a previous update to Scrutiny Board: although the council, through the Library Service, is taking the lead role in making 100% Digital Leeds a reality it cannot achieve this alone. The library service has increased the number of digital skills sessions delivered by our Librarians and the 100% Digital Leeds team has supported the marketing and promotion of those sessions. However, we know that the council’s capacity is limited and Scrutiny Board rightly recommended that we needed to garner the *“support of local groups and organisations in the delivery of digital skills training to residents in their communities.”* To achieve this we have delivered a number of network events to bring together organisations in our priority areas.

Our launch events to build the digital inclusion movement took place in October 2018 in Gipton, Hawksworth Wood and Middleton. Across the three events we had 78 attendees from 38 organisations (including some council departments).

Organisations who attended the events included:

Age UK Leeds	Armley Helping Hands	Austin Accounts & Tax Limited	Care & Repair
Chapelton Citizens Advice	CML Consultants	Connect in the North	Cross Gates & District Good Neighbours'
Deafblind UK	East Leeds Project	Engage Leeds	Forum Central
GIPSIL	Good Things Foundation	Groundwork	Halifax Bank
HAVA	Health for All	Leeds Cancer Awareness Project	Leeds City College
Leeds Community Spaces	Leeds Hearing & Sight Loss Service	Leeds Irish Health & Homes	Leeds Older People's Forum, Time to Shine
Lifelong Learning Centre	Lloyds Bank	Oblong	OPAL
People In Action	Project Hope	Purple Patch Arts	St George's Crypt
Toast Love Coffee Cafe	Unity Housing Association	Voluntary Action Leeds	WYCAS

A second round of events will take place in the first quarter of 2019 with the aim of sustaining the network and attracting new members. The 100% Digital Leeds team are using these events to build community networks and encourage links between local organisations.

Some of the organisations who attended the first round of events have already gone on to become Online Centres, apply for grant funding and/or borrow tablets to expand their digital inclusion activities. Representatives from those organisations will speak at the second round of events to advocate for the benefits of joining the 100% Digital Leeds movement.

### **Building the Online Centres Network**

Brought together by Good Things Foundation, the Online Centres Network is a national network made up of over 5,000 grassroots organisations, all working to tackle digital and social exclusion by providing people with the skills and confidence they need to access digital technology. We have worked closely with Good Things Foundation to expand the network and increase the amount of digital skills training available in Leeds.

Actions included:

- Create a Leeds page on the Online Centres Network website: [www.onlinecentresnetwork.org/leeds](http://www.onlinecentresnetwork.org/leeds)
- Design and distribute leaflets with a call to action for organisations to Join the Movement
- Launch a programme of Activation Grants, funded by Good Things Foundation, for new Online Centres
- Introduce a monthly reporting system so that data on digital skills training using Learn My Way can be shared with the 100% Digital Leeds team

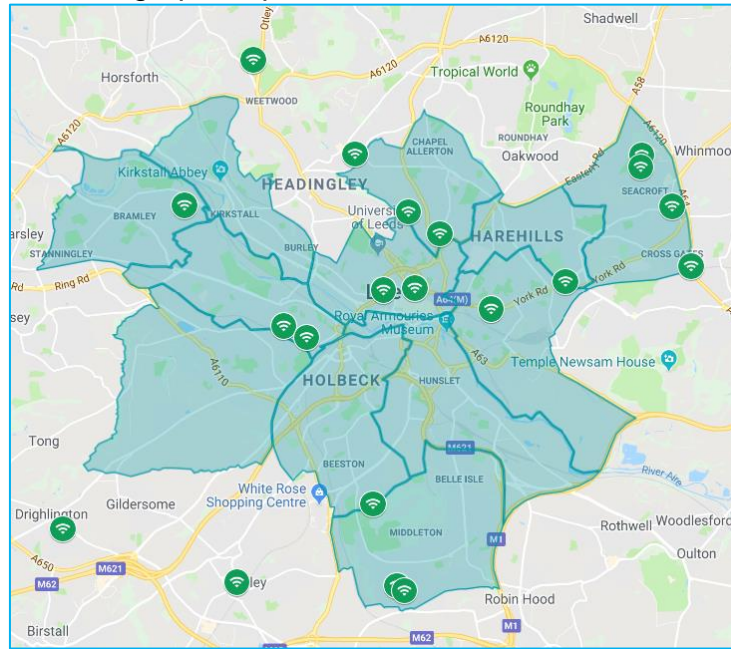
Organisations that have become Online Centres and joined the 100% Digital Leeds movement include:

Armley Helping Hands	Broadlea Better Community	Chapelton & Harehills Area Learning Project	Cross Gates Good Neighbours
Groundwork Yorkshire	Get Technology Together (Digital Access Drighlington)	Get Technology Together (GTT Lab)	Health for All
Kentmere Community Centre	LS14 Trust	Meanwood Community Centre	Middleton Elderly Aid
New Wortley Community Association	People in Action	South Seacroft Friends & Neighbours	St George's Crypt
St. Vincent's Support Centre	UNISON Yorkshire and Humberside Region	Unity Housing Association	YMCA Leeds

These organisations join the existing Online Centres Network in Leeds that includes our 30+ libraries and Community Hubs across the city. Libraries and Community Hubs have free Wi-Fi in every building, over 500 public access PCs and an ongoing programme of digital skills drop-in sessions. There is a programme in place to update the PCs to newer models that can more quickly process online government and council transactions such as Universal Credit.



## Geographic spread of new Online Centres:



As part of the Online Centres Network, these organisations have access to the following benefits from Good Things Foundation:

- Access to the free online platform, Learn My Way, helping learners to gain digital skills and confidence.
- Networking and face to face collaboration events.
- Training opportunities, including a rolling programme of webinars and training events to upskill staff and volunteers.
- Relevant, regular communications from Good Things Foundation about training, events, funding opportunities, good practice and success stories.
- Participation in local and national digital and social inclusion campaigns and projects.
- Access to funding opportunities and grants, secured from Good Things Foundation's partners and rolled out to the Online Centres Network.
- Featured within the national search database of Online Centres.
- Bespoke data management tools to help organisations to track learners' progress and provide evidence of impact and success.

In addition to these benefits that are available to Online Centres nationally, we have introduced other benefits to build and sustain a digital inclusion movement across Leeds. We knew we had to offer solutions to the barriers that organisations were facing on the ground in Leeds. We have introduced a number of options to increase the capacity and confidence of community organisations that want to join our digital inclusion movement.

This support falls into three broad categories:

- Access to equipment (tablet lending)
- Funding (grants programme)
- Improving digital skills of staff/volunteers (Digital Champions training)

## Section 3 – Increasing capacity in communities

### Scrutiny Board Recommendation(s): 4, 8, 9

- 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.
- 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.
- 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.

### Inclusive Growth Priorities:

- Continue our focus on skills, from code clubs in schools to new degree level courses in universities.
- Using digital technology and data to improve health outcomes and tackle health inequalities.
- A healthy city of the future must be delivered with patients, citizens and communities, enabled by technology to live healthier, more productive, active and creative lives.
- Improve digital inclusion, including women in tech.
- Working in partnership to improve the health of the poorest the fastest.
- Enabling more people to manage their health in the community and workplace, working with people to promote prevention and self-management.

### Access to equipment (tablet lending)

As part of the 100% Digital Leeds programme, the library service is managing the biggest tablet lending scheme in the country. 120 iPads were purchased and active from July 2018 to add to the 30 pilot devices, with a further 135 purchased in November 2018 using money from the Business Rates Fund. We now have almost 300 iPads that we are using to support organisations to give people internet access, helping them to understand the positive changes that can be made to their lives through being online.

We want everyone to be confident with digital and to understand the benefits of being online. We understand that people have different motivations for starting their journey with digital, and some are easier to convince than others. Community organisations know the people they work with, and whatever they're using the iPads for, digitally excluded service users at those organisations will increase their digital skills and confidence. We welcome applications to use our tablets for projects that work with digitally excluded people to help combat loneliness, improve health and wellbeing, encourage creativity or other innovative approaches towards digital inclusion.

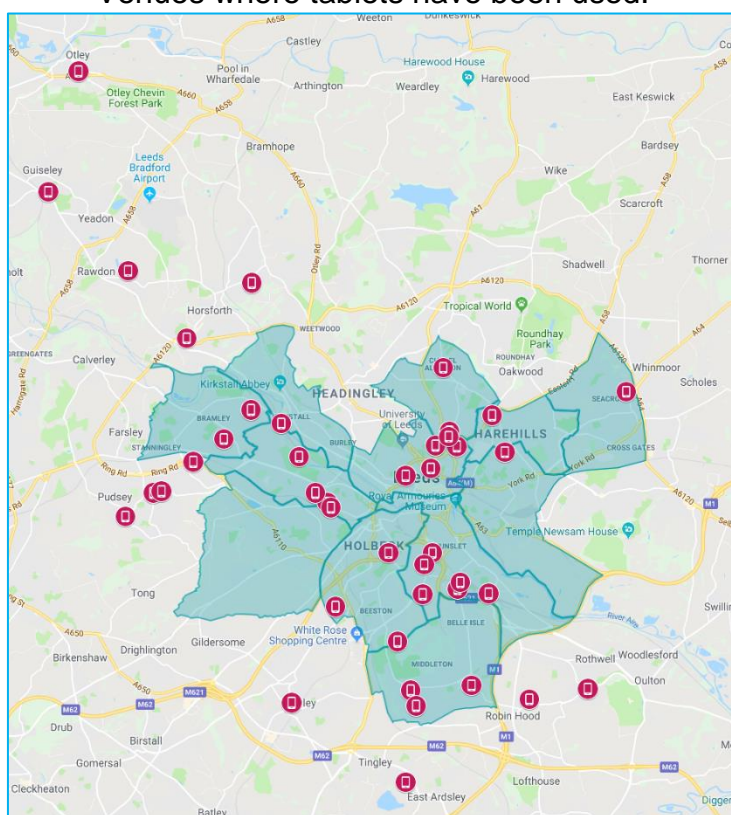
Applications to borrow tablets are judged on the organisation's ability to demonstrate continued commitment to improving the digital skills of their users. This allows the organisations to pilot an approach to digital inclusion and potentially use the data gathered to provide evidence for funding bids in order to expand their capacity. Organisations are also prioritised based on their location within our priority wards and their target user group, with the intention of engaging the hardest to reach first. When an organisation borrows tablets we also offer to train their staff or volunteers as Digital Champions. This helps to ensure that the skills are embedded within the organisation and that the staff will work to promote digital inclusion to the users.

As of January 2019, we had supplied 288 individual tablet loans to 29 organisations and projects.

Organisations that have borrowed tablets include:

St George's Crypt	Connect In The North	Leeds Young Film	BARCA
Get Technology Together	Armley Helping Hands	Learning Partnerships	Broadlea Better Community
Middleton Elderly Aid	Retirement Life	Guiding Leeds	Young Care Leavers
Toast Love Coffee	Specialist Autism Services	Welfare Rights	OPAL
PATH Yorkshire	Groundwork	Turning Lives Around	Unity Housing Association
Bee Together	Leeds Irish Health and Homes	Café Leep	#techmums

### Venues where tablets have been used:



Some of the activities that are being supported by our tablet lending scheme include:

- St George's Crypt – council house bidding, accessing public services and healthcare, employability skills
- Groundwork - saving money
- BARCA - Universal Credit applications
- Learning Partnerships - ESOL, employability skills, job searching
- Turning Lives Around - job searching, college applications, Universal Credit applications, mental health and wellbeing support
- Unity housing association - employability skills, job searching, Universal Credit applications

Other initiatives around increasing basic digital skills, reducing social isolation and motivating users to try digital solutions are also being trialled by organisations across Leeds using our iPads. Several organisations, including Armley Helping Hands and Middleton Elderly Aid,

have bought their own tablets following successful loan periods, resulting in an overall expansion of the digital provision within the city.

In addition to community organisations, other council departments have seen the benefits of the tablet lending scheme. Customer Access, Housing, Children's Services and Adults and Health are using our framework contract to buy iPads to increase digital inclusion amongst their staff and service users.

### **Funding (grants programme)**

To encourage organisations in Leeds to join the Online Centres Network, Good Things Foundation funded a programme of Activation Grants. After a short application process, nine organisations received a grant of £1,500 each. Those organisations were: People in Action, Get Technology Together, LS14 Trust, Middleton Elderly Aid, St. George's Crypt, Armley Helping Hands, New Wortley Community Centre, Meanwood Community Centre and Kentmere Community Centre.

One of the requirements of receiving an Activation Grant was that the organisation should train a minimum of 150 learners in the first year. We know that this target is challenging for some of the smaller organisations in Leeds, so the 100% Digital Leeds team will be launching a second grants programme from April 2019. This will see £100,000 being made available for community organisations to reduce the barriers to digital inclusion. Criteria for applications will be based on geography and demographics. Priority will be given to organisations that deliver within our target wards and priority neighbourhoods as well as organisations that work with people who are among the most digitally excluded. Key Performance Indicators will align to the impact assessment framework that we are developing.

Housing Leeds continue to fund a number of local digital skills and access projects led by third sector groups through the network of Housing Advisory Panels, or HAPs. This follows a citywide gathering of all 11 HAPs in September 2018, sharing the 100% Digital Leeds work to date, exploring with HAPs how they can support the movement by taking into account digital inclusion within their local priorities and therefore using some of their resources to help fund digital community based activity.

Projects funded so far during 2018/19 for digital inclusion activity include:

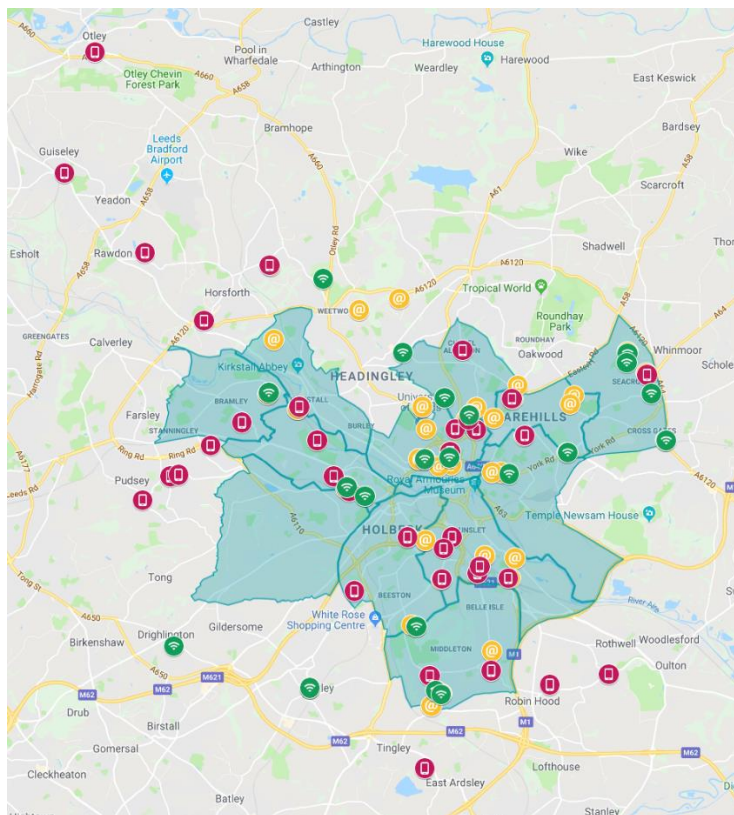
- £5,600 for Get Technology Together to run a 12 month programme of community digital drop in access points in Drighlington, Newlands and Denshaws (Morley), Northfields (Rothwell) and Temple Lawn (Rothwell), using local community buildings and targeted promotions to offer residents a familiar and friendly introduction to getting online.
- £4,200 contribution to Feel Good Factor, a project aimed at older residents in and around Chapeltown, to help build confidence, knowledge and understanding of the use of technology and the benefits this can bring to individuals, especially in light of welfare related changes and Universal Credit.
- £500 to Thorner Over 60's Association for IT equipment to offer basic digital/computer skills classes.

### **Improving digital skills of staff/volunteers (Digital Champions training)**

The digital inclusion team have delivered face-to-face Digital Champion training to over 100 staff in the council and community organisations:

Organisation	Number of staff trained
Boggart Hill Housing Staff	6
Connect in the North	7
Dewsbury Road Housing Staff	17
Groundwork	9
Health for all	6
Learning Partnerships	4
Leeds Irish Health and Homes	10
Middleton Housing Officers	13
OPAL	3
PATH Yorkshire	9
Retirement Life	8
Specialist Autism Services	6
Tenant Engagement Officers	12
Turning Lives Around	6
Unity Housing Association	4

The consolidated map below shows new Online Centres, organisations that have borrowed tablets and organisations who have attended our network events or had some other involvement with the 100% Digital Leeds programme (represented here by the @ symbol). This map shows the reach of our activity over the last nine months and demonstrates our focus on the priority wards and neighbourhoods:



We are increasing capacity in communities, building partnerships, reducing fragmentation, maximising investment and prioritising our work in specific communities. **Appendix 3** highlights some case studies demonstrating the impact of this work in achieving the Board's Recommendations in these areas.

In addition to our focus on building community capacity, the council is continuing to take a leading role in the delivery of digital inclusion activities. The Library Service is working with council colleagues on a range of high-profile projects that contribute directly to the Inclusive Growth priorities:

### **Widening Digital Participation Pathfinder – Dementia**

The Library Service, Adults and Health and the City Digital Partnership Team are working with Good Things Foundation and NHS Digital as part of a new Widening Digital Participation programme.

Leeds has an ambition to be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest. Leeds' Health and Wellbeing Strategy sets out 12 priorities to deliver this, including "supporting self-care and enabling people to maintain independence and wellbeing within local communities" and "maximise the benefits from information and technology through better use of... innovations" to support people to better manage their conditions.

Our Pathfinder will examine how specific digital tools, and increased digital inclusion more generally, can help people with dementia and their families/carers to manage their conditions. We know that health and wellbeing indicators are lower amongst people with dementia and their carers and typically older people may be more reluctant or physically able to embrace new technologies. Over 8,000 people in Leeds are living with dementia and that number is forecast to grow in coming years in line with our ageing population. Supporting people with dementia is a key project within the Older People's Mental Health programme of the Leeds Health and Care Plan. Harnessing digital tools to empower people with long term conditions to take control of their health is a key enabler of the Proactive Care and Self-Management programme within the Leeds Plan

We will look at three specific stages to see where our work could have the most impact:

- Timely referrals and follow-up
- Provision of occupation/meaningful activities to slow progress
- Post-diagnosis support

We will use innovative and non-traditional approaches to technology to engage this target group. We are particularly keen to investigate voice technology such as Amazon Echo or Google Home Hub. This will build on the work we are already doing with our [ACTIVAGE project](#) where we are trialling IoT services and wearable technology to support daily activity monitoring, emergency triggers and prevention of social isolation

We have already consulted with, and have support for this work from:

- Commissioning Manager for Dementia at NHS Leeds Clinical Commissioning Groups
- Programme Manager for Prevention and Self Care at the City Digital Partnerships Team
- Programme Director for the Leeds Health and Care Digital Programme
- Chief Clinical Information Officer, Leeds City Council and Leeds CCG
- Carers Leeds
- Chief Officer - Consultant/Public Health, Adults & Health
- Chief Digital and Information Officer, City Digital Partnerships Team, Leeds City Council and NHS Leeds Clinical Commissioning Group

Leeds already has almost [50 memory/dementia cafes](#) and a number of [peer support groups and networks](#). Many of these groups meet in communal spaces that are in [Leeds City Council Priority Neighbourhood Areas](#). We are committed to working with people, building on the strengths and assets in our communities. As such, our Pathfinder will harness our

strengths-based approach to work with the leaders and members of the groups in these communities. We will use the project to trial and evaluate different approaches to digital inclusion for our target group.

At this stage, we do not know what those approaches will look like or which digital tools will be most appropriate and useful. We will develop our approach as part of our service design phase, potentially using our successful [Innovation Labs](#) model. We will also use the existing [research from Good Things Foundation](#) to inform our work. At all stages of the process we will work with dementia experts – clinicians, support workers, people with dementia and their families/carers – to ensure that we develop digital solutions and interventions that lead to improved outcomes.

More information about the WDP programme and previous Pathfinder projects here:

<https://digital-health-lab.org/>

### **#techmumsClubs**

Leeds Libraries and Employment and Skills have worked with Techmums to set up three clubs across Leeds. #techmumsClubs aim to ensure mums in the city have the digital skills they need and Leeds is the first city outside of London to deliver the 10 week course. The course covers a range of subjects from online safety and social media to basic coding, and has been credited with opening doors to jobs and further education.

Techmums was founded by Dr. Sue Black OBE, whose story is reflective of the transformative effect that technology and education can have on women and their families. At the age of 25, Sue was a single mother living in a domestic violence refuge with three children and few formal qualifications. She enrolled on a university access course which led to a place on a Computer Studies degree. She has since gained a PhD and had a successful 20-year academic career. Sue set up the UK's first online network for women in tech, BCSWomen, led the campaign to save Bletchley Park and was recently appointed Professor of Computer Science and Technology Evangelist at Durham University.

Over 40 mums are taking part in the #techmumsClubs at three locations in Leeds:

- Strawberry Lane Community Centre in Armley
- Deacon House in Seacroft
- Dewsbury Road Community Hub

The clubs started in January and run to the end of March 2019. Each mum has been provided with an iPad from our tablet lending scheme for the duration of the course. There will be a celebration event at Leeds Central Library in April, hosted by Professor Sue Black OBE. Digital and technology companies in Leeds have already pledged their support to the programme.

### **Queens of Industry**

In order to address the gender gap in the technology industries, Leeds Libraries and Leeds Museums hosted its first ever all-girls STEAM Hack event at Leeds Industrial Museum. The event was designed to equip girls aged 7 to 14 with the skills they might need to take their first steps into a career in Science, Technology, Engineering, Art and Maths.

Activities included Minecraft and Patterncraft workshops with Gemma May Potter and creative tech workshops using Raspberry Pi and Micro:Bits. These were available to borrow from Leeds Libraries allowing people the opportunity to carry on learning at home. CodeBugs were donated by Farnell Elements as prizes for the best hack.

The hack saw 30 families attend with Librarians, Museums staff and mentors from Bjss Digital, the Data Shed and Hello Epiphany guiding the girls through the challenges.

Feedback from parents and carers at the event was extremely positive: *"It was great to meet so many women doing different jobs linked to digital design and coding. Helps to break down stereotypes of women's jobs. It was empowering to have so many women as leaders and facilitators. Excellent to have a space for girls to learn and explore a variety of tech modelled by inspiring women. Thank you for creating such an interesting and accessible event. Brilliant!"*

### **Empowering Women**

Leeds Libraries are working in partnership with Natasha Sayce-Zelem (*Head of Technology at Sky*) and Hannah Hosanee (*Director, Consume Communications Ltd*) to showcase female role models working in digital, science and technology. Empowering Women aims to create a support network for women wanting to kick-start or develop their careers.

Leeds Libraries hosted an Ada Lovelace Day 2018 event with over 140 women and men in attendance:

[www.youtube.com/watch?v=QRQB4ZdNi1c&t=11s](http://www.youtube.com/watch?v=QRQB4ZdNi1c&t=11s)

We are looking forward to International Women's Day in March 2019 with an evening of fireside chats with phenomenal role models from Accenture Digital, the European Space Agency, Google, Guardian Newspaper and Leeds City Council:

[www.meetup.com/Empowering-Women-with-Technology/events/257958027/](http://www.meetup.com/Empowering-Women-with-Technology/events/257958027/)

We are introducing taster creative technology sessions with community groups and will be delivering family-focused and health-focused events for Leeds Digital Festival. We will continue to provide new opportunities across Leeds for under-represented or disadvantaged groups to experience and be inspired by digital and technology.



## Section 4 – Digital skills for council staff

### Scrutiny Board Recommendation(s): 6, 11, 12, 13

- 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.
- 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.
- 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.
- 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.

### Inclusive Growth Priorities:

- Develop a workforce that can thrive and be resilient in the context of technological change.
- Tackling the skills gap at all levels.

While the main focus of 100% Digital Leeds is to increase digital inclusion amongst Leeds citizens, we recognise the importance of digital skills and confidence for the council workforce. Improved digital skills brings new opportunities for staff development as well as increasing efficiency, productivity and motivation within people's current roles. We are using an online learning platform called Learn My Way as our main tool for digital skills development for council staff. Learn My Way is managed and developed by Good Things Foundation.

Since April 2018, 175 council staff have registered with Learn My Way. They have worked through 2,893 modules and completed 426 courses. Customer Access are leading the way in this area by making the completion of Learn My Way an appraisal objective for their staff.

101 council staff have completed the course on 'How to be a Digital Champion'. Between January – March 2019 the digital inclusion team are taking part in a series of information sessions for Customer Access staff in Libraries and Community Hubs. The team are delivering a shorter version of the Digital Champions training to over 200 staff. Digital Champions training is specifically designed to enable staff to *"demonstrate to citizens the benefits of being digitally engaged, and provide tailored digital skills training (or signposting) where a need is identified"*.

eSkills Development Team have continued to work with Good Things Foundation regarding council staff development. Some staff didn't use the correct login when signing up to the Leeds City Council staff portal in Learn My Way. The Good Things Foundation data team are looking into migrating those staff to the correct centre code. More information about Learn My Way will be added to InSite as a toolkit/resource list. Some resources will be produced or provided by Good Things Foundation, including leaflets for offline council staff.

Approximately 200 Adults and Health staff need to be upskilled next year, as there is a longer term business need for them to use Leeds City Council systems. They will start by using Learn My Way, with improvement monitoring using the council's five basic digital skills analysis.

Joined up efforts with HR, DIS and frontline managers is still viewed as paramount with regards to engaging with all offline staff and there has been some progress here. A survey has been issued to ask offline staff to identify what messages or information is important to them. It also asks three questions based on access to the internet, access to tools and confidence levels. The digital skills approach to staff mirrors the questions asked to tenants as part of Housing's Annual Home Visits survey.

HR are joining up with DIS to undertake briefings with frontline staff. This will be an opportunity to make staff aware of key events they can get involved in. eSkills will be driving the message of how digital skills development can help people both as a citizen of Leeds and an employee of the council.

DIS Business Partners who are working with services to digitalise information on to a smartphone are also being asked to consider the wider benefits of further access to email and InSite. This is to ensure that services understand the full inclusivity benefits of digitally enabling their staff.

## Section 5 – Connectivity/Infrastructure

### Scrutiny Board Recommendation(s): 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.

### Inclusive Growth Priorities:

- Coordinating plans and leveraging investment to improve infrastructure, including Smart Cities.
- Making every business a digital business.
- Strengthening digital and data infrastructure (including 5G), promoting Leeds as a smart city and using data to help address challenges.

### Connectivity

There are now five high rise blocks (Marlborough Towers, Lovell Park Towers, Grayson Crest, Clyde Court and Clyde Grange) where free Wi-Fi is provided to tenants as part of a trial scheme delivered by two internet providers, Telcom and 6G.

At the start of the trials it was known that approximately 25% of residents were not accessing the internet in their home. Current take up amongst residents ranges from 16% to 45% across the five blocks. Some residents have used infrequently, others use the service much more regularly.

Feedback from tenants suggests that usage is influenced by a number of factors. Some already have access through their own supplier, some have access outside the home, and others use the free service to remove the barrier of any data allowance caps from an existing supplier. Every resident's digital circumstances are different, with door to door conversations at the start of the trials highlighting lots of different personal circumstances and issues affecting take up.

One of the learning outcomes from the pilots is that the concrete block construction can inhibit Wi-Fi signal strength when tenants access the service through non-intrusive access points on each floor landing. The number and siting of the access points is therefore being reviewed in an effort to increase signal strength for all flats to each block.

To help address reports of low signal strength, one provider has been experimenting with the installation of individual home routers. Where routers have been provided, access and data use has increased by over 80% with many more residents accessing the service on a daily basis. Housing Leeds are in dialogue with Telcom to finalise the start date for residents of the final two trial blocks at Naseby Grange and Holborn Towers which will seek to take on board resident feedback from the first pilot blocks.

At this mid-way point of the pilot, the service will shortly be contacting residents to both promote to those yet to access and to evaluate the benefits of those who are.

We are also increasing the number of venues in Leeds that offer free Wi-Fi to the public. We are working with the Communities team to identify community centres in our priority wards where we can install the council's 'Leeds Free Wi-Fi' service. We have funding to connect 20 centres that meet certain criteria in terms of building infrastructure and other requirements. Work is currently underway to identify suitable buildings in preparation to commence roll out from 2019/20 Q1 onwards.

### Infrastructure

The Council continues to be involved in the delivery of digital infrastructure in the district. The Superfast West Yorkshire programme is investing in delivering superfast connectivity to homes and businesses which have not been enabled through commercial activity.

A procurement exercise for a Contract 3 of this programme is currently underway which will seek to enable connections to the final 2% of premises across West Yorkshire and York which have not benefitted from commercial rollout.

Developing more extensive full fibre networks has been prioritised by Government which recognises that the low penetration rate of full fibre connections is a barrier to growth in the UK economy. Currently c.5% of UK premises are enabled with Fibre to the premises – FTTP connectivity, which compares poorly with counterparts in Europe such as Spain and Portugal (71% and 89% of premises respectively) and the far east e.g. Japan and South Korea where in excess of 95% of premises have FTTP connections.

Improving the digital infrastructure position of the city is an important area of work for the Council. Aligning with Inclusive Growth Strategy, LCC has set out an ambition to have the best connectivity in the UK and for all premises across the district both residential and commercial, to be able to access gigabit capable services. The current focus of work is around using the corporate connectivity requirements of both LCC and health partners (to provide connections to LCC and NHS/CCG operational buildings and GP surgeries) as an ‘anchor tenant’ to encourage private sector investment across the wider district. Executive Board approval is sought (February 2019) to enter into a procurement exercise for a gigabit capable network serving LCC and partner buildings. If approved this project will be the largest scale full fibre gigabit network in the UK outside London, and will give Leeds a significant competitive advantage in attracting new business to the area, increasing regional GDP, reducing the City’s carbon footprint and helping to address issues of digital and social exclusion.

A Connectivity Board, chaired by the Director of City Development, brings together officers from across City Development and Resources and Housing to oversee the full fibre programme. The objectives of this programme in full include:

- Develop a full fibre network to serve every school within the Leeds MD (297 schools) allowing schools across the district to access the best possible connectivity
- Provide connectivity to 293 Council Buildings and 156 NHS buildings
- Provide connectivity to residents within the LCC social housing portfolio (first phase 116 tower blocks, c.9,500 residents)
- Provide connectivity to the LCC CCTV network to support Safer Leeds initiatives
- Explore how to use other assets within the Council’s ownership to facilitate the extension of full fibre networks and gigabit connectivity
- Support and encourage commercial investment in full fibre infrastructure across Leeds and the city region

There is interest from a range of commercial operators in making investments in broadband infrastructure in Leeds MD. Openreach are currently rolling out their Fibre First programme which has delivered full fibre connections to around 37,000 premises in Leeds (these connections have not yet been made live and available to ISPs to sell services over). They will continue to deliver this programme throughout 2019/20.

CityFibre have announced a substantial investment in Leeds of £120m to build a fibre to the home network serving the urban area of the district. Detailed deployment plans have not yet been shared and timescales for delivery are to be determined.

Through the Connectivity Board the Council continues to engage with Virgin Media around their investment plans in Leeds. Nationally the Virgin Project Lightning programme has been extending the inclusion of full fibre connectivity within the Virgin network. Activity in Leeds to date has been concentrated in the south east of the district.

The Council has also engaged with other operators such as VXFiber and Hyperoptic around possible investment in Leeds. Through the Connectivity Board the Council will continue to engage with operators to understand investment plans encourage investment in the district.

### **Smart Cities (Smart Leeds)**

The council's Smart Cities Portfolio Board meets bi-monthly and brings together work across four thematic areas: 100% Digital Leeds, Open Data/Analytics, Connectivity and Collaboration.

Some of the Smart City projects currently underway include:

- Smart Parking where car users can see (via an app) where there is on-road parking availability in the city centre thereby reducing the time drivers are looking for a parking spot which should have an impact on air quality and traffic flow in the city centre. This also offers opportunities to bring about dynamic charging and identify lost revenue.
- Following Executive Board approval in October 2018, existing traditional street lights will be replaced with LED lights from Spring 2019 which will ultimately bring about substantial savings in energy/costs. In addition, it was agreed to make these lights 'smart' which will enable them to be remotely monitored, switched on/off, dimmed etc. The network that will be installed in order to facilitate this will open up numerous opportunities elsewhere, examples include – damp sensors in council houses to improve asset management, preventative health application, air quality monitoring, road temperature sensors (for gritting purposes). This network is a game-changer in Leeds becoming a smart city and being able to make the most of emerging Internet of Things (IoT) technologies.
- Leeds City Council has recently been selected to be one of the final 5 successful organisations to take part in the Government's GovTech Challenge. This will release up to £1.25m worth of funding to SMEs to design and deliver innovative solutions to the challenge: "How might we use technology to monitor the condition and quality of the council's housing stock to proactively identify and prevent adverse environmental issues that might impact on the tenant's health?" It is expected that IoT technologies such as damp sensors will be deployed to enable predictive maintenance management of properties resulting in better standards of living accommodation leading to improved health outcomes.
- The council continues to be innovative in working with a variety of stakeholders through its Innovation Labs process. This low-cost workshop brings together technologists with service providers and customers to co-design and produce innovative solutions to challenges. Successes to date include Leeds Bins app, Leeds Homes Social Housing Picker, CareView and Leeds Adult Learning. The next Lab on 27<sup>th</sup> March at Co>Space North will focus on improving community resilience and a sense of belonging in our communities through greater community awareness.
- Whilst still in the early stages, Smart Leeds is involved in the application to bid for funding through the Future High Street Fund as it is recognised that digital solutions and that improved access to data/analytics is integral to helping us better understand our high streets and civic centres.
- Smart Leeds co-ordinated successful presentations to Secretary of State for Health, Matt Hancock MP and Chair of NHS Digital Noel Gordon and the council's Cabinet meeting. These informal forums have given Leeds a platform to promote the innovative work where the city is a national leader, for example Leeds Care Record, Helm (Person Held Record) and RAIDR (health analytics).

## **Supporting businesses in Leeds to become digital businesses**

The Economic Development service has various workstreams which support the Inclusive Growth ambition to encourage every business to be a digital business. The Digital Enterprise programme is hosted by LCC and operates across the whole of Leeds City Region. The programme supports small to medium sized businesses, operating in business to business sectors, to grow by helping them to invest in digital technology. To date over 700 businesses have benefitted from funding through the Digital Growth Voucher and Connectivity Voucher schemes, and over 530 businesses have accessed the Digital Knowledge Exchange programme. Digital Enterprise has so far agreed over £3.2 million of funding for SMEs in the Leeds City Region so that they can grow by undertaking digital transformation projects. The total value of these projects is in excess of £6.2 million. This will lead to the creation of potentially 1,800 jobs.

In December 2018 the Economic Development service organised a Digital Summit for digital sector businesses and other organisations including the universities, NHS and Government Digital Service to come together to discuss the Leeds as a digital city ambition and explore how they can help to achieve this outcome. From this event 17 organisations came forward saying they would like to take a leadership role in the development of activity to support this agenda. A further meeting with these organisations is planned for late February 2019 to understand what the next steps will be.

### **Middleton Elderly Aid**

Middleton Elderly Aid are a charity promoting independence amongst the over-60s living in Middleton, Leeds. They do fantastic work and provide a huge range of services and activities for local older people such as lunch clubs, coffee mornings, day trips, exercise classes, holidays, games, bingo, hearing aid clinics and more. Being in one of the most digitally excluded areas in Leeds and working with some of the most excluded demographics it was a natural fit for them to join the 100% Digital Leeds movement.

From the start it was clear that 100% Digital Leeds and Middleton Elderly Aid had shared goals including:

- Improving health and wellbeing for residents
- Reducing social isolation
- Promoting independence

We first met in June 2018 and discussed the work that we were both doing. From this we identified that Middleton Elderly Aid could benefit from joining the Online Centres Network. They had a Beginners ICT class being run by Age UK but this was coming to an end and there was interest for more digital skills training from the members. Becoming an Online Centre gave them access to the online learning platform Learn My Way as well as other benefits such as support from Good Things Foundation and access to funding opportunities. In September 2018 in order to facilitate further digital skills learning at the centre they submitted a tablet lending application form. We were delighted to add them to our tablet lending scheme and they borrowed four iPads for use in their classes.

The classes covered a wide variety of learning, members brought in their own tablets or devices if they had them, and those who did not have their own equipment were able to use one of our iPads. Subjects covered included the controls of a tablet, details around settings and accessibility, how to take photos and send them to family and friends, and how to use apps to make their lives easier.

*“I usually prefer to do things manually but I have my own tablet at home which I find useful for a few things like Ebay, Googling and keeping in touch with friends. There was a mix of people on the course from those who had their own PCs or tablets to those who had never been online before. I brought my device with me and learned some useful tips which will help me get more use out of it. Middleton Elderly Aid really is a hub of the community and the digital skills training is another of the great services provided here that can help older people try something new, make friends and improve their wellbeing.”* Denise – centre member and volunteer.

Following the classes Middleton Elderly Aid were successful in obtaining an activation grant of £1,500 through the Join the Movement funding scheme that 100% Digital Leeds and Good Things Foundation ran until October 2018. Having proved the benefits through our tablet lending scheme they are using this money to purchase some iPads of their own and will be running another six-week Beginners ICT course in January, with a view to providing ongoing digital skills support for their members.

*“Being involved with 100% Digital Leeds and Leeds Libraries has helped open up new opportunities for Middleton Elderly Aid and our members as well as securing new funding for us to buy our own devices which will help us going forward. Supporting our members to improve their digital skills promotes independence and enables them to save time and money in their day to day lives. Adding digital elements to the work that we’re already doing will help us ensure that nobody is left behind in an increasingly digital world.”* – Sam, Operations Manager.

## Turning Lives Around

Seacole Scheme, part of Turning Lives Around, borrowed some iPads as part of our tablet lending scheme. They have used the iPads to give their clients access to the internet and develop their digital skills, giving them opportunity and independence. The Seacole Scheme support staff have also become Digital Champions. Seacole Scheme provides young people emergency access to accommodation. Homeless and vulnerable young people aged 16 to 24 are offered a place to stay as well as support to access education, training and work. Young people can get help to overcome other issues such as substance misuse, domestic abuse, mental health issues, and family issues.

Giving clients access to the internet has helped improve engagement with clients with higher support needs and has contributed to improving clients lives by giving them opportunity and independence. Clients have been supported to use online mapping tools, find local amenities, bid on council houses, make Universal Credit claims and to submit updates for their work coaches. They have applied for bank accounts and email accounts, submitted sick notes, and used social media to keep in touch with family and friends to avoid isolation. YouTube and videos have been used as a distraction technique for self-harm and anger management.

The iPads have been used outside of the facility when Support Workers have accompanied clients to appointments. Staff report that having the opportunity to access the internet outside of the hostel has been a great way to build relationships with clients and improve engagement.

Turning Lives Around have recently supported the White Ribbon and 16 Days of Action Against Domestic Abuse campaign. Support Workers used the iPads to create a quiz on domestic violence where clients had a set time to research answers to questions. They were also used to help create background ambience when the kitchen was transformed into a restaurant with background music and a candle flicker!

Feedback from clients shows that having access to the internet and being supported to digitally upskill has had a massive positive impact on the lives of those staying at Seacole:

*"I have a very basic phone and can't access the internet on it, by using the tablet I have been able to keep in contact with my dad. He works away often and finds email easier to communicate with me, without it I wouldn't be able to speak with him. I use the tablet every day. I have also done my Universal Credit application on it and it helps me keep up to date with appointments"*

*"Since we got the iPads I have used it to apply for a bank account with Santander, submit sick notes on the Fitapp, bid for council properties, check my bank account online to check if my ESA has been paid, apply for an email account of my own – it's very useful, I have anxiety so going out to the library feels too much for me sometimes and I don't want to go outside"*

*"My key worker let me use the iPad in key working to go through a basic computer course, I'm not very good at computers and I learnt from doing the course how to do basic things on them, I am learning to check my emails and use Google"*

*"I use Facebook on the ipad – I don't have a phone so it helps me keep in contact with friends and family. I can Google things that I don't know and when I feel angry I can go on YouTube and watch funny videos to calm me down. I love it and hope we keep them forever and ever"*



## **Retirement Life**

Retirement LIFE is the arm of Housing Leeds that offers sheltered housing suitable for people who like living independently but need the reassurance of knowing help is at hand if there is an emergency. 4200 older people live in Retirement LIFE homes, spread across the 122 schemes in Leeds. None of the schemes have WiFi and connectivity is a barrier.

A small group of Retirement LIFE Support Officers have been trained as Digital Champions and have been using iPads from the 100% Digital Leeds tablet lending scheme to engage tenants with digital. The initial phase has focused on 23 residential centres with communal integral spaces. The targeted centres are spread across Garforth, Rothwell, Holbeck, Inner City, Guiseley, Pudsey, Hunslet, Otley, Armley, and Morley.

Each centre hosts a variety of social events to bring tenants together, including luncheon clubs, chair exercise classes, and bingo sessions. As many residents have no experience of computers and do not yet understand the benefits of being online, staff have introduced a digital element to existing sessions, motivating residents to take their first steps with digital.

Staff have supported residents to make the most of the internet in a variety of ways. In the first month more than 30 tenants have used the iPads; for many this has been their first experience with digital. People have connected with family and friends through Facebook and Skype, practised shopping online in the run up to Christmas, and reminisced by searched for old photographs and films.

Residents have enjoyed the sessions, with many looking expressing an interest in continuing to develop their skills and some even buying their own devices. Many have been surprised by the range of ways that technology can be useful and have enjoyed listening to music and finding information.

Support Staff have been on their own learning journey as many have not worked on digital inclusion projects before. Becoming Digital Champions and using the iPads has helped them build their own skills and confidence too.

### Partnership with Castleton Primary School

Students from a local primary school have been teaching older people to use iPads and the internet as part of a new intergenerational scheme run by Retirement LIFE and Castleton Primary School.

Six children have been working with residents at Phil May Court Retirement LIFE complex, helping them to understand the benefits of being online and developing their digital skills. The children were more than happy to show the tenants how easy it is to use an iPad and soon had the tenants (and staff) looking up items of interest. The students covered a range of topics including how Leeds looked in the past and the impact of deforestation on climate change. The session finished off with a quiz which involved tenants looking for the answers on the internet.

Feedback from tenants was overwhelmingly positive. Bob said that he found the session much easier than he thought it would be; his previous experience had been on a laptop and found the iPads great fun. David enjoyed the session so much that he borrowed an iPad to do some homework overnight. Gladys was just amazed at the size of it and how easy it was to use.

This project forms part of ongoing partnership between Retirement LIFE and 100% Digital Leeds aiming to support older tenants to understand the benefits of digital and develop their digital skills.

## **St George's Crypt**

St George's Crypt are a charity working with the homeless, the vulnerable and those suffering from addiction. They offer their service users food, residences and showers, as well as advice and support. They have a range of social enterprises offering development and training opportunities to their homeless and vulnerable clients.

St George's Crypt joined the Tablet Lending Scheme in mid-June 2018, borrowing 15 iPads to support digital inclusion for those who have been excluded from or are unable to access the online world due to various circumstances. They put the tablets to use across the charity with staff, volunteers and clients developing their digital skills across a range of online services.

Uses so far include digitising café administration tasks, supporting service users to access search for jobs and housing and access council services, helping service users reconnect with family, and supporting social enterprise staff to upskill and gain qualifications.

They also work with a number of individuals who are on ROTL (released on temporary leave) schemes from prison. The prison systems are, fairly so, difficult to access quickly and require a number of steps to go through. This makes it inaccessible at times. Crypt volunteers who are approaching their release dates are using the iPads with guidance and supervision from support staff to carry out house searches, make sure benefits are in place and hunt for jobs. Because they are able to access the internet safely and securely they can secure tenancies and make sure everything is in place for when they leave. The impact this has not only on their physical stability but also on their mental health through alleviating anxiety of the unknown is massive. Not being reintroduced to the homeless cycle can prevent ex-offenders from reoffending. Offenders who are homeless upon entering prison have a much higher reconviction rate within one year of release, with 79% being reconvicted, compared to 47% who have accommodation.

### **John's Story**

*John (not real name) can't read or write, has no support worker and, after his mother died, had very little support engaging with various systems. When he needs repairs on his house he has to navigate the council website, when his benefits were sanctioned he had to access the DWP website, he needed to contact Citizens Advice online.*

*We have worked with him, supporting him to use the pictorial repair portal on the council website, contacting and complaining to DWP, making an appointment with Citizens Advice. The tablets have made this engagement seamless, allowed him to make services aware of his complex needs and work to restore benefits and fix his property. He is now using the tablet to keep appointments, book and engage with community projects and booking theatre tickets!*

### **Sharon's Story**

*Sharon (not real name) has severe dyslexia and mental and physical health issues that require frequent trips to hospital. She has memory issues. She is using the tablets to check the time, check bus timetables to plan travel to and from our site to St James and LGI. The tablets have meant that she is making her appointments, getting the treatment she needs and, is not being sanctioned for missing appointments.*

## **Connect in the North**

Connect in the North borrowed some iPads as part of our tablet lending scheme. They used the tablets with the Pass it on People to develop their digital skills and confidence.

Connect in the North is a Centre for Inclusive Living led by people with learning difficulties and disabilities, helping them to have control of their own lives and equal power in the world. Through the Maze is a signposting and information service and is part of Connect in the North. They share information with people with learning difficulties, family carers and professionals. They do this through their website, advice line, drop-in sessions, meetings and the Pass it on People. The Pass it on People are a group of people with learning difficulties who share information across the city.

All of the Pass it on People have been using iPads to post details of activities and initiatives to a Facebook group: Open Events for People with Learning Difficulties. This was set up by Connect in the North to share events and groups in Leeds, encouraging more people with learning difficulties to socialise, make friends and try new activities. The Pass it on People have also attended a workshop where they used the iPads to try vlogging and posted the results on social media.

*"This is something we want to get better at and do more of. We think it will be a good way of sharing information with people with learning difficulties in Leeds."*

Sarah Wheatley, Trainer Consultant at Connect in the North

Some members of the group have used the iPads to start bidding on properties on the Leeds Homes website (one has been successful and is due to move next month after a year of bidding by phone) and one member, unsure of how he could get the most out of the iPad, attended a session with a Genius at the Apple Store. He even filmed the tutorial and shared what he learnt with Connect in the North. He found the learning so helpful that he went back for a follow up session, and got details of how all of the Pass it on People could have a group session with Apple.

*"I can look for things to do near me and I share them to groups on Facebook. I can also stay in touch with friends."*

George, Pass it on People

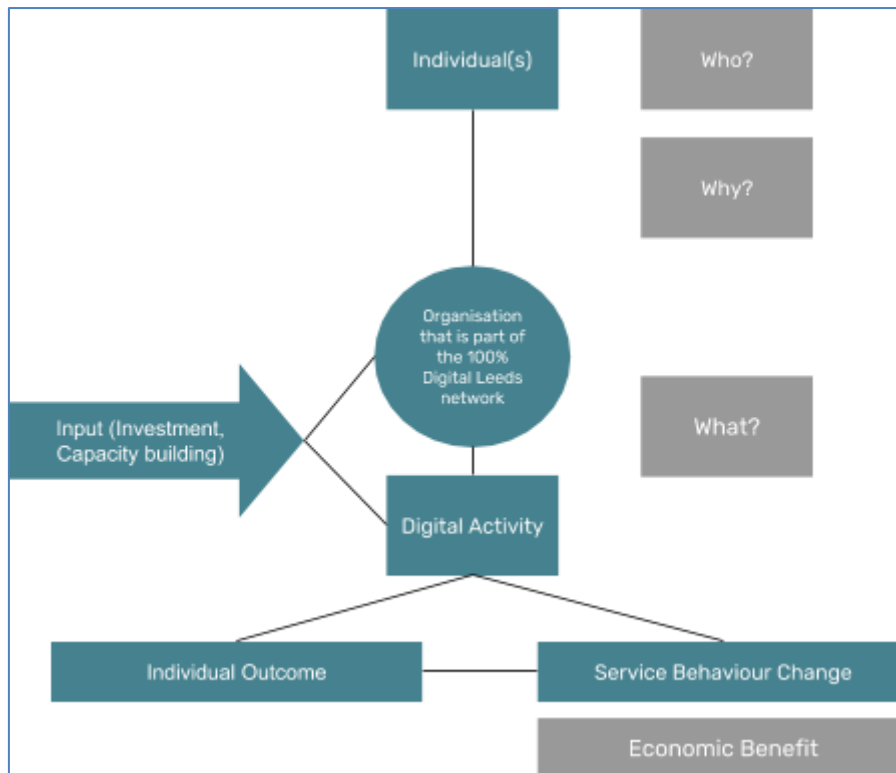
We are proud to be supporting people with learning difficulties and disabilities to stay connected and play an active part in the community. Each member of the Pass It On People completed Digital Champion training after borrowing iPads so they can spread the word, advocate the benefits of being online and help others take their first steps into a digital world.

## Appendix 4 Impact Assessment - Overview

The impact assessment approach for 100% Digital Leeds will be:

1. **Based on insight.** The 100% Digital Leeds team have gathered insight from organisations and individuals in Leeds, via short face to face interviews. The aim is to understand the demographics, motivations and actions of individuals that the 100% Digital Leeds activity has begun to reach, to build a picture of the full range of differences that the programme could make. This insight is helping us to understand potential journeys that individuals engaging with the programme could make – from taking part in an activity funded by 100% Digital Leeds to a personal or behaviour change that could (when multiplied by a number of people) demonstrate wider benefits for local communities and economies (see Diagram 1).

**Diagram 1:**



This insight, coupled with an understanding of the strategic KPIs required by the investors in the programme, will define the most relevant outcomes to measure against and also allow us to be mindful of the impact that can be made beyond the intended. We are consolidating this understanding into an **Impact Framework** that will be completed and tested by the end February 2019.

### **Outcomes:**

The digital inclusion team took part in a workshop which included an exercise to define what success looks like for 1) The city of Leeds 2) Leeds City Council 3) An organisation engaged with the programme 4) An individual (beneficiary/learner). These shared visions of success are being used to frame the outcomes, along with the insight gathered through the aforementioned interviews.

### **Indicators & Methods of data collection:**

We are in the process of designing **two surveys** to be completed regularly by organisations and individuals, to measure and evidence impact. The first survey will be sent to organisations in the 100% Digital Leeds network, including those that are directly funded and unfunded. The questions in the survey will help us understand what has been achieved by the organisation as a result of investment from the 100% Digital Leeds programme, whether direct or indirect through capacity building. The questions will define the indicators in the above framework.

The second survey will be sent to individuals (beneficiaries/learners) and will aim to understand an individual's progression since engaging with an activity or organisation that is supported by the 100% Digital Leeds programme. The questions seek to understand personal changes that evidence the impact of digital inclusion on an individual's well-being, along with behavioural changes that (when multiplied by a number of people) evidence wider socio-economic benefits to local communities, Leeds City Council and the city of Leeds. In previous reports we have demonstrated the connections between improvements to a person's well-being and wider economic benefits (BT Social Return on Investment). Additionally, we are looking to feed in some of the methodology and questions from ONS survey of personal well-being, so that we can frame the evidence gathered from Leeds within a national picture. Survey data will be supplemented by case studies, so that we are mindful of the full range of benefits that the programme is having.

Both surveys will be analysed together in order to understand the connections between **Inputs** (investment), **Outputs** (activities) and **Impact** (outcomes).

2. **Participatory.** To ensure the relevance of the impact framework, we intend to consult a sample of engaged organisations and their learners/beneficiaries. A network of small local organisations forms the basis of the 100% Digital Leeds approach, as they are able to support individuals that are hardest to reach, therefore it is prudent to consult them on what we think the impact of the programme will be. We are currently in a position where we have a representative sample of organisations within the priority areas that have received activations grants and are incentivised to participate with this consultation. In early 2019 we will test the relevance of the proposed impact framework and the survey questions. In turn, we hope that this participatory approach will build the capacity of the organisations in terms of their understanding of evaluation and their ownership of the 100% Digital Leeds network and movement, in order to promote sustainability.
3. **Cyclical.** Impact will be measured on an ongoing basis, so that we can reflect and learn from the findings. Both surveys will include questions that aim to critically evaluate the support provided by the 100% Digital Leeds programme - allowing us to reflect, make improvements and increase the impact made. By analysing and drawing conclusions on an ongoing basis we will demonstrate change over time. The aforementioned survey for organisations will be sent out on a monthly basis and be a requirement for those receiving activation grants. It will also be a requirement of funding for organisations to proactively encourage learners/beneficiaries to complete the individual survey.
4. **Open.** We will endeavour to share information about ongoing impact with the organisations that are participating. Similar to the benefits of consultation mentioned previously, by sharing evidence of impact framed within the broader context of Leeds, the small community organisations that are integral to success of this programme will improve their understanding of impact assessment and evaluation, increasing their ability to bring in funds from other sources.
5. **Scalable.** In order to build a sustainable framework for impact assessment, we will ensure at every iteration that it is scalable - mirroring the growth of the 100% Digital Leeds network and its impact.

## Digital inclusion action plan for priority neighbourhoods

Action	Longer Description	Intended outputs	Intended outcome	Activities in Boggart Hill	Activities in Lincoln Green	Activities in Armley
<b>Retirement Life tablet lending and Digital Champions</b>	12 engagement staff trained as Digital Champions. Borrowed 12 tablets to run engagement activities across 20 sites.	Digital Champions trained and lent tablets. Increased digital engagement activity in Sheltered LIFE accommodation	Residents better motivated to engage with digital. More support available in accommodation.			6 schemes in Armley Ward
<b>Tablet Lending Scheme</b>	Promotion of tablet lending scheme, including to organisations delivering provision in target neighbourhoods.	Increased signups to tablet lending scheme.	Allowing organisations with equipment/connectivity barriers to pilot new approaches to digital inclusion. Improved engagement of organisations and increased digital inclusion support for residents.	LS14 Trust	Get Technology Together	Armley Helping Hands, New Wortley Community Centre,
<b>Online Centres Network recruitment</b>	Promotion of Online Centres Network to local organisations including organisations delivering provision in target neighbourhoods.	Increased signups to Online Centres Network	Build local organisations' capacity for digital inclusion.	LS14 Trust	Get Technology Together	New Wortley Community Centre, Get Technology Together

<b>Digital Champions recruitment</b>	Free training available for Digital Champions working in the community with residents (volunteers or staff), focussing on motivating those offline to digitally upskill and the skills and knowledge needed to support new learners.	Recruit digital champions.	Encouragement and support for those offline to digitally upskill.			
<b>Review connectivity for council venues and community venues in the areas as part of the Business Rates Fund</b>	Circa 77 communal rooms within the Retirement Life Service, and circa 45 within high rise stock for the city – pilot/trial could be a dozen devices for use within the three priority areas	Improved Wi-Fi access for Council tenants.	Increased number of tenants engaging with digital		Free Wi-Fi recently installed in Lincoln Green Community Centre	
<b>General marketing and comms to tenants</b>	General digital inclusion messaging included in existing comms to tenants. Focus on promoting learning sessions in local libraries.	Posters in high rise blocks, display screens in Housing Offices, posts on social media, advert in Leeds Homes	Increase in numbers of tenants engaged and accessing support from libraries	City wide	City wide	Focus on Armley as target area
<b>Free Wi-Fi in towerblocks project</b>	Overcoming connectivity barrier. Launch Naseby Grange; Promote Wi-	Improved Wi-Fi access for Council tenants.	Increased number of tenants engaging with digital		Naseby Grange on border of Lincoln Green and Burmantofts	Clyde Court/Grange

	Fi usage/uptake in Clydes and demonstrate impact; offer additional support for any tenants in the trial blocks.					
<b>Activation Grants</b>	Good Things Foundation managed grants scheme supporting Online Centres. Initial round of £1500 grants awarded to 9 Leeds organisations including organisations delivering provision in target neighbourhoods.	9 grants gifted	Improvement in organisation capacity and increase in provision available for residents.	Grants awarded to LS14 Trust, Kentmere Community Centre	Grants awarded to Get Technology Together, delivering learning sessions at Lincoln Green Community Centre	New Wortley Community Centre, Get Technology Together, Armley Helping Hands, St George's Crypt (Nurture Café)
<b>Housing Digital Champions</b>	Trained Tenant Engagement Officers as Digital Champion.	TEO training session.	Increased understanding of local digital need and improved ability to engage and support tenants.	Relevant TEO trained.	Relevant TEO trained.	Relevant TEO trained.
<b>Engagement events</b>	100% Digital Leeds presence at community engagement events.	Attend events, engage with organisations and public.	Increased awareness of 100% Digital Leeds project	Debt Awareness Sessions at Fun Day		Debt Awareness Sessions
<b>Review digital learning sessions in libraries</b>	Review of digital learning sessions in libraries to improve awareness and marketing. Reasses	Improves learning sessions.	Improved learner experience and increased uptake of sessions.	Deacon House Community Hub	Compton Centre Community Hub	Armley Community Hub



	session content, design new marketing, raise awareness with wider council staff such as Job Shops.					
<b>Review Annual Home Visit Data</b>	Map data in priority neighbourhoods (broken down to household) – to help inform above and future engagement work.	More effective use of data.	More informed engagement work	Focus on priority neighbourhoods	Focus on priority neighbourhoods	Focus on priority neighbourhoods
<b>Map existing provision in priority areas</b>	Map existing digital support currently on offer from local organisations, assessing perceived catchment area of each. Liaise with TEOs and Communities Team Leads. Include Neighbourhood Networks and TARAs.	Map of provision.	Effective signposting of residents to support available.	Paul Wilkes to coordinate	Amy Hearn to coordinate	Ian McArdle to coordinate
<b>Identify opportunities to increase digital support provision</b>	Identify organisations offering support to residents but not yet engaged with digital inclusion agenda. Contact and offer support of 100% Digital Leeds project schemes. Include	Increased uptake of tablet lending scheme, Digital Champions scheme, Online Centres Network.	Increased number of organisations offering digital inclusion support to residents.	Paul Wilkes to coordinate	Amy Hearn to coordinate	Ian McArdle to coordinate

	Neighbourhood Networks and TARAs.					
<b>Targeted marketing for residents of target areas</b>	Develop targeted messaging, focusing on local barriers to digital and motivations to engage. Signposting to support available locally. Actions tailored to the area and based on the nature of the barrier.	Targeted leaflet drop.	Increased number of residents looking to improve their digital skills. Improved knowledge of local support available. Increased uptake of support.	Paul Wilkes to coordinate	Amy Hearn to coordinate	Ian McArdle to coordinate
<b>Engage Housing Officers and target for Digital Champions training</b>	Contact Housing Managers with offer to attend team meeting to inform them of area focus and share action. Target for Digital Champion training to ensure effective digital conversations are a part of annual home visits and residents are signposted to support available.	DICs attend relevant team meetings. Housing Officers trained as Digital Champions.	Improve HO understanding of the project. Ensure AHVs are utilised for effective digital conversations and residents are signposted to support.	Paul Wilkes to coordinate	Amy Hearn to coordinate	Ian McArdle to coordinate

<p><b>Tech Mums courses</b></p>	<p>Free workshops improving the technical skills and confidence of mums. From basic IT skills, to online safety, to programming and app design the course is designed to give a taste of what technology today can do for them. These will be the first sessions to take place outside of London.</p>	<p>3 groups, 20 learners, 10 weeks</p>	<p>Improved digital skills and confidence of up to 60 mums.</p>	<p>Session based at Deacon House Community Hub</p>		<p>session based at Armley Helping Hands</p>
<p><b>Formation of local Digital Inclusion Networks</b></p>	<p>Formation of local networks following on from October #FightTheDivide launch events. Taking a localised asset based community development approach. First sessions will focus on assessing barriers and developing pilot projects.</p>	<p>Minimum 4 networks based in 12 target wards.</p>	<p>Coordinated approach from local organisations; shared local knowledge; development of new partnerships; upskilling and development.</p>	<p>Will hold meeting in local area if the opportunity arises</p>	<p>Will hold meeting in local area if the opportunity arises</p>	<p>Will hold meeting in local area if the opportunity arises</p>
<p><b>Review the priorities of HAPs</b></p>	<p>Raise awareness of the need for digital inclusion activity, realign priorities to better support the</p>		<p>Increase funding of tenant and community digital skills/access activity</p>	<p>Outer East</p>	<p>Inner East</p>	<p>Inner West</p>

	development of digital inclusion activity.					
<b>DI Networks: funding opportunities awareness</b>	Make local organisations aware of funding available and support to apply ie HAP funding, Leeds funding etc.	Minimum 4 networks based in 12 target wards.	Increase in number of digital projects taking place. Increase in number of digital projects funded.	Will hold meeting in local area if the opportunity arises	Will hold meeting in local area if the opportunity arises	Will hold meeting in local area if the opportunity arises.