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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: 19 February 2020

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

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

Summary of main issues

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

2. Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.

3. The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.

Recommendations

4. Members are asked to:
   - Agree those recommendations which no longer require monitoring;
   - Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result;
   - Agree to receive a further report in 2021 to review progress against city priorities and 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, January 2018 and February 2019. 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 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 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 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 2020 update includes more information on the wider city priorities that are being supported by 100% Digital Leeds.

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 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.
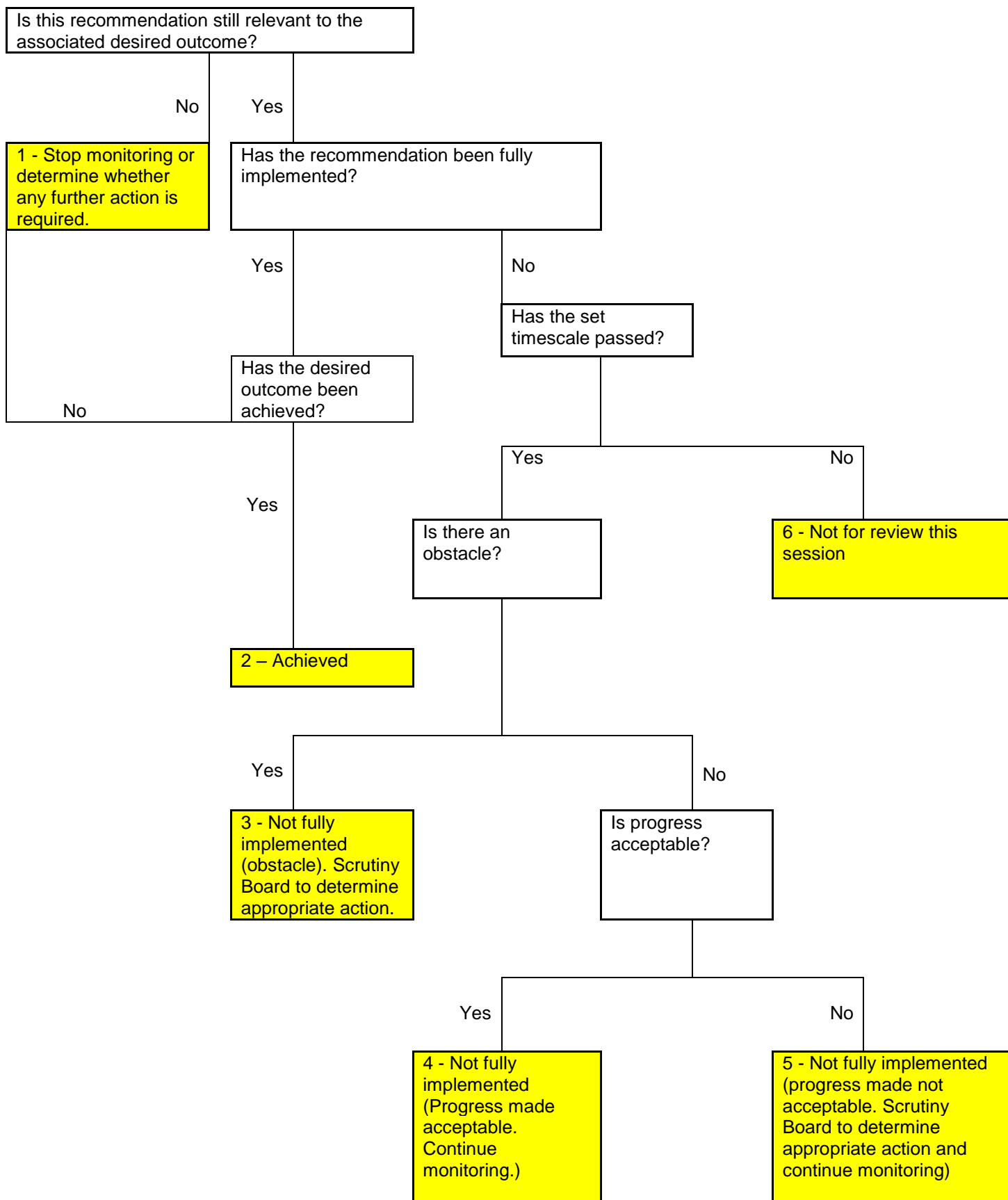
6   Recommendations

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 2021 to review progress against city priorities and the evidence of impact and Return on Investment for the 100% Digital Leeds programme.

7   Background documents[1]

7.1   None.

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

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

Is this recommendation still relevant to the associated desired outcome?

No — 1 - Stop monitoring or determine whether any further action is required.

Yes — Has the recommendation been fully implemented?

Yes — Has the desired outcome been achieved?

No

No — Has the set timescale passed?

Yes — Is there an obstacle?

No — 6 - Not for review this session

Yes — 2 – Achieved

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

No — Is progress acceptable?

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

No — 5 - Not fully implemented (progress made not acceptable. Scrutiny Board to determine appropriate action and continue monitoring)

100% Digital Leeds: achieving city priorities

Since 2015, the council's response to this inquiry has been delivered through the further development and extension of the library service's digital inclusion programme including the development of the 100% Digital Leeds campaign, which takes a cross-cutting approach to this agenda.

The 100% Digital Leeds campaign is co-ordinated by a multi-disciplinary team of four co-ordinators and a support officer based in the Library Service and managed by the Library Service's Digital and Learning Development Manager. They have a citywide responsibility to engage with professionals and practitioners, staff and volunteers, community based assets, researchers and people with lived experience to work with them to co-design the right interventions. Due to the multi-determinants of barriers faced by some of our communities the team work flexibly and responsively to bring the right blend of experience and expertise to addressing those issues.

The team has specialist skills and knowledge that include evaluation and reporting, training and coaching, communications and marketing and bidding for external funding. They also have connections and contacts across the city and the country. They use those networks to bring together people with additional specialisms or specific experience of particular issues. The team's overriding aim is to ensure the best outcomes possible by increasing digital inclusion in all communities, although the primary focus is within the Council's priority neighbourhoods.

The 100% Digital Leeds approach is to convene and enrol community based assets and organisations to address their constituents' needs and wants through the use of digital. With 161 community groups and organisations and thousands of people already engaged, the approach has proved that there are no people who are "hard to reach". They are just "hard to reach" by the traditional Council ways of working.

A digital inclusion movement is spreading across Leeds, where the Council and the award winning 100% Digital Inclusion team are the nucleus who drive the digital inclusion agenda, keep the network up to date, make further connections, understand the problems facing people from their perspective, facilitate, secure external funds to support the network and capture and report the value created.

As well as supporting the universal offer of digital services for all within our own community hubs and libraries, the digital inclusion team are supporting organisations who work with: people using foodbanks, people who are homeless or at risk of homelessness, refugees who are starting a new life in the city, people at risk of social isolation, people with a learning difficulty or disability, people with long-term health conditions, vulnerable adults overcoming issues such as substance misuse, domestic abuse and mental health issues. They are also supporting staff and volunteers working in primary care and social care settings, small businesses and other council departments.

The digital inclusion team is currently funded through external grants and the NHS. The funding comes with specific outcomes and objectives that the team are working to achieve. These include: closer working with colleagues in Housing Leeds to increase digital inclusion amongst tenants and to increase participation and involvement by younger tenants; increasing skills and engagement with digital self-management solutions for health professionals; increasing access to digital self-management solutions for people living with long-term conditions and users of social care services.

At the Scrutiny Board meeting in February 2019, the Board *"expressed concern that the council function that supports the co-ordination of the expanding Digital Inclusion movement in Leeds is wholly dependent on grant funding. Acknowledging the value of this small team, who are enabling the voluntary and independent sector of Leeds to deliver to their target groups, the Board consider that ongoing security and the sustainability of this function is essential".*

Grant funding has been secured for this year and the financial year 2020/2021. At that point, a funding pressure will be identified and considered as part of the 2021/22 budget process.

The 100% Digital Leeds approach
The 100% Digital Leeds campaign has received national recognition and is considered a benchmark by other authorities seeking to develop similar approaches to provision and support. Examples of some of the work undertaken within the 100% Digital Leeds programme are in **Appendix 3** and available online at: www.digitalinclusionleeds.com/impact

100% Digital Leeds aligns with the council's wider approach to Inclusive Growth and Asset Based Community Development and directly supports our Best City ambition to be a Compassionate City. By working in this way, the digital inclusion programme is contributing to the strategic priorities of Directorates across the council and stakeholders across the city.

Some examples of the priority areas of work that are being supported are listed below:

1. Smart Leeds

The Smart Leeds strategy is part of the wider DIS programme of works, with ongoing governance and oversight provided by Smart Leeds Portfolio Board. Our ambition is for Leeds to be the 'best city for digital' and our Smart Leeds priorities include world class connectivity, open data and analytics, promoting 'tech for good' and 100% digital inclusion. All things which are essential foundations for a City and its people in the 2020s.

Alongside the Council's traditional role in delivering front-line services, our Smart Leeds approach sees us increasingly act as the convenor/enabler/facilitator for the city. We want to improve the lives of the poorest the fastest and we are working with our communities to build capacity and sustainability so that there is less reliance on public sector services. By bringing people together to co-produce solutions and putting people at the heart of everything we do, we are seeing improved outcomes across a range of indicators.

Examples include:
- Working with Public Health and communities to develop the CareView app for the city to address social isolation.
- Trialling voice technology to help people with dementia and their carers to more easily access online services and solutions.
- Working with stakeholders from a variety of backgrounds to create innovative solutions to city challenges through our award winning Innovation Labs process.

2. Housing Leeds

As part of our Smart Leeds programme we are currently developing proposals with partners across the city for how digital technologies can be used to better manage our council properties, identifying repairs that need to be done sooner, providing telecare services that enable people with health conditions to live at home for longer and be connected to others. We are also investigating ways in which tenants can play a more active role in how our properties are managed, as well as paying their rent and booking repairs online. Historically,

engagement with younger people in our Council homes has proved challenging. Increasing engagement through digital channels and the wider networks they are part of will address this.

Housing Leeds is funding a number of projects to promote the advantages of using the internet, including the potential for savings on household budgets. The Housing Officer teams advise and support customers who are struggling with fuel bills or need help with benefits or Universal Credit. As well as offering support with online transactions, tenants are also signposted to specialist debt advisors and referred to the Green Doctors.

In January 2020 Executive Board received a report from the Directors of Resources & Housing and Communities & Environment on Promoting Affordable Warmth and the wider issues of fuel poverty. The report noted that: *"We are aware that many residents, in particular those on a low income, are struggling with digital exclusion and banking/direct debit… The latest 'Financial Exclusion and Poverty' (2018) research commissioned by the council confirmed that 22% of the sample of the lower income areas found using the internet difficult and half of the interviewees did not use digital devices at all for money management (including paying bills). This is particularly relevant to fuel bills, as the energy market increasingly makes its best tariffs available online which risks those benefiting the most being excluded from the most competitive prices."*

Executive Board approved the Recommendation that: *"The Board's endorsement be provided to ensuring that digital solutions to assess and alleviate fuel poverty do not lead to further marginalisation and exclusion of those most in need."*
To support this agenda all Tenant Engagement events highlight the advantages of being online. A snapshot of some of the activity includes:

- Housing Advisory Panels funding iPads for Retirement Life so Support Officers, most of whom are Digital Champions, can run digital inclusion sessions with tenants.
- Drop-in digital inclusion sessions for Syrian refugees.
- Digital Champions training for Housing Officers and their teams to support tenants who express concerns about using online forms for everything from switching utility providers to benefit claims.
- Using iPads in estate walkabouts to raise the profile of digital inclusion.
- Promoting digital inclusion through Housing Leeds networks and signposting tenants to council, third sector and partner organisations in local areas

3. Health and Wellbeing

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. Our 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.

In partnership with Adults and Health, 100% Digital Leeds is supporting the NHS England Comprehensive Model of Personalised Care and the following wider priorities for Self-Management and Proactive Care:
- Put in place accessible, appropriate opportunities for support so that people have the knowledge, skills and confidence to live well with their long term condition
- Equip staff with the knowledge, skills and confidence to support someone with managing their long term condition

- Ensure the systems and process support a person centred collaborative approach to long-term condition management
- Improved early identification of symptoms and conditions
- Improved management of people with long term conditions

The digital inclusion work, for example supporting activities in Primary Care, establishing Leeds' first Digital Health Hub and a Widening Digital Participation programme focusing on people with dementia (outlined in **Appendix 3**), strategically align with objectives and priorities within:
- Public Health Outcome Framework (health care, public health and health improvement)
- NHS Long-term plan/GP Forward View, NHS Comprehensive model of Personalised Care
- West Yorkshire & Harrogate ICS Priorities
- Best Council Plan
- Leeds Health and Wellbeing Strategy
- The Leeds Health and Care Plan
- Leeds Clinical Commissioning Group Priorities and outcomes

4. Inclusive Growth and Safe, Strong Communities

Priorities include:
- Supporting businesses and residents to improve skills, helping people into work and into better jobs
- Targeting interventions to tackle poverty in priority neighbourhoods
- Helping people out of financial hardship
- Being responsive to local needs, building thriving, resilient communities

- **Employment**

A successful bid for £10,000 from Good Things Foundation's Future Digital Inclusion Fund has enabled the service to trial a tool for helping participants to learn essential digital skills, plus further tailored learning which is relevant to their progression. The project focused on digital skills for employment such as online job searching, interview skills and how to use the National Careers Service Website. The funding has enabled one of our community partner organisations, Turning Lives Around, to work one-on-one with their residents (vulnerable young people with multiple and complex needs who are homeless). 17 learners took part in the trial, receiving a total of 13.5 hours of one-on-one support, and subsequently completing all Employment modules on Learn My Way, as well as Online Safety and other modules tailored to their own priorities.

Turning Lives Around were grateful to be part of the project and it was beneficial for them to be able to offer support to their residents, most of whom are unemployed and some are not in the education system. By supporting people to learn digital skills they were able to get closer to the job market and improve their confidence. They also benefitted from improved online safety and a greater awareness of online services. The project directly supported the objectives in our Best Council Plan that: *"The education and skills received will be of economic value to the individuals as workers, to the businesses that employ them and to the wider economy through greater productivity and competitiveness. They also bring considerable social benefits to individuals and communities which foster more equitable communities, in turn supporting economic growth."*

- **Poverty**

The digital inclusion team are working more closely with Leeds Poverty Truth Commission to ensure the voice of those with 'lived experience' of poverty and inequality is harnessed and

engaged; we are working together to identify the barriers that people on low incomes face to becoming digitally included and to identify and develop possible solutions.

Taking a co-design approach to information ensures that the language used is easily understood by a wide range of people. It will also mean that people on low incomes are not represented in any way in terms of deficiency. For example, the use of the word 'deprived' to describe communities does not reflect the richness of such communities.

A long-term and ongoing relationship between the library service and the Leeds Poverty Truth Commission will offer constructive check and challenge to the work. The approach taken to reduce digital inequality is always to build trust through the engagement process, taking an asset based rather than deficit model.

- **English for Speakers of Other Languages (ESOL)**

By working to shared priorities the various service teams have been able to embed digital inclusion into existing strands of ESOL work to deliver a range of benefits: increasing awareness of the need for digital inclusion support for the ESOL community amongst organisations supporting those with ESOL needs; improving the digital skills and knowledge of the ESOL teams and in turn their ability to support their service users; ensuring the sustainability of the digital inclusion of ESOL communities by embedding this support into existing activity.

Working closely with the sector has allowed the digital inclusion team to identify shared barriers across organisations that support ESOL learners and bring those organisations together to form strategies in response. The digital inclusion team recognised the shared barrier of some outreach staff at organisations not being properly equipped to support ESOL learners to develop their basic digital skills. This resulted in the creation of a bespoke 'train the trainer' training package in partnership with Discovery with Three as part of their CSR programme. Discovery with Three were identified as a partner with knowledge and experience of supporting organisations working with service users with ESOL needs in particular, and with the capacity and local infrastructure required to develop a project offering sustainable rolling support.

Plans to embed Digital Champions training into future Community Interpreting training across the city will ensure the sustainability of the scheme, which is essential to the improvement of digital inclusion of our ESOL communities in Leeds.

Summary

The examples above are just a small snapshot of the activity contributing to and benefiting from the 100% Digital Leeds campaign. This work is integral to the successful delivery of a range of council and city plans and priorities. Our ambitions for the city over the next five years depend on digital innovations and efficiencies to deliver better outcomes for everyone. The Council cannot meet the demands of the future without change. We want to move to a whole system approach across places that enables people to independently look after themselves and improve their lives, to connect them to their communities and a wider circle of care and support. We can use some of the latest technologies to make this happen, but if we do not tackle digital exclusion then tens of thousands of our most vulnerable residents will be left behind as other areas of the city move on without them. We are working with and within those communities to ensure that everyone benefits from a truly 100% Digital Leeds.

The rest of this update report includes a summary of the progress we have made towards our ambition for 100% Digital Leeds. Following a similar structure to our 2019 report, we have taken a narrative approach and divided the update into Sections that outline our work in the following areas:

1. **Evaluation/Return on Investment**
2. **Creating a citywide movement for digital inclusion**
3. **Increasing capacity in communities**
4. **Training for council staff, third sector staff and volunteers**
5. **Connectivity/Infrastructure is now in the Smart Cities report**

The relevant Scrutiny Board Recommendations and Inclusive Growth priorities are listed at the start of each Section.

Section 1 – Evaluation/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.

100% Digital Leeds has engaged with 161 community groups and organisations and a wide range of council departments.

Outputs to date include:
- 2,848 people registered with the Learn My Way online-learning platform and completed 14,879 courses.
- 1,189 Digital Champions trained (including 280 with a specific Health focus) to help promote the benefits of being online to digitally excluded people in their communities.
- 84 organisations borrowed 663 iPads as part of the 100% Digital Leeds tablet lending scheme.
- 31 organisations recruited to the Online Centres network, offering new venues for people to get online and learn digital skills.

Details of the groups / organisations who have received Digital Champions training, borrowed tablets and/or registered as Online Centres can be found in **Appendix 4**.

Alongside these outputs it is vital to measure place-based outcomes in order to fully evaluate the impact of the 100% Digital Leeds programme. Digital inclusion is a means to an end, it is not an end in itself. Digital inclusion is not about digital: it is about inclusion. People can use the internet to tackle many of the challenges and inequalities they face on a daily basis. Being online means having access to cheaper goods, services and utilities, more employment opportunities, self-management tools for long-term health conditions and easier ways to deal with the council and government departments.

In our 2019 report to Scrutiny Board, we discussed our plans to create a sustainable evaluation framework to measure the programme's Return on Investment, social impact and progress towards 100% digital inclusion. Over the course of the year the digital inclusion team have worked with Good Things Foundation to design this model, drawing on that organisation's 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.

We now have an evaluation framework that enables us to measure improved outcomes across a range of indicators. Our evaluation framework also gives us a methodology that we can use to report the return on investment that digital inclusion brings to residents, the council and the city as a whole. A visual representation of the framework and more detail on the methodology is at **Appendix 5**.

The data from progression surveys to date is limited and it is not good practice to base channel shift calculations on a small sample. That said, the data collected so far is usable, it points in the right direction and should not be ignored. With this in mind we can provide this worked example of annualised savings as a result of behaviour changes and channel shift due to the 100% Digital Leeds programme:

Service	Savings
A&E	£310,426
GP	£230,427
Leeds City Council	£98,686
Other government offices	£72,703
Jobcentre Plus	£69,370
Total:	**£781,612**

The digital inclusion team and partner organisations will continue to survey end users over the coming year. The survey has been co-produced with research and evaluation experts, it asks the right questions and will measure what we want to know. The robustness of the data and the values for Return on Investment will increase exponentially as the team continue to expand the digital inclusion network and more responses are collected from beneficiaries.

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.

It has been acknowledged that the council cannot achieve the ambition of ending digital exclusion across the city alone, and Scrutiny Board 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*.

100% Digital Leeds campaign
One of the ways in which we have built and sustained a citywide movement for digital inclusion is by developing a brand identity for the 100% Digital Leeds campaign. As well as a logo and marketing collateral, 100% Digital Leeds has established a reputation as an exemplary digital inclusion initiative across the city, the UK and in government (DDCMS, NHS England, NHS X, MHCLG).

As well as hosting visits from, and sharing information with, over a dozen councils the 100% Digital Leeds campaign has been recognised with the following awards:
- Winner: Digital Council of the Year 2019
- Winner: O2 Blue Door Award for supporting organisations to tackle digital inclusion with our tablet lending scheme
- Shortlisted: Women in IT Excellence Awards 2019 (100% Digital Leeds & Techmums)
- Shortlisted: Leeds Digital Festival 2019

Working with communities most at risk of digital exclusion
Digital inclusion can help improve the lives of the poorest the fastest and we are working with our communities to build capacity and sustainability. We work with council colleagues and third sector organisations with deep roots in local communities who know the challenges faced by the residents they serve to build a digital inclusion movement across the city. In many cases, the organisations we work with know that digital inclusion could play an important role in alleviating some of the challenges, but the organisation itself may lack digital capability, capacity or connectivity.

In our engagement with organisations we learn more about them and the lives of the people they serve and are building relationships and mutual trust, working together to develop discrete programmes of activity or to embed digital inclusion into their organisations' existing activities. This support enables them to play a more active role in achieving our ambitions for 100% Digital Leeds and supporting the council's Inclusive Growth Strategy.

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.

In September 2019, 15 community organisations were awarded £100,000 through the 100% Digital Leeds digital inclusion grants programme. In total, 60 organisations bid for funding and the successful organisations are using the money to reduce barriers to digital inclusion. Around half of this funding was awarded to organisations who are supporting people with disabilities or learning difficulties, older people, carers or refugees, asylum seekers and new migrants. The grants are being used to help organisations embed digital inclusion activity into their delivery models by buying equipment, hiring tutors, coordinating volunteer programmes or to pay for connectivity. The full list of organisations that received funding is at **Appendix 6**.

These organisations will be supported to ensure that their plans are successful and sustainable and we will use the evaluation framework to measure the positive impact they have on people's lives.

We are also working with Voluntary Action Leeds (VAL), a charity that supports the city's third sector through services such as training, funding support and marketing advice; VAL have borrowed iPads to enhance the support they offer to organisations looking for help and advice around funding, and those looking to develop a safeguarding policy.

Many new, small groups that approach VAL for advice are unable to access online systems which limits their ability to find information or complete online applications. Those who do have access often lack the skills to find reliable information. Using the iPads, VAL are able to help organisations to understand that the information they need is available online and to identify reliable sources of information. Working this way empowers the organisation to do more for themselves and extends the capacity of VAL. VAL can also signpost organisations who need more support, such as further skills development or connectivity, back to Leeds Libraries and the 100% Digital Leeds programme, thereby extending our third sector reach even further and helping us to develop the sector's capacity.

Section 4 – Training for council staff, third sector staff and volunteers

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.

Digital Champions training

Digital Champions training delivered through the 100% Digital Leeds programme is based around upskilling staff and volunteers to be able to better support their service users to get online and use digital tools and technology. The aim is for Digital Champions to have positive conversations with people about the benefits of being online and to build the confidence to identify opportunities to have those conversations. During training we explore different ways to break down the barriers that exist for people who aren't online such as lack of skills, access and motivation, as well as other factors that may prevent someone from going online (lack of confidence, worries about online safety, physical or cultural factors etc.)

Our definition of a Digital Champion is someone who is supportive, encouraging and takes the time to find out about a person and what aspects of the online world would be beneficial to them. There is no need to be an ICT expert so being a Digital Champion is accessible to everyone as it is more about attitude than skills. The training includes sample case studies and discussions on how we can all help different people to increase their confidence and improve their health and wellbeing through using digital, whatever their situation. Trainees are equipped with resources they can use such as information about Leeds Libraries, accessibility guides and signposting to Get Online sessions, the Online Centres Network and community provision. This is an effective way of building a culture within organisations where the staff and volunteers are actively looking for opportunities to support their clients to use the internet in a positive and rewarding way.

The survey results from the Digital Champions training evaluation show that 97.8% of responders said they will be more confident talking to people about the benefits of digital, and they feel the training will help them in their work going forward.

The digital inclusion team will continue to deliver Digital Champions training to council staff and staff and volunteers from third sector organisations. A focus of activity over the coming year will be to ensure that all Community Hub and Library staff are digital champions. The team will work with library and customer service staff to identify and overcome barriers and maximise the opportunities for more digital inclusion activity to take place in libraries and community hubs, helping to further develop the use of these venues as community based digital hubs.

More broadly, there continues to be an increase in the number of council staff using Learn My Way and other tools to develop their essential digital skills. Since the council started recording training completion in 2017, 1,772 courses have been completed. These are split fairly evenly across the different courses, varying from "Using a keyboard" to "Socialising online". Communities and Environment have taken a lead with regards the council effort to support staff to improve their digital skills and even become digital champions. This is a result of a clear management directive to support staff to support citizens to get online. Sessions continue to be run in the city centre by Union Learn with Learning Coordinators supporting staff to enrol with Learn My Way.

Other support for council staff has involved HR and DIS undertaking various trips on the Hugo bus and attending communication events at sites co-located. Amongst other things, these sessions promoted the Learn My Way platform and also included the proposal of a staff tablet lending scheme, which to date no staff member has wanted to proceed with.

DIS have led work in care delivery and found the Learn My Way platform a useful tool to start staff on before they move on to using council systems. Looking forward to 2020, Learn My Way will continue to be the go-to starting point to support staff to get online and plans are in place to signpost staff at the point of starting, via the induction process.

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.

As noted earlier, the 100% Digital Leeds programme is one of the foundations of the Council's ambitions to be a Smart City. Another ambition for our Smart City programme is 100% Connectivity. There is obvious crossover between the two: to be digitally included means having access to the internet and technology, but increasing connectivity without digitally including people will simply entrench the disadvantages that already exist. This is why 100% Digital Leeds is part of the wider DIS programme of works, with ongoing governance and oversight provided by Smart Leeds Portfolio Board.

We are working with colleagues across the Smart Leeds and City Digital teams to ensure that digital inclusion and connectivity are closely aligned. For example, the digital inclusion team has lent tablets with 4G connectivity to 78 community organisations, they have advised on the criteria to be used for a question on social value and digital inclusion in the council's recent Full Fibre procurement exercise and consulted on the expansion of free council Wi-Fi to 20 community centres across Leeds.

More information on the tablet lending scheme, connecting community centres, full fibre and digital enterprise at **Appendix 7**.

Examples of activity across the 100% Digital Leeds network

- **Digital Inclusion in Primary Care**

Working closely with GP practices and Patient Participation Groups, 100% Digital Leeds is supporting digital inclusion within these settings to help patients develop basic digital skills and increase access to NHS services online.

Delivering digital champion training to staff and volunteers within Primary Care is giving patients an opportunity to receive face-face digital support in a familiar setting. Enabling them to make their GP appointments online and check health symptoms, as well as gaining access to further digital resources to support their health and wellbeing such as the Leeds Mental Health Wellbeing Service. This has been trialled in the first instance in GP practices in two of our priority wards (Little London & Woodhouse and Gipton & Harehills), aligning with the NHS Long Term Plan and linking in with Local Care Partnership priorities.

- **Digital Health Hub**

The 100% Digital Leeds team have partnered with Cross Gates & District Good Neighbours Scheme to launch the first Digital Health Hub in Leeds after a successful funding application to Good Things Foundation. This is enabling Cross Gates & District Good Neighbours Scheme to embed digital support and resources into their already successful programme of activities. Their 1,200 members can now receive support on topics such as ordering repeat prescriptions online, making a GP appointment online or using the NHS app to self–manage their long-term health conditions.

The focus for this partnership has been to support digital engagement and inclusion in those communal spaces where regular activities take place. Working closely with Primary Care by delivering Digital Champion training to GP Practice staff and volunteers is increasing access to NHS services online and self-management apps such as the MyCOPD app. This has strengthened the links between the community provision at the Digital Health Hub and primary care networks, enabling referrals for digital support and improving health outcomes for their members/patients.

Establishing a Digital Health Hub within the community setting of a Neighbourhood Network Scheme is enabling members to develop new digital skills and confidence. It is also increasing the number of people managing their health via digital solutions as well as living well with their long-term conditions.

The digital inclusion team are evaluating the success of this first Digital Health Hub in Leeds and plan to share this learning so that the model can be extended to other Neighbourhood Networks and Third Sector organisations across the city. The Council want to improve health outcomes for all and enable more people to self-manage their health conditions. This model will provide digital support for people in their communities to access health information online, online consultations and NHS services.

- **NHS Widening Digital Participation Pathfinder: Dementia**

100% Digital Leeds is working on this programme with Adults & Health, the City Digital Partnership Team, Smart Leeds, Carers Leeds, Good Things Foundation and NHS Digital. The Dementia Pathfinder is trialling how digital technology, and increased digital inclusion more generally, can help people with dementia and their families/carers to manage their conditions. Supporting people with dementia is a key priority 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.

Working in partnership with Carers Leeds has enabled the digital inclusion team to put carers at the centre of the programme, trialling appropriate digital solutions which have given those carers access and opportunities to develop their digital confidence and improve their health and wellbeing. Using innovative and non-traditional approaches to technology has successfully engaged this target group throughout the project. Areas of work to date include:

- Trialling Voice Technology with Amazon Echo Shows, giving carers practical solutions to everyday tasks, such as logging medication and appointment reminders, having access to online NHS symptom checkers, a wide range of music to relieve agitation and anxiety and supporting the people they care for to live well with their Dementia.
- Setting up a Facebook group to alleviate and prevent social isolation amongst carers, giving them a platform to relate with others and create social connections outside of the regular face-face peer-support groups with Carers Leeds. This has had a huge impact with carers saying they feel less lonely and enjoy sharing experiences, challenges and advice and guidance with other carers.
- Developing a network of Digital Champions across the wide range of Memory Cafes in Leeds and enabling them to embed digital into their existing programmes of activities using the Tablet Lending Scheme. This has provided opportunities for many carers to explore resources linked to reminiscence, health and wellbeing and provided positive experiences improving their quality of life.
- Embedding digital inclusion into Complex Needs Centres to give patients with low communication skills and complex needs the opportunity to gain digital skills. The team are exploring digital resources that provide relaxation to calm symptoms of Dementia such as anxiety and disorientation.
- Trialling Virtual Reality as reminiscence therapy to create immersive experiences for people with Dementia and their carers. This is supporting with the self-management of agitation, anxiety and other symptoms of the condition, re-living memories from childhood and giving opportunities to escape from the everyday life of Dementia/as a carer. Virtual Reality has proven to be a 'hook' to digital for many people with low/no digital skills and it has enabled them to explore further opportunities with tech.

- **Future plans for development of our Health-related Virtual Reality offer**

Evaluation of the Pathfinder has shown the benefits of Virtual Reality in improving health and wellbeing and as a support for people to live well with long-term conditions. As a result there are opportunities to expand the Tablet Lending Scheme to include the lending of Oculus Virtual Reality Headsets to third sector organisations working within our priority wards. This will be an exploratory innovation programme that would be designed and evaluated in partnership with Adults and Health, Leeds Mental Health Wellbeing Service, NHS (CCG) and other appropriate services.

Groups/Organisations who have received Digital Champions training

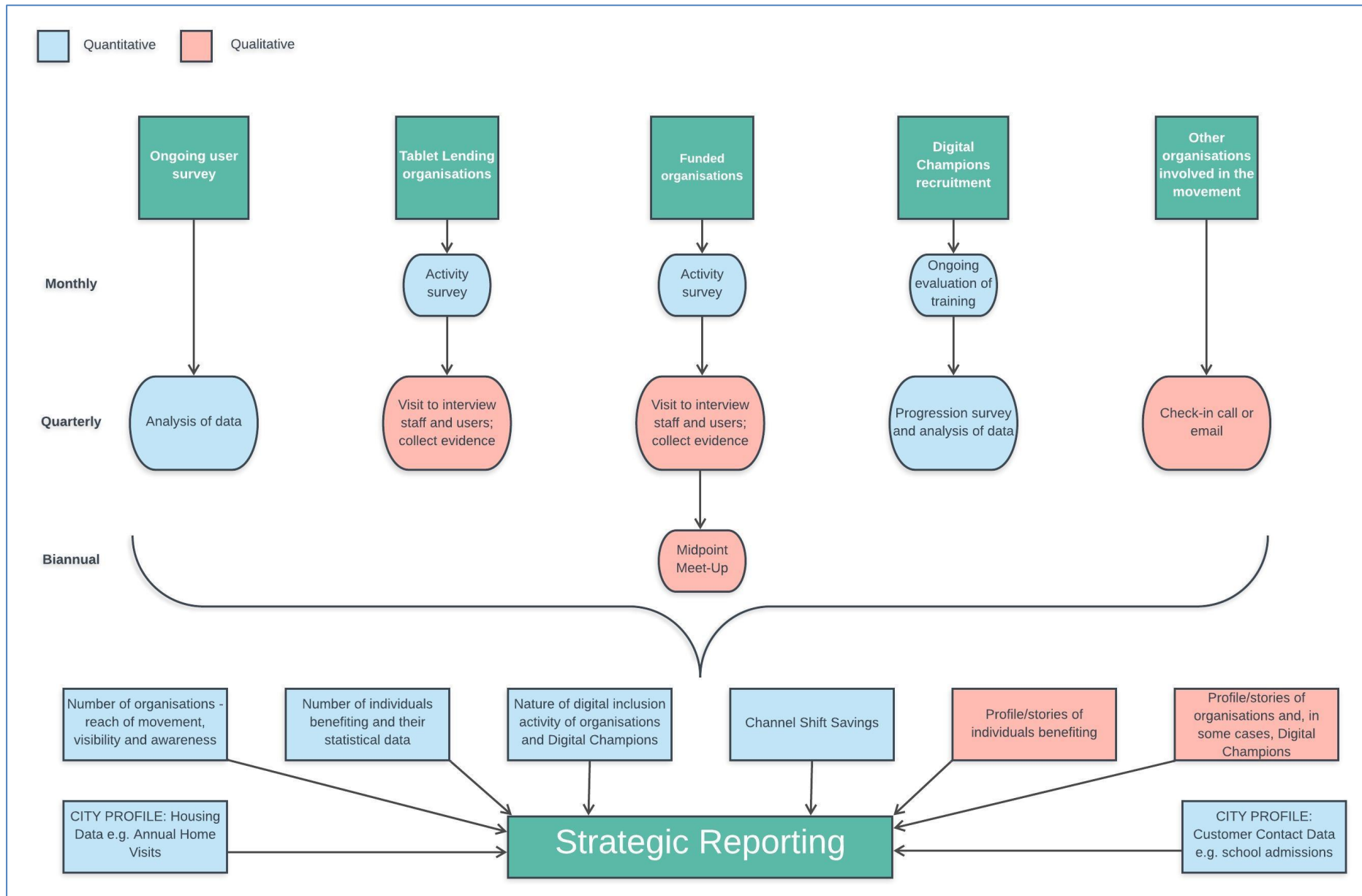|			
Alzheimer's Society	Ashfield Medical Practice	BAME Hub	Be Caring (Homecare)
Brackenwood Community Association	Breathe Easy Groups	Care Delivery Team	Care & Repair
Carers Leeds	Connect in the North	Cross Gates and District Good Neighbours	Dementia Support Workers
Groundwork	Health For All	Learning Partnerships	Leeds Irish Health and Homes
Leeds Teaching Hospital	Little London Arts	Memory Support Workers	Middleton Elderly Aid
Nari Ekta Society Ltd	North Leeds Medical Practice	Oakwood Medical Practice	OPAL
Over the Rainbow Care	PATH Yorkshire	People Matters	Pudsey Live at Home
Recovery Hub	Relate Bradford	RETAS	Retirement Life
Rothwell & District Live at Home	South Leeds Live at Home	Specialist Autism Services	Toast Love Coffee Café
Touchstone	Trinity Network	Turning Lives Around	Unity Housing Association
Woodhouse Medical Practice	Words for Wellbeing	Wykebeck Complex Needs Centre	Zest for Life

Groups/Organisations who have borrowed tablets

Advonet	Armley Helping Hands	Arts and Minds	Association of Blind Asians
BAME Hub	BARCA	Bee Together	BITMO Gate
Brackenwood Community Association	Broadlea Better Community	Café Leep	Cardigan Centre
Care & Repair	Carers Leeds	Connect in the North	Damasq
East Leeds Project	East Street Arts	Friends of Gledhow Valley Woods	Groundwork
GTT	HAVA	Home Lea Care Home	Ireland Crescent Residents Association
Kirkstall Valley Development Trust	Learning Partnerships	Leeds & District FA	Leeds and Yorkshire Housing Association
Leeds City College	Leeds City Council Complex Needs Centres	Leeds Irish Health and Homes	Leeds South and East Foodbank
Little London Arts	MAECare	Middleton Elderly Aid	Mind 'n' Health
Nari Ekta Society Ltd	Oakwood Medical Practice	OPAL	Over the Rainbow Care
PATH Yorkshire	Pudsey Live at Home	Pyramid of Arts	Recovery Hub
Refugee Council	Relate Bradford	Retirement Life	South Leeds Live at Home
Specialist Autism Services	St George's Crypt	Storm CIC	The Fair Exchange
Toast Love Coffee Café	Touchstone	Trinity Network	Turning Lives Around
Unity Housing Association	Vera Media	Voluntary Action Leeds	WEA Worker's Educational Association
Welfare Rights	Words for Wellbeing	YMCA Leeds	Zest for Life

Groups/Organisations who have registered as Online Centres

Armley Helping Hands	BITMO Gate	Broadlea Better Community	Cafe Leep
Carers Leeds	Chapeltown & Harehills Area Learning Project	Cross Gates Good Neighbours	G.E.F Construction Services
Get Technology Together C.I.C (Leodis Grid)	Get Technology Together C.I.C. Digital Access Drighlington)	Get Technology Together C.I.C. (GTT Lab)	GIPSIL
Groundwork Yorkshire	Health for All	Kentmere Community Centre	Leeds & District FA
LS14 Trust	MAECare	Meanwood Community Centre	Middleton Elderly Aid
New Wortley Community Association	People in Action	People Matters	Rothwell & District Live at Home
South Seacroft Friends & Neighbours	St George's Crypt	St. Vincent's Support Centre	The Tech Ladder Ltd
UNISON Yorkshire and Humberside Region	Unity Housing Association	YMCA Leeds	

Evaluation framework

Quantitative　　Qualitative

Ongoing user survey

Tablet Lending organisations

Funded organisations

Digital Champions recruitment

Other organisations involved in the movement

Monthly

Activity survey

Activity survey

Ongoing evaluation of training

Quarterly

Analysis of data

Visit to interview staff and users; collect evidence

Visit to interview staff and users; collect evidence

Progression survey and analysis of data

Check-in call or email

Biannual

Midpoint Meet-Up

Number of organisations - reach of movement, visibility and awareness

Number of individuals benefiting and their statistical data

Nature of digital inclusion activity of organisations and Digital Champions

Channel Shift Savings

Profile/stories of individuals benefiting

Profile/stories of organisations and, in some cases, Digital Champions

CITY PROFILE: Housing Data e.g. Annual Home Visits

Strategic Reporting

CITY PROFILE: Customer Contact Data e.g. school admissions

Evaluation framework

The positive social impact we wish to measure 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 framework includes:
- **Ongoing User Progression Survey** – collects demographic data to measure trends and to build a profile of end users (e.g. age, employment status, if they have a disability/long term health condition, language needs, whether they're a Housing Leeds tenant). The survey also includes attitudinal and behavioural change, and calculation of channel shift savings. This will be rolled out to all of the 100% Digital Leeds partners who offer digital access and support to users.

- **Monthly Activity Survey for organisations participating in the tablet lending scheme**
- **Monthly Activity Survey for organisations benefiting from Leeds Digital Inclusion Funding stream**
  Both of these are designed to collect data to provide quantitative evidence of impact delivered by partners in communities and among target audiences, so that we can state, for example, "*x number of organisations in the movement are helping people find employment and saw y amount of people this quarter.*" The digital inclusion team will also visit each organisation quarterly to collect qualitative evidence in the form of user case studies and organisational case studies, featuring quotes and images. These will be organised in categories relevant to specific agendas e.g. health, employment and skills, financial resilience, community integration, reduced isolation or loneliness and greater independence.

- **Ongoing Digital Champions progression survey** – as well as continuing to evaluate the effectiveness of Digital Champions training, the impact of the practical application of training and the engagement of end users by Digital Champions will also be measured and reported.

In addition to these surveys for the more engaged organisations that are part of the 100% Digital Leeds network, the digital inclusion team will continue to maintain quarterly contact with less engaged organisations in the network to identify any support they might need to boost their progress and engagement with end users.

This data will enable us to report:
- Number of overall organisations, Online Centres, tablet lending participants, Digital Champions, Learn My Way users in the movement, demonstrating the reach and visibility of the programme
- Nature of the digital inclusion activity of organisations and Digital Champions
- Number of end users benefiting plus their demographic data
- Profile of individuals benefiting from the programme in the form of case studies
- Profile of organisations benefiting from the programme in the form of case studies
- Channel shift savings to public services – Leeds City Council, NHS, JobCentre Plus, other local/national government departments.

Results from the User Progression Survey enable us to produce an estimate of the value of channel shift as a result of Leeds residents gaining digital skills. As people move to online transactions to replace phone calls and visits, cost savings can be applied to those behavioural changes. This is an important aspect of the continuing evaluation of the 100% Digital Leeds programme.

Service	Per transaction saving: online instead of call	Per transaction saving: online instead of visit
Jobcentre Plus	£2.91	£9.29
Leeds City Council	£2.91	£9.29
GP	£2.91	£45.00
A&E	£0.00	£160.00
Other government office	£2.91	£9.29

Figures in the above table are taken from the following sources:
- Phone call savings for all services apart from A&E (which can't serve people by phone), and visit savings for transactions with Jobcentre, Council and other government offices, are the 'per transaction' saving average of figures taken from:
  Page 46 of the PWC report, 'The Economic Case for Digital Inclusion' (2009)
  Page 7 of the SOCITM report, 'Business Case for digital investment' (2016)
- GP surgery visits savings are taken from page 17 of the Academy of Medical Royal Colleges report, *'Protecting resources, promoting value: a doctor's guide to cutting waste in clinical care' (2014)*
- Savings for visits to A&E are taken from page 6 of the NHS Improvement report, *'Reference costs 2017/18: highlights, analysis and introduction to the data' (2018)*
- All other visit savings are the average PWC and SOCITM figures from the reports listed above.

Digital inclusion grant funding – list of organisations

- **BARCA: £3,700** to support socially isolated service users to develop their basic digital skills, helping them connect with people, find employment, and improve their health and wellbeing.
- **Bramley Community Centre: £9,900** to create a dedicated space where local residents can access equipment and develop their basic digital skills, helping them to access services and find work.
- **Carers Leeds: £9,500** to support unpaid carers to develop their basic digital skills, helping them to connect with each other, access online services from home, and get the support they need.
- **Caring Together in Little London and Woodhouse: £3,600** to support older people to develop their basic digital skills in groups and in their own homes, helping those with mobility issues to access online services from home and stay independent.
- **Connect In The North: £2,400** to support people with learning disabilities to develop their basic digital skills, helping them to improve the accessibility of their equipment, discover apps designed for people with learning disabilities, and stay safe online.
- **Cross Gates & District Good Neighbours: £3,200** to provide connectivity and one-to-one digital skills training for older people and the housebound in the Cross Gates area, supporting them to access digital services, stay connected with family and friends, and continue living independently.
- **DAMASQ: £10,000** to provide internet access and basic digital skills support to refugees, asylum seekers and new migrants, helping them to access local services, live independently, and integrate within the wider Leeds community.
- **Get Technology Together: £7,600** to extend the reach of their current accessible technology training sessions to meet community need, improving basic digital, life, and work skills across Leeds.
- **People Matters (West Yorkshire): £7,300** to support people with disabilities to develop their basic digital skills and improve their employability, including increasing the number of Job Clubs across the city and introducing a tablet loan scheme for the benefit of their members who do not have access to their own equipment.
- **Pyramid of Arts: £8,700** to inspire people with disabilities to embrace tech by embedding digital into arts practice, supporting them to digitally upskill and develop their online arts presence.
- **Specialist Autism Services: £8,700** to support people with autism to develop their digital knowledge, skills and confidence, allowing them to live more independently, stay healthy, and stay safe online.
- **St Vincent's Support Centre: £2,800** to provide connectivity and develop weekly volunteer-led digital skills sessions for migrant service users, as well as the wider local community.
- **Toast Love Coffee: £10,000** to develop a volunteer and community led digital inclusion scheme to improve the digital skills and confidence of the people of Harehills, with a focus on digital creativity.
- **Trans Mission: £3,000** to support the Leeds trans and non-binary community to develop their digital skills to better access online services and connect with each other, thereby reducing social isolation.
- **Turning Lives Around: £10,000** to provide connectivity to homeless clients and to tackle digital and social exclusion by providing people with the skills and confidence they need to access digital technology.

Connectivity and infrastructure

Tablet Lending
The 100% Digital Leeds Tablet Lending Scheme is designed to support community organisations to pilot new approaches to digital inclusion without the commitment of purchasing their own equipment and with the knowledge and experience that the 100% Digital Leeds team share. This offers a supportive, low risk environment for organisations find an approach that works for them and their service users whilst building up a portfolio of impact evidence that they can use to identify a more sustainable connectivity solution, be that by petitioning organisational budget holders to release internal funds, or by securing external funding. In this way most of the organisations who have taken part in the Tablet Lending Scheme have gone on to see the benefit of embedded digital inclusion to their organisation and service users, have found a sustainable connectivity solution, and now see digital inclusion as an integral part of their service delivery.

Connecting community centres
To support the digital inclusion programme in areas which currently have limited or no connectivity, and to address one of the main barriers to people getting online, the council is installing free Wi-Fi in 20 community centres across Leeds. The work will be incorporated and delivered as part of the wider Smart Leeds programme where connectivity is recognised as being a key element to supporting and driving forward the city and regional economy. It will use existing council contracts to purchase standard equipment and support and be run over the council's public access network.

Nine centres have already gone live:
Crimbles Court, Denis Healey centre, Fairfield Community centre, Halliday Court, Lincoln Green Community centre, Queensview Retirement Life Scheme, Richmond Hill Community Centre, Sir Karl Cohen Square, Willows Community Centre.
Another nine sites should be live before May 2020:
Burnsall Court, Crescent Grange, Ebor Gardens Community centre, Mandela centre, Marsden Court, Northfields, Phil May Court, Rycroft Garden, Strawberry Lane Community centre.

The final two sites (Queenswood Court and St Matthew's Community centre) need major works so may take longer to complete – or may need to be replaced with alternative sites if costs are excessive.

Full Fibre
Strategically the Council is hoping to accelerate the roll out of full fibre infrastructure across the metropolitan district as it is the basis for Gigabit connectivity which is a key element of the 21st Century Infrastructure required to underpin the successful delivery of the Inclusive Growth and Health and Wellbeing Strategies.

There are two primary drivers for the full fibre programme:
- To replace the existing legacy wide area network with gigabit capable FTTP (Fibre to the Premise) services. The way in which services are provisioned requires the Council's network to be capable of supporting cloud centric services. The new gigabit service will future proof service delivery to 2030 and beyond.
- The Council has stated that it wishes to extend fibre capability throughout the metropolitan area of Leeds. By using the existing corporate WAN requirements as an anchor the Council is able to build out FTTP capability to areas which have previously been deprived of high speed broadband connections.

The Full Fibre Programme will:
- Deliver fibre connectivity to c. 1381 sites utilising the same budget currently delivering c. 318 sites.
- Provide flexibility to turn on services at a site and only pay for services consumed once the fibre build out is complete.
- Consolidate budgets bringing into scope corporate WAN, ICT4Leeds, CCTV, UTMC, LCH, CCG, GP surgeries and 116 MDU's.
- Realise considerable savings by delivering c. 380% more services for the same budget.
- Improve the quality of the service, both in terms of its operational outputs and business outcomes.

The Programme is expected to be complete by 2024.

Through soft market testing discussions the market has indicated that by rolling out this enabling infrastructure it will significantly accelerate their wider deployment of fibre for commercial and consumer use.

The procurement of the Full Fibre programme has utilised a competitive dialogue procedure. This procedure was selected to enable the Council to have full visibility of the costs throughout the procurement lifecycle. The budget envelope is currently £1.2 million revenue per annum and £3.6 million capital (already in the capital programme). The selected bidder has proposed a financial model and implementation plan that requires the conversion of revenue into capital over the duration of the 25 year Indefeasible Right of Use (IRU) for the Fibre infrastructure.

The delivery plan will be broken up into a number of 'bite sized chunks' starting with the replacement of the incumbent Corporate LCC/NHS WAN (Wide Area Network) and services provided to schools. This initial phase will be complete by March 2021 but it is expected that fibre delivery to all 1381 sites will be complete by mid to late 2023. The resulting contract from the selected bidder allows the Council to flexibly deploy services to sites at a pace that matches its requirements and delivers commercial savings.

Digital Enterprise
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 to grow by helping them to invest in digital technology.

Phase one of the Digital Enterprise programme ran from November 2016 to August 2019. Over this period more than 800 businesses benefitted from funding through the Digital Growth Voucher and Connectivity Voucher schemes, and over 600 businesses accessed training and education through the Digital Knowledge Exchange programme. Digital Enterprise agreed over £3.6 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 was in excess of £6.8 million. This will lead to the creation of potentially 1,200 jobs.

In March 2019 Digital Enterprise launched the Top 100 campaign celebrating digital transformation amongst SMEs in the Leeds City Region. The campaign culminated in the publishing of the Top 100 Report highlighting 100 businesses that have gone from success to

success by improving their digital capabilities. It is envisaged that the Top 100 campaign will run each year.

Phase two of the Digital Enterprise programme commenced in September 2019 after the programme secured a further £6 million of funding from the European Regional Development Fund (ERDF), WYCA/LEP and LEP local authorities. Between September and December 2019 over 1,100 businesses registered their interest in taking advantage of Digital Enterprise support and this number is continuing to grow.