



## **About This Report**

This report summarises the work of the Delivery Innovation Team (DIT) which was set up in 2006 and ran a programme for five years to investigate how information and communications technologies (ICT) could be used to improve the lives and life chances of disadvantaged groups of people and the places in which they live. The Team changed its name from its original label “Digital Inclusion Team” to avoid confusion with initiatives focussed on getting people online. The team was hosted by the City of London.

## **The Team**

DIT was Louise Bazalgette, Johanna Davies, Ewen McKinnon, Caroline Pyke, Jane Robbins, Beatrice Rogers, and Paul Waller (Director).

## **Acknowledgements**

The members of the Team would like to place on record their gratitude for the help, support, welcome and friendship of the City of London staff that made their tenure in the City an enjoyable and productive experience. The team would also like to thank the programme board:

- Bert Provan/ Cathy Francis – Communities and Local Government (Chair)
- Susan Attard – Deputy Town Clerk, City of London
- Ann Watt – Social Exclusion Task Force, Cabinet Office
- Professor Paul Foley – independent academic;

and Richard Turl, Jaime Rose, Peter Stean and Chris Turner, the key policy officials at Communities and Local Government; Stephen Dodson, Director of the Digital Challenge and DC10 programmes; and Steve Atkins, Paul Debuse, Vikki Edwards and Nikki Jago at the City of London.

There are many other colleagues and stakeholders whom we would like to thank, from central and local government, voluntary, private and academic sectors. We have highlighted in Annex D of this report those that have delivered specific products and services.

## **For Further Information**

All of the team’s assets, produced during the programme, are available online at: [www.esd.org.uk/overview](http://www.esd.org.uk/overview). For specific enquiries on these assets or suppliers experienced in using them, please email [esd-toolkit@local.gov.uk](mailto:esd-toolkit@local.gov.uk).

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# Programme Overview

## Mission

The Delivery Innovation Team (DIT) was set up in 2006 and ran a programme for five years to investigate how information and communications technologies (ICT) could be used to improve the lives and life chances of disadvantaged groups of people and the communities in which they live. In practice, this entailed working with local authorities and other agencies (e.g. health and probation) to innovatively transform front-line public services to specific “socially excluded” groups, by creating new service processes supported by ICT. The target groups included many that impose high costs on a wide range of public services, for example looked-after children, repeat offenders, families in difficult circumstances, and unemployed young people. The Team changed its name from its original label “Digital Inclusion Team” to avoid confusion with initiatives focussed on getting people online.

Its scope was defined by a Government report called “Inclusion through Innovation”<sup>1</sup> and its first product, a study of how and where technology was being used to help disadvantaged groups<sup>2</sup>. The bulk of its work was then managing a set of innovation processes and implementation projects around England, with local partners and service providers. Ultimately, its mission was to take the process models, supporting evidence and learning from these and make them widely available to enable similar projects to be successfully implemented in other places — leading to its final focus being on national dissemination of the learning emerging from the programme. In support of this work, the Team undertook and also commissioned a large portfolio of original research that investigated the hitherto unexplored connections between non-use of ICT and social disadvantage. It also used the research and its practical experience to inform a number of national government and EU policy developments that took place during its lifetime.

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<sup>1</sup> November 2005, Inclusion Through Innovation: Tackling Social Exclusion Through New Technologies, Office of Deputy Prime Minister

<sup>2</sup> March 2007, The Digital Inclusion Landscape in England, Digital Inclusion Team

## Key Outputs and Achievements

The DIT programme proved the hypothesis set out by Inclusion through Innovation, that ICT can be used to improve the lives and life chances of disadvantaged groups, and in so doing has the potential to improve efficiency in operational services. But more substantially, it showed that this can take significant cost out of wider public services such as health and criminal justice by reducing the demand on them by individuals from these groups. This outcome constitutes a “win-win-win”.

As a result of its work, new services were created. These remain live services, which are available for other local authorities and local service providers to adopt, and include:

- An e-mentoring service, delivered by BrightsideUNAID, in North Lincolnshire for children in care to provide them with secure internet based access to independent mentors offering emotional support, access to life skill tools and educational resources.
- An e-clinics service, delivered using BT’s Next Generational Contact Centre (NGCC), in Doncaster allowing suitable patients suffering depression or anxiety to receive ‘drop-in’, remote therapy and support from a qualified NHS mental health worker, through a secure on-line environment.
- A new business process called Virtual Home, implemented by Leicester and Rutland multi agency offender management team led by the Probation Service, of scanning and securely storing important information for ex-offenders in the Leicester area to improve access to, and use of, local services.
- An internet-enabled service in the City of London and adjoining boroughs, delivered by Meganexus Ltd, to support local organisations in providing more effective and efficient outreach, training and job brokerage to local unemployed people, in traditionally ‘hard to reach’ groups.
- An innovative mobile phone-based English language learning application, delivered by Anspear Ltd, for a Bangladeshi community in the City of

London tailored to the language requirements of participants and the local community. The application encourages progression from informal to formal learning.

- A service, delivered by the Looking Local Digital Interactive TV team, to enhance a timebanking scheme in Kirklees. The service supports those who run local timebanks in raising awareness, and stimulating use of their timebank. All timebanks across the UK can now give access to their services and bulletin boards via Looking Local, on Sky, Virgin and broadband-enabled Freeview.
- A service in Reading for young people not in employment, education or training (NEETs), delivered by BrightsideUNAID, to give them access via the internet to business-based mentors to offer advice and support on their journey towards work or training.
- The provision of electronic banking services from a local credit union in Hull via Digital Interactive TV for its customers without a PC, integrated with the information services of the local council. This is a service that is available nationally to credit unions running a common software package.

From each initiative, the Team generated a model business case that set out the rationale for a similar service to be implemented elsewhere, an evaluation with lessons learned, especially relating to implementation, and a source of supply of infrastructure or services in the market that others could draw on to build a similar service. Each project thus led to an operational and replicable service.

Further, the methods used in the innovation process and all of the material generated by the projects were made into generalised tools, templates, guides and worked examples that would enable the whole method to be carried out from scratch by any other public agency in future. These were packaged and made available as a CD-based and on-line 'service innovation' tool kit.

Another key local project that the Team undertook was to support deprived communities in the east of the City of London. The three year project established a local ICT Champion on residential estates and was used as a

vehicle for collecting measurements of how such a scheme contributed to helping vulnerable residents, strengthening community, supporting front-line workers in outreach activities and helping the local authority achieve objectives and targets. The project highlighted how traditional 'digital inclusion' and 'digital literacy' activities in a community could evolve into a broader community development project with clear outcomes for residents, community, the local council and its partners. From this project, a toolkit was created to support other LAs, Registered Social Landlords and local agencies in doing something similar — called "Everybody Online in a Box", it is marketed and delivered by the charity Citizens Online.

DIT's research significantly influenced thinking on digital policy, particularly the Government's review of the Digital Strategy in 2007-2008 and the Digital Inclusion Action Plan published in 2009. For the latter in particular, the Team generated a significant amount of the content including writing two key annexes. Members of the Team were also actively influential in policy on digital switchover, next generation broadband, Big Society vanguards, local government capacity building, the Building a Society for All Ages strategy, and at EU level, Inclusive e-Government (the European initiative mirroring its domestic work). The Team led the Beacon process in 2009, which resulted in four local authorities achieving Beacon status for Digital Inclusion.

## **Legacy**

In planning its programme closure, the DIT explicitly identified all of the items it produced (research, documents, videos, spreadsheet tools, etc) and recorded them as assets (see Annex C). Many are included in the innovation tool kit. Each constitutes an item of intellectual property (IP) to which ownership rights accrue and which has a licence for its use by others (these are recorded). In each case the City of London has ownership (or licensed-in rights) enabling it to disseminate the assets and license others to use them. It has done so in such a way as to allow free and open use of all assets for non-commercial application (with wider licences in some cases).

To make sure users, local authorities in particular, have ready access to the DIT materials, the DIT on behalf of the City of London arranged for the Local

Government Improvement & Development organisation through its esd-toolkit service to take on and support them. Thus esd-toolkit inherits the DIT's legacy, with the intention of further promoting it and developing services around it in order to maximise the value realised by the public sector from the DIT's work. The DIT materials, notably the innovation tool kit, are available from the esd-toolkit web site.

To promote this arrangement and the materials themselves to local authorities, in October 2010 the DIT organised the 'See IT in Action' event to demonstrate and disseminate them to local government officials from around the country. Also shown at the event were results from other related programmes such as the Digital Challenge, providing a collective public closure to the DIT programme.

A parallel component of the strategy to maximise the use of the materials was to encourage their use by consultants to the local government sector, establishing them as de facto standards. Beginning with a consultation exercise by the DIT and thence the design of an appropriate licensing scheme for the DIT materials, this plan came to fruition with the revamping of the existing esd-suppliers network to create a community of suppliers who were willing and able to incorporate the esd-toolkit into their service offerings to LAs. Additional training materials and guidance were developed to support this. These themselves were created by the esd-toolkit team in order to establish experts in the local government community to provide continuity at the end of the DIT programme.

Much of the research was published during the life of the DIT programme by the Communities and Local Government (CLG) government department. It was also finally made available on esd- toolkit.

### **Key learning points**

The programme showed that there is a quite widespread appetite for innovation in front-line services, and given the opportunity, commitment to identify and implement innovative change. However, there are high barriers to this happening frequently in the form of lack of time and space (organisational and managerial capacity) to do innovation processes and manage change in

often hard-pressed operational teams. There is also a widespread lack of knowledge and skills in delivering change projects in local public services. Without the active and persistent intervention of the DIT team to remove these barriers in its partner organisations, few of the projects it initiated would have made much progress. The role of external facilitators acting as innovation catalysts, who do not have a local stake in services, and can therefore independently help local teams to effect and manage change, is often a key ingredient to success.

The initiation and delivery of such projects is further hindered by an environment that largely lacks organisational-level management systems for investment appraisal, capital allocation and portfolio management. Within this context, there is little knowledge and capability regarding the value, purpose, structure, development and use of a public sector investment business case, such as that recommended by HM Treasury to support public expenditure decisions. This absence is a particular barrier to articulating and realising the value of a change to front-line services where many stakeholders share costs and benefits — for example, the distinction between the *economic case* (overall public value) and the *financial case* (affordability) is rarely understood. In parallel with the lack of project management capability mentioned above, programme management capability is also low.

The services created by the DIT work were nearly all delivered by a network of organisations from different sectors, underpinned by a viable financial model. These evolved naturally from the nature of the DIT innovation process that deliberately brings together a diverse range of participants. Many public bodies do however find the concept of creating and managing such cross-sector network services challenging, even though research<sup>3</sup> shows that they are a naturally occurring and common form for sustainable services to challenging groups.

The initial presumption from *Inclusion through Innovation* was that there was little awareness in front-line public services of the potential of ICT to help their

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<sup>3</sup> June 2009, MC-eGov Study on Multi-channel Delivery Strategies and Sustainable Business Models for Public Services addressing Socially Disadvantaged Groups, Ecotec Research and Consulting Ltd

service users, and little awareness in the ICT community of the real operational and social needs that ICT might support. This proved true. The DIT innovation process explicitly fused these two worlds, often resulting in an explosion of creativity. But at present, it does require an external catalytic intervention to bring this about. In only a few cases of DIT's innovation programme were the internal IT organisations in the partner public bodies an active participant in the work (more typically, their scope does not extend to front-line service applications).

The engagement of people in front-line delivery was achieved through their desire to find new and better ways of addressing operational problems and service users' problems, rather than an interest in ICT directly. Great pains were taken to avoid service innovation being about IT solutions in search of applications, or being "IT projects". The IT component in the final projects was seldom complex: the main challenges were about embedding new operational service processes. They succeeded because the benefit was seen and owned by the operational teams, not technologists. Those conditions take time to create; the imposition, cold, of the latest technology fad on such organisations will not be successful.

In the light of its experience, the DIT concludes that policies and initiatives to stimulate innovation and change in front-line public services need to address the motivation and capacity for creativity, and skills and capability to implement change. In contrast, many seem to devote resources to promulgating ideas about what could be done ("knowledge sharing") that in essence constitutes broadcasting to an audience potentially frustrated by its inability to actually do anything (unless there is already a recognised problem and commitment and resources to solve it). There is thus a question about the effectiveness of traditional approaches to dissemination, diffusion, replication and the sharing of services. While case studies, best practice briefings, conferences, events and reports can raise some interest it is debatable whether these really lead to change. However, a service innovation process, supported by an external change agent, can create the time and space among key local stakeholders to effectively consider alternative approaches. This can, as a consequence, build a local groundswell of support for the

development of a new process, or the adoption of an alternative one that has been tried and tested elsewhere.

## **Principles**

The Team had the objective of ensuring that the projects it initiated with local public bodies were able to move into live operation if successful, and were able to be scaled up or replicated to expand into other areas. It took lessons from observing that the majority of grant-funded public sector projects applying ICT to services stopped at the end of their life as a “pilot project”.

Key points of failure in such pilots appeared to be i) an organisational and governance gap between the project and the service it purported to support, leading to no acceptance of it, ii) no active planning of how to move the pilot process into live operation, and iii) a total reliance on external funding with no work done on how to build a sustainable financial model for the service.

Accordingly, DIT ensured that its innovation process and implementation projects for new services were owned by and embedded in the local operational service teams, that a robust evaluation and business case was obtained for each one, and that each project included a transition phase to live operation that dealt with the sustainable financing and resourcing of the service. Importantly, the evaluation team was contracted at the start of the implementation project both to enable baseline measurements and to observe the implementation process itself.

Second, and coherently with the above, DIT money was not used to fund the implementation project — those resources most often came from multiple participants across the service network. DIT funding was only used to support the process e.g. facilitators for the innovation process, preparing business cases, and conducting evaluations. This better created the conditions for live implementation rather than ongoing dependency.

Third, there was a deliberate attempt to build in commercial and market drivers to support the overall aims, by seeking to design services and create opportunities that private firms, trading charities and social enterprises could fulfil. The rationale was to make it easy subsequently for other authorities to adopt a new service, and to use the marketing efforts of the suppliers to

promote the new processes. There were ‘scale-partners’ for all of DIT’s projects, with profit and revenue incentives to continue service diffusion and dissemination, and to encourage process and service sharing, long after the end of the DIT programme. In fact, in relation to this, DIT championed many existing service providers, with proven products and services, and helped them to make connections with potential public service clients and funders focused on serving vulnerable groups.

Fourth, the DIT observed that in many publicly funded pilot projects and programmes considerable time and effort was spent on publicity and building new communications channels at the start and during their life, partly for political purposes but, particularly in the charitable and voluntary sector, for survival and the hope of getting more funding to continue after the initial money ran out. Given its objectives and own limited resources, the DIT took the opposite approach, both to its projects and overall programme, of getting results and products first, then publicising them via existing channels to the sector rather than building up new communications channels and a public profile. The final phase of the programme was directed purely at mainstreaming its results.

### **Use of people, time & money**

The DIT had funding of £2.5 million in total over five years. Its staffing levels ranged from two at the beginning and end up to a maximum of six at the peak of project activity in the middle. The staff embodied a diverse mix of backgrounds and skills from central and local government, the private sector and the charity sector.

The full five years were necessary to fulfil the mission. Roughly speaking the time divided up as in the table below.

Year 1	Establishment, staffing, focusing role, understanding landscape of activity, developing approach & making contacts
Years 2 – 4	Research, project & policy work
Year 4	Planning & organising closedown and legacy handover
Years 4 – 5	Extracting and completing tools and tool kit
Year 5	Communications including major demonstration event, licensing & handover to esd-toolkit; closure activities

Due to a close working relationship with related policy divisions in central government and the civil service background of two team members, they were frequently drawn into policy development and administration. This drew time away from the project work of the Team but served to make the most of the knowledge and expertise gained from the programme at appropriate moments.

Aside from staff costs, overhead costs were controlled through a fixed-rate office services charge from the City of London as the host organisation. ICT equipment was sourced through the City IS unit, but services (e.g. email, file storage) were bought on-line from shared internet services (“cloud computing”) at low cost. All other money went towards services procured to deliver the innovation process, research, communications products and activities, and the transfer of materials and functions to esd-toolkit. The Team developed tight contract management procedures to maximise value from the many low value service contracts it let. Commissions with a value in the region of £20,000 or more were normally put to competition.

Throughout the commissioning and contracting of products and services, the DIT put considerable emphasis on the effective determination of intellectual property rights. This, while protecting the City’s interests by giving it unqualified title wherever possible, ensured that the subsequent licensing on of the use of the materials was straightforward.

Project and Programme Management (PPM) principles were adopted where relevant, enabling controlled evolution and managed change within the programme. Documentation was kept to the necessary and sufficient level, but key management activities such as planning, risk management, stakeholder management and communications planning were given strong emphasis and done collectively by the Team with oversight from the Programme Board.

## **Governance & administration**

Establishment of the DIT was agreed by central government ministers and funded by a grant from CLG to the City of London as the host local authority for the programme. Internal authority for the Town Clerk’s Department in the

City to take on the role was achieved through a Report to its Finance Committee. A Memorandum of Understanding was agreed between CLG and the City.

Throughout its life the DIT's work was directed by its Programme Board, chaired by the division head in CLG responsible for digital inclusion-related initiatives to ensure policy coherence for the programme. The other members were the Deputy Town Clerk of the City, responsible for accounting for the proper use of the grant and hosting the programme, and a division head from the Social Exclusion Task Force in Cabinet Office to provide the link to social exclusion policy. An academic member attended (as requested by ministers) to provide an independent view.

As host, the City of London provided office facilities and services, including financial management and accounting systems and support, procurement support, and HR, IT and legal services. City financial, procurement, expenses, recruitment and HR policies were followed by the DIT. The Team members themselves were under a variety of employment and secondment contracts with the City.

All financial transactions including expenses were managed at individual transaction level in the City's financial management system, charged to a DIT project code, and regularly reconciled with the DIT high-level budget and reported to the Programme Board. Commitments were managed by raising purchase orders. The budget was reviewed annually in light of actual spend and changing priorities. In the final two years, tighter forecasting and controls were put in place to manage expenditure to converge with the total granted. The DIT accounts were audited as part of the normal City internal and external audits.

# **Delivering Cutting Edge Research**

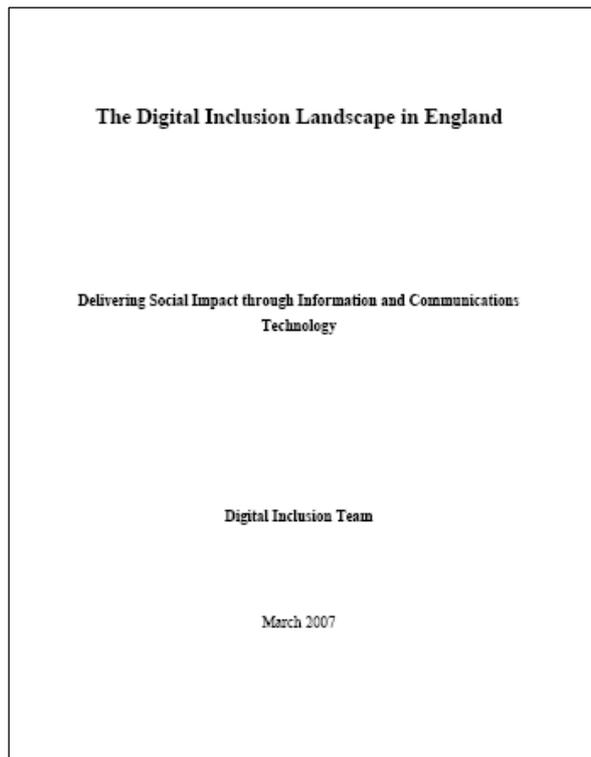
## **Research Approach and Governance**

Over the course of the DIT's five-year programme the team managed a large portfolio of original research that investigated the hitherto unexplored connections between non-use of ICT and social disadvantage. It used this research to plug gaps in knowledge, steer local projects and to inform and develop a number of national government and EU policy developments that took place during its lifetime.

Some of this research was conducted directly by team members and some was commissioned through contracting out. The team also played a significant role in helping to specify and steer research commissioned by other organisations, particularly CLG. The overall research workstream was steered by a 'Research Needs Analysis' at the outset of the programme, which was subject to periodic Programme Board reviews. Where appropriate for specific projects, DIT convened small steering boards comprising key stakeholders such as subject matter experts, policy officials and service managers to ensure research results were fit for purpose.

## **Digital Inclusion Landscaping Study – A Starting Point**

The first substantial piece of research, in 2006, was a landscaping exercise in which more than ninety people from over sixty-five organisations across the public, private and third sectors were interviewed by the team on their work and their views on issues and opportunities for using ICT to support the most vulnerable. The final report, *The Digital Inclusion Landscape in England*, was an important milestone in helping to shape the DIT programme.



## **Links between Technological and Social Disadvantage**

Also in 2006 the team analysed Office for National Statistics datasets to establish, for the first time, the empirical links between non-use of technologies, particularly the internet, and social disadvantage. This finding, and the resulting implication that exclusion from technology, and the services enabled by it, risks exacerbating existing more universally accepted social disadvantages such as education, poverty, unemployment, was particularly important to framing the policy risks and opportunities in this area. It was a key piece of research to help move thinking around digital inclusion from a narrow policy area related to digital skills and improving access to the internet, into a much more pressing and cross-cutting area of policy around protecting and improving public services for disadvantaged groups. This research challenged all service providers to consider:

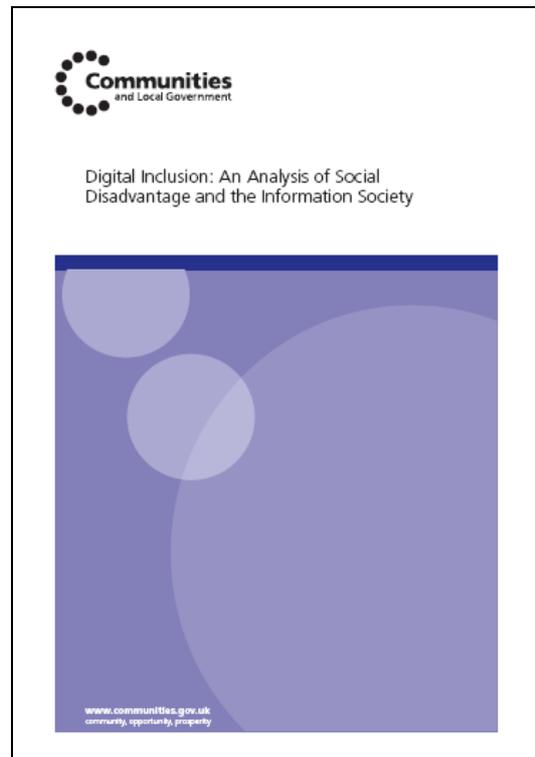
- are there ways in which we use (or plan to use) technology in service delivery that risks further disadvantaging, and isolating our more vulnerable service users?

- are there creative ways in which we can actively use technology to directly, or indirectly through intermediaries, improve service delivery for the most vulnerable?
- in providing more effective support by can we, as a result, take significant cost out of wider public services by reducing future demand on them by individuals in disadvantaged groups?

The team built on these foundations by commissioning the Oxford Internet Institute (OII) in 2007 to explore, in more detail, the links, relationships and causality between digital and social disadvantage. The OII worked with multiple independent datasets including its own Oxford Internet Institute Survey, and those from the Office of National Statistics (ONS) and Ofcom. DIT worked alongside the OII research team, conducting additional supporting analysis and helped to write the final report *Digital Inclusion: An Analysis of Social Disadvantage and the Information Society*. The report delivered a much richer understanding and characterisation of the links between social and digital disadvantage, in particular finding that some groups of people tend to be most excluded from the very applications of technology that could be of greatest help to them. For instance, those suffering economic exclusion and poverty were found to be least likely to have access to the economic benefits of the internet such as online shopping, financial advice etc. consistent with the conclusion that “it costs more to be poorer”. Those suffering social isolation and loneliness were least likely to use the ‘connecting and communicating’ benefits of the internet that could in turn help expand and strengthen their social networks.

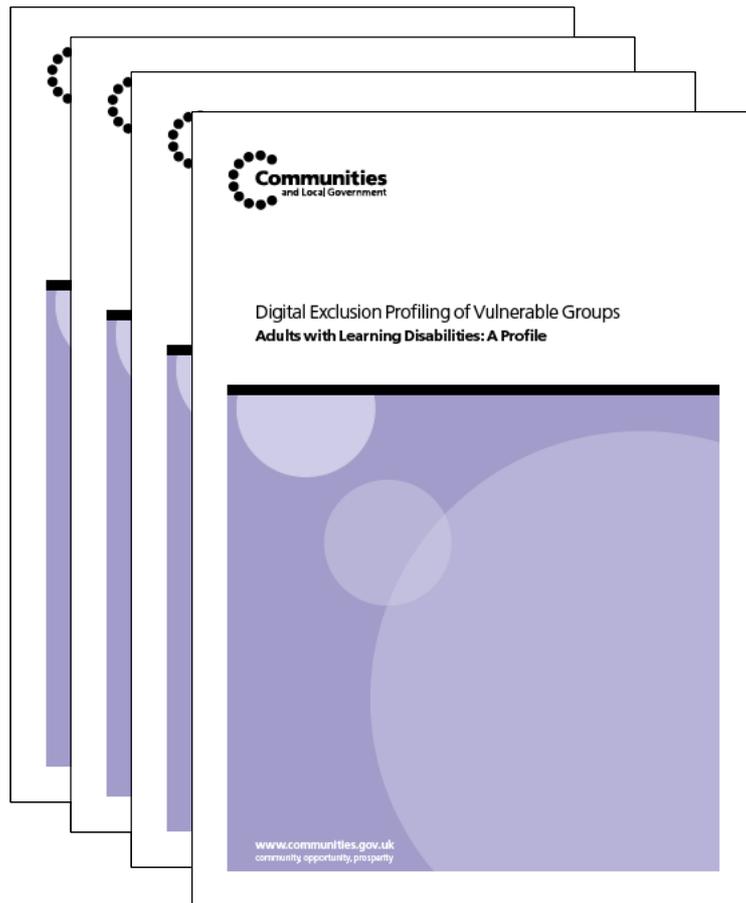
The OII research found some evidence of causality, and that social disadvantage can lead to and explain digital exclusion. However the study could not find empirical links between digital technology alleviating social exclusion nor could it shed any more light on issues related to specific socially excluded groups, such as children in care or ex-offenders – which typically have too small populations to be analysed effectively using national survey data. These findings subsequently helped to shape additional research, specifically case study analysis to qualify and better understand the social impact of technology, and much more detailed qualitative research to

understand the issues faced by niche excluded groups, particularly those of greatest priority to government and public sector.

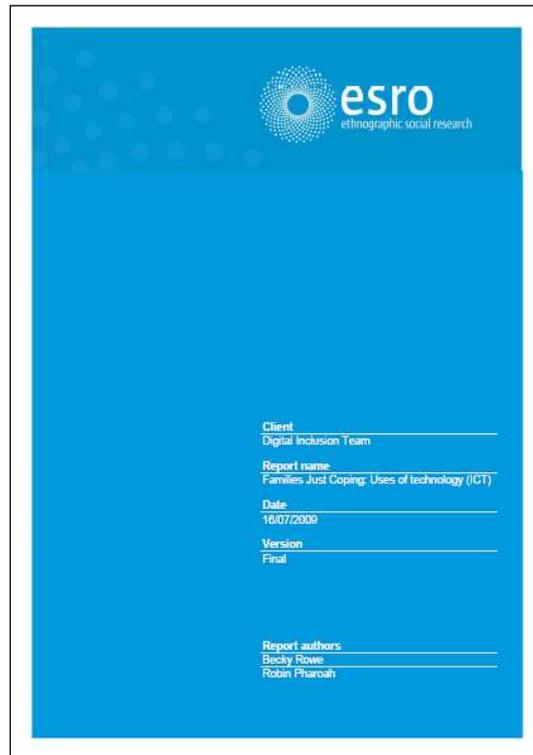


## Research on Socially Excluded Groups

In 2007/2008 the team helped to specify, commission and deliver, in partnership with colleagues in CLG, qualitative research into four key socially excluded groups – NEETs, adults accessing secondary mental health services, ex-offenders and adults with learning difficulties. The research, conducted by Citizens Online and the National Centre for Social Research, interviewed people from each target group, and the professionals who work with them, to understand their use of technology and the benefits they derive from it, as well as the social and technological challenges they face in their professional and personal lives. The output of the project was four insightful *Digital Exclusion Profiling of Vulnerable Groups* reports that were published by CLG in 2008.



The profiling research was supplemented by ethnographic research on another government priority – Just Coping Families. The team commissioned this work from ESRO, experts in ethnographic research, in partnership with Kent County Council. During the course of the project the research team spent time with single parent families on an estate in Maidstone to understand the social challenges they faced, their interaction with the community around them, their use of services and also how technology fitted into their everyday life. The results were used to support an innovation process to explore ways of improving their lives and life chances, and helped to stimulate many creative ideas, three of which were eventually implemented (see Local Service Innovation section). The final report, entitled *Families Just Coping: Uses of Technology (ICT)*, was published in 2009.



The team also ran some other small pieces of research on specific groups in order to stimulate creativity and thinking in innovation workshops on improving the lives and life chances of these groups. A small survey of children in care was conducted by The Viewpoint Organisation to support an innovation process on care-leavers in North Lincolnshire in 2008. The final report, *Viewpoint Digital Survey of Looked After Children*, was published in April 2008.

### **Organisations that Employ or Interact with Excluded Groups**

At an early stage in the programme it became clear that traditional digital inclusion activities, around improving ICT access and skills, were of varying degrees of relevance and priority to different types of organisations which interact with excluded and low income groups, for example councils, charities, health trusts and manufacturing industry. The team therefore commissioned some organisation-based research to better understand the benefits of technology for those organisations, the potential levers of influence that might persuade organisations to get involved in supporting excluded groups, and the different ways in which they could contribute.

Article 13, a consulting company specialising in sustainability and corporate social responsibility (CSR), analysed the role of industry, particularly non-ICT businesses, in reaching socially excluded groups through their CSR activities, and their use of technology if any, in doing so. *Article 13: Final Report and Case Studies*, published in 2007, concluded that in the commercial sector, outside technology businesses, there was little activity addressing how ICT can provide a win-win for a disadvantaged group and a service provider or enterprise alike. Activity, where it was found, seemed to align more with philanthropic objectives rather than mainstream business objectives. However, a few good examples and cases that were found did serve to illustrate that there was clear potential that was largely being unexploited. The research supported subsequent discussions with Corus in Scunthorpe on the potential business case for an ICT programme for steel works employees. This work began to quantify some of the potential business benefits to companies in traditional blue-collar industries.

In 2007 the team commissioned Bournemouth University's Centre for Social Work and Social Policy to research the role of technology in the mental health sector. The final report, *Mental Health Treatment Online*, highlighted the growing number of examples of the use of ICT in delivery of mental health services to offer new or extended forms of therapy. It concluded that ICT, like the telephone, is an invaluable addition and support to service delivery, but that it will not be a replacement, because ultimately the human relationship remains at the heart of effective service delivery. The research provided a solid foundation for an innovation process, which resulted in the establishment of a proof of concept project to help mental health professionals deliver therapy for depression and anxiety via the internet in Doncaster (see Innovation section later).

In recognition of the role of Registered Social Landlords (RSLs) in providing housing services and other forms of support to many people on low incomes, and the unique access that RSLs therefore have to many disadvantaged groups, the team commissioned research on digital inclusion in the social housing sector. FSquared Ltd (a Manchester-based consultancy specialising in public and social service work) conducted the research bringing together a

wide range of people from RSLs and key organisations in the social housing sector in a creative workshop. The final report, *Digital Inclusion in the Social Housing Sector*, was published in 2009, and highlighted the significant benefits that RSLs can deliver to more connected tenants, and the potential benefits that they in turn can reap. The report incorporated a tentative action plan for the sector and went on to inform follow-on work to develop, consolidate and publish a plan for the sector.

In 2008 the team supported CLG research into how councils are supporting vulnerable groups more effectively and efficiently using technology. SOCITM Consulting was commissioned by CLG and ran surveys across local government and regional workshops in delivering its research. The research particularly focussed on the role of technology in the hands of front-line workers, the digital literacy of front-line workers, and their ability to advocate and support access to electronic services for service users.

All this research highlighted that there are a few key organisations and sectors that work with socially excluded groups. Engaging these organisations to help to get people online might appeal to their corporate social responsibility and equality motivations and incentives, but ultimately might not deliver broad-based and sustainable results. For many, helping people online is simply not a priority, nor a statutory duty. However, it is clear that for all these organisations better-connected customers, clients, patients, front-line workers, and employees can open up significant opportunities for more effective, efficient and inclusive services. This is a priority across all of them. So a deeper engagement with these organisations around service delivery and support for employees, especially those in the front-line, is more likely to lead to deeper, more sustainable impact involving real business change. For these organisations, particularly councils, their need is 'Delivery Innovation' not traditional 'Digital Inclusion'. Although it is important to point out that these agendas can be mutually reinforcing if they are properly co-ordinated.

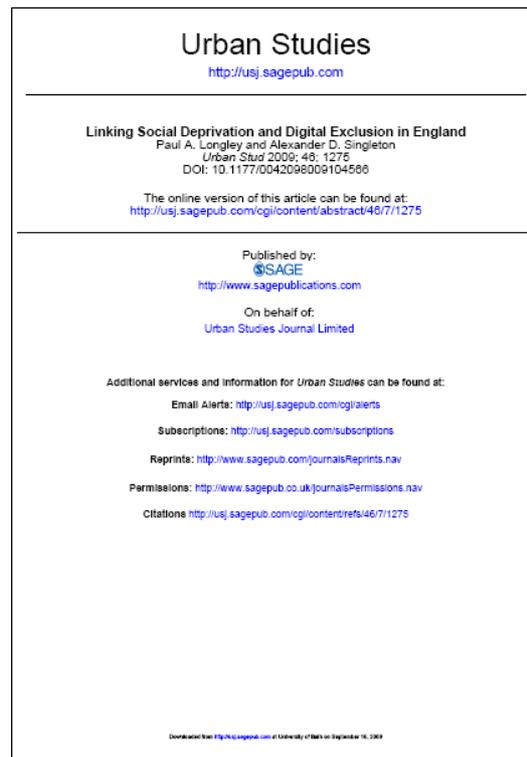
## **Geographic and Place Based Research**

Given the role of the DIT to work with councils and local service providers, common questions that emerged at an early stage of the programme centred

around the local patterns of digital and social deprivation for each council, and whether digital and social disadvantage were collocated in the same communities and neighbourhoods.

In 2008 DIT commissioned the University College London (UCL) to explore the spatial relationship between its own digital engagement classification scheme (e-Society Types) and the official Index of Multiple Deprivation (IMD). The IMD attributes 'deprivation' scores and rankings to every community in the country, and enables the identification of the most disadvantaged places. The UCL 'e-Society' classification allocates postcodes to one of eight Groups, the first of which (the 'E-unengaged') are considered to have low levels of engagement with new information and communication technologies. The final report, *A Cross Classification of Material Deprivation and Digital Engagement in England*, highlighted a more complex relationship between digital and social deprivation when analysed by geographic area than emerged from DIT's earlier research at an individual level through surveys.

UCL found that, overall, lack of digital engagement and material deprivation are linked at a geographic level and that high levels of material deprivation are generally associated with low levels of engagement with ICTs and vice versa. However, it also found some distinctive local and regional patterns. For example, there was much greater coincidence of material and digital deprivation in the North of England compared to the South, and some coastal retirement areas and deeply rural areas were also found to be particularly disadvantaged. While social exclusion is a key factor in digital exclusion, it is not the only factor. Age is also a key determinant, with many older, but not necessarily poorer people, choosing not to use technology. The distinction is often made between "involuntary exclusion", related to material deprivation, and "voluntary exclusion", often related to age. These complexities were evident in UCL's geographic research.



The complexity of these results meant that in geographical analysis the IMD could not, as initially thought, be treated as a direct proxy for digital disengagement, and could not therefore be used to predict the locations of deepest digital disadvantage. As a consequence of this research DIT established a project to develop an online mapping tool to allow people to map the unique patterns of digital and social exclusion themselves for their area (see Community Maps later).

As a follow-on piece of work, and in recognition of the complexity of geographic patterns of digital and social exclusion, DIT developed a simple combined index of exclusion for local communities in England. The *Community Maps Index* scores neighbourhoods across a range of digital and social indicators to highlight those that most consistently feature in the top and bottom 20% in England. The index provides a quick indication of the potential hotspots of disadvantage in England, the communities which tend to be consistent outliers across a range of exclusion measures, and for which more detailed analysis and potential action is required. Heat Maps have been developed, based on this index, for local authorities to broadly identify the most disadvantaged neighbourhoods in their area. These were developed as a rough starting point for additional analysis by local service providers,

building on more granular datasets and their greater local insight and knowledge.

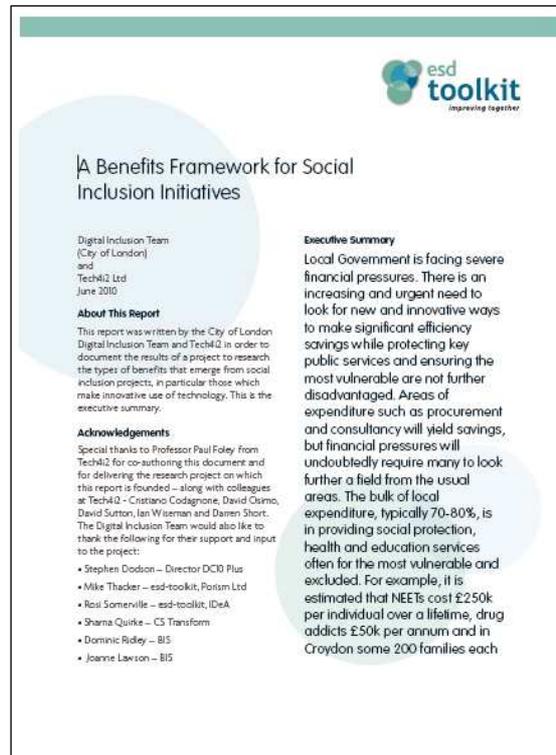
In 2011 DIT worked with Citizens Online, BT and Cornwall County Council to explore new ways of getting much more accurate local data on internet use. The work, in its early stages at the closure of the DIT programme, may provide a foundation for accurate, non-survey based internet estimates, across other areas of the country as well.

## **The Business Case for Inclusion - Benefits Research**

At an early stage of the programme it was clear that many organisations were struggling to identify the business case for 'Digital Inclusion', and that some work was necessary to understand this issue more. One of the challenges was really trying to understand the exact question that organisations were trying to answer and on further investigation it was clear that this seemed to separate into two requirements:

- developing the general national 'business case' for policies to get everyone online or 'digitally literate'
- establishing business cases for very specific national or local interventions, projects or services that use technology to the benefit of disadvantaged people or communities

It was also clear that most local organisations required the latter: a specific business case associated with their project, intervention or local service. For these organisations a national level business case provided only useful context, and was not in itself sufficient to justify their project to funders. DIT therefore prioritised some research in this area and commissioned Tech4I<sup>2</sup> Ltd to research who benefits and how they benefit from the socially inclusive use of technology. Through a literature review and an analysis of over 500 projects targeting disadvantage, a robust framework for expressing the benefits of interventions was developed. This framework comprised a taxonomy of categories of benefit and beneficiary, together with lists of example indicators of impact compiled from the projects reviewed.



This research, and the final report entitled *A Benefits Framework for Social Inclusion Initiatives*, was a foundation for DIT to develop a set of practical tools to help organisations explore, communicate and justify the benefits of their unique project or service (see Tools section).

In 2010 DIT worked with six ‘Digital Inclusion Advisors’ (DIAs) to develop business cases for twenty projects and services. These services predominantly emerged from the Digital Challenge and DIT programmes. Using a collaborative business case tool (see Tools section), the DIAs developed ‘dissemination and diffusion’ business cases for these services. In other words, they derived the high-level strategic business case for other local authorities to adopt them. These business cases have been made available on esd-toolkit, and they were disseminated to many local authorities at the See IT in Action market place event that DIT ran in October 2010.

## Next Generation Broadband

One area of disadvantage that DIT was keen to explore was the unique difficulties faced by rural communities. Isolation, especially for the rural elderly, and the risks around shrinking access to public and other services, was at the heart of research that DIT helped to specify and commission, with

colleagues in CLG and Defra, in 2009. The project team commissioned Analysys Mason to explore the specific issues around the rollout of next generation broadband across the UK. The final report, *An Assessment and Practical Guidance on Next Generation Access (NGA) Risk in the UK*, identified communities at most risk of being left behind through to 2017, under several roll-out scenarios, with differing levels of government intervention. The probability of a place receiving NGA was also assessed alongside social impact factors such as rural isolation, material deprivation and poor public service infrastructure. In this way, areas at most risk of not getting NGA and which are also socially disadvantaged were identified at a neighbourhood level across the UK. In disseminating the results, practical advice was also provided on how to accelerate NGA rollout for those councils and service delivery organisations concerned about 'at-risk' communities in their area. This research was the foundation for a number of mapping and dashboard tools targeted at supporting local authorities (see Tools section). It has also supported ongoing policy work on the rollout of NGA.

## **Miscellaneous**

The team also commissioned some smaller pieces of research and fed into third party studies. In 2008 the team commissioned a small review of legislation to look for Acts of Parliament and regulations which, like the Disability Discrimination Act, place a burden on service delivery organisations to deliver more inclusively, and to take action not to exclude people through their use of technology. While some potentially interesting areas of legislation were identified, the research ended inconclusively. It was stopped at an early milestone review as it became clear that a 'key-word' driven automated search approach for legislation was not going to yield the results required, and any alternative approach would have been too labour intensive.

In 2010 the team commissioned some research into social return on investment (SROI) benchmarks. This project explored key cost values and benchmarks across public services, which would facilitate the development of SROI business cases, for example the net gain to the economy of getting someone into work or the cost saving if you can avoid an accident and

emergency admission through preventative action. This research has now been built into the Social & Economic Business Case Tool (see Tools section).

DIT supported UK Online Centres and Freshminds in 2007 and provided data and analysis for the report, *Understanding Digital Inclusion: A Research Summary*. DIT also supported other pieces of research during its programme such as the Price Waterhouse Coopers report for the Champion for Digital Inclusion in 2009, *The Economic Case for Digital Inclusion*, and the 2010 publication *Manifesto for a Networked Nation*.

## **Conclusion and Future Areas of Research**

There is always more research that could be done. But as we end the DIT programme, areas of research that we conclude could prove fruitful around delivery innovation are:

- Research on additional vulnerable and 'high cost' groups and segments that are target audiences for public and charitable services. DIT investigated six segments and found this insight critical to stimulating and driving change. Profiling, ethnographic research and customer journey mapping of other groups should support more innovation and transformation around services delivered to these groups.
- Additional geographic research particularly around some of our coastal towns, which were highlighted in number of studies to be particularly disadvantaged.
- There is a lot of useful modelled data at a local level on technology use. However, the granularity of actual data obtained through surveys on internet use is such that regional level estimates are only really possible, and even these have high error margins. There is real demand and appetite for data at a much lower level, and there is a need to explore non-survey based approaches to getting more accurate local data, to supplement, and potentially also improve the

modelled data. Such data would be a driver for improved and more inclusive channel strategies at a local level.

- Despite a number of useful studies on the national business case for digital inclusion, that have moved thinking forward, the clear national level economic case remains elusive. While benefits can, and have, been identified to individuals, and to government, a coherent case which expresses the net-gain to the economy across all economic actors for a clearly defined set of interventions designed to get the whole nation online, has not been expressed. Studies which focus on one economic actor have often neglected to consider the impact in other areas of the economy, or detail the exact nature and cost of the intervention to deliver the benefits. This is not to say that there is no national economic case, but to highlight it has been tried numerous times and is very difficult. It is also not clear that it is necessary when most organisations can grasp the social justice, equality and fairness arguments for intervention. What is more important for each organisation is what is in it for them to invest time and resources to tackle the issue. In our experience the local business case for action, particularly around public service delivery, is much more important to stimulating change.
- Innovation in public service delivery, particularly local government, has not been well researched. Clearly some excellent project and schemes emerge, but these are often not sustained or diffused to other areas. Over the course of its programme, DIT built up a knowledge base and toolkit around innovation as a structured business process. However, more research is recommended on:
  - How innovation currently happens, particularly in councils and front-line services providers
  - The key barriers and enablers to innovation
  - How public service organisations generate and process new ideas
  - How they can organise themselves to support innovation

- Effective approaches to diffusion, sharing and scaling of innovative approaches to public services and processes.

# Enabling Sustainable Local Service Innovation

## Background

As highlighted in the preceding Research section, it became clear at an early stage of the DIT programme that the aims and objectives were less around helping to get people online, and more on delivering sustainable improvements to local services for vulnerable groups, making creative use of technology and the internet where appropriate. A programme workstream was established dedicated to developing a repeatable process to support organisations in creating new or improved local services for high priority, disadvantaged groups. This workstream was focused on innovation, for a number of reasons:

- A perpetually difficult financial climate means service providers are constantly challenged to change services and deliver 'better for less'
- Incremental change is neither likely to meet fiscal challenges, nor improve lives of the most disadvantaged: transformation is required
- Over the course of DIT's lifetime there were many central pressures and new policies to transform local services: 'Empowerment' to help communities have more control, 'Localism' to deliver services at the lowest possible level, 'Big Society' to get the community involved in service delivery. All of them required innovation and creativity in delivering services in new ways.
- Innovation in public services for the most disadvantaged, and by implication the most costly to serve, stands to yield the greatest social and economic return on investment — it is in everyone's interest.

The team talked to private and public sector organisations about processes and approaches to product and service innovation. The key ingredients of the approach that we set out to engineer were as follows:

- An innovation event or workshop, to create the time and space for front-line employees to come together to think afresh, in a risk-free, informal environment, about a specific issue, challenge or need.

- Diverse perspectives; by bringing in people from different sectors with knowledge and experience of the issue being tackled, including charities, local businesses and academics.
- Client community perspective; getting the client or service users' perspective recognised at the innovation event, either by direct attendance, video footage or through a research report.
- Focus on a clear social issue, challenge or customer need, rather than focusing on pre-existing solutions in search of a problem to solve.
- A structured, goal-orientated process; although innovation and creativity is often seen to thrive on informality, there has to be a clear structure and approach to handling and assessing new emerging ideas in a robust and transparent way.

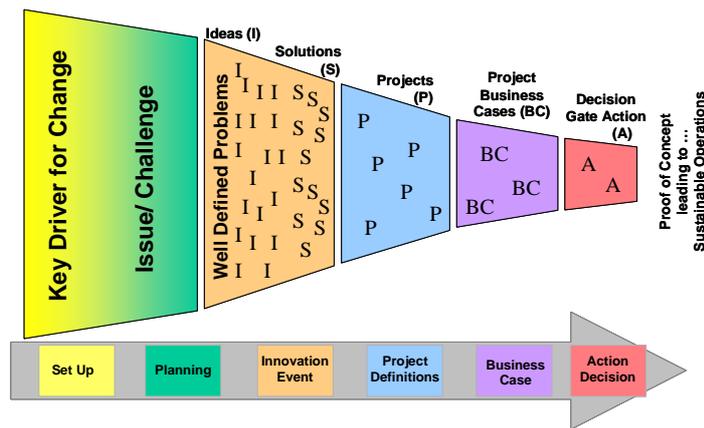
The above ingredients to the DIT innovation process are not new and are common to many other processes. However, one new element of the DIT process that was unique was to introduce the role of technology and to specifically explore how it could help to solve a challenge, meet a need, or make a solution more effective or efficient. Looking at social problems, or service users' needs in this way, through a 'technology lens', can give a fresh and new perspective, which can yield new solutions and opportunities. It can introduce a much needed spark in the creative process. In practice this can be achieved by inviting some technologists to the innovation event to encourage structured interaction between social and technology professionals. This interaction doesn't mean that all the outputs of the innovation event need involve technology; indeed DITs experience is that some strong ideas emerge that do not. The key point here is to spark new ideas, and technology provides a naturally changing and challenging perspective. The next section provides a brief overview of the process and how it was deployed, then subsequent sections detail the results — the key projects that emerged around each social exclusion challenge or group that DIT worked on.

## **Innovation Approach and Governance**

The local service innovation process was developed around a typical innovation funnel as illustrated in Figure 1. A key issue, challenge, or service users' need is established and further refined and defined into a clear problem that can be solved. Through the innovation event, many ideas for solutions to the problem are surfaced: these many ideas are clustered together and processed into a smaller group of potential solutions. After the innovation workshop the solutions are distilled down again and further refined to develop a smaller number of project definitions. These projects are then reviewed and further distilled into a small group of realistic projects, for each of which a business case is developed. Finally, the business cases are subject to a milestone decision by a senior stakeholder to decide on whether to implement any or all of them. This is the way the funnel works: processing many ideas, with cycles of review and refinement, until only a small group of robust business cases emerge.

There is a six-stage process which implements the innovation funnel, as illustrated in Figure 1. The process is centred around an innovation event. The preceding stages focus on set-up and planning for the event, and getting the right mix of people there, focused on a clearly defined problem, and in the hands of an experienced and neutral facilitator. The subsequent stages are about robustly handling and processing the solutions that emerge, project definition, developing business cases and making a milestone decision on what, if anything, to implement.

Importantly, the focus of the DIT process is not about parachuting in with grant money to implement the ideas. The focus is in developing local, bottom-up solutions, in partnership with key local stakeholders, that represent robust and better ways of dealing with issues and service users' needs than currently practised. So the focus of the milestone decision is about redirecting or committing existing resource to a more effective alternative.



**Figure 1 DIT 6-Stage Innovation Process**

DIT’s innovation workstream involved running this process end to end with a number of local authorities, reviewing and refining it each time, and extracting the knowledge and experience into a toolkit for dissemination and replication (see Toolkit section). All the processes we ran resulted in real projects on the ground. However not all of the local projects that were established were the result of the full end-to-end process. In some cases we ran shorter processes or even started at the project definition and/or business case stage, especially in the case of service diffusion projects (i.e. when innovative projects had already been implemented successfully in one place to solve a challenge clearly faced by organisations in another geographic area).

The following sections detail the projects that were established through our innovation workstream.

### **Care Leavers: eMentoring in North Lincolnshire**

DIT worked with the Digital Inclusion Unit (DIU) in North Lincolnshire County Council, which identified care leavers aged 16-25 as a priority for service improvement and enhanced support. The specific remit was to explore the barriers and solutions around care leavers getting into suitable accommodation, employment and training after leaving care.

The project team implemented a full end-to-end innovation process. RSe Consulting Ltd (now part of Tribal Consulting Ltd) was commissioned to help to plan for and independently facilitate the innovation event. It also supported the development of the project ideas created during the day and prepared business cases.

A broad range of stakeholders took part in the innovation event, including representatives from national government, local government policy officers and service providers (from both county and borough councils), local health services, local and national charities, private sector technology experts and academia.

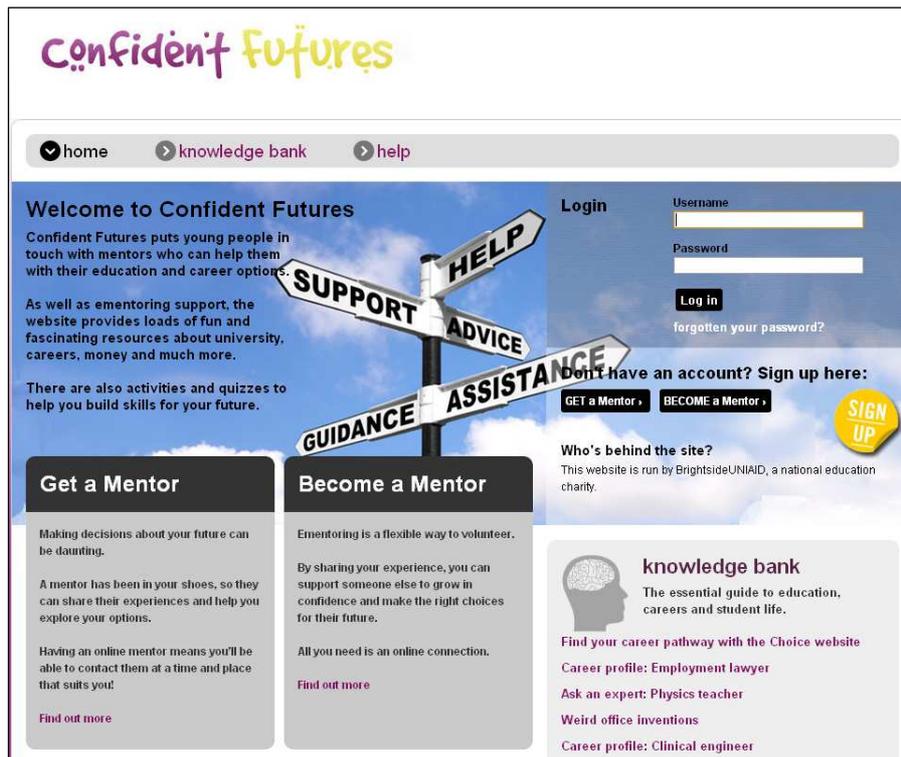
To inform the event, a sample group of young people in care within North Lincolnshire were asked to complete a questionnaire about general aspects of their lives and the importance of digital technology to them. In addition, information from surveys conducted by an external organisation, The Viewpoint Organisation Ltd, resulted in the consideration of views of over 1000 young people.

Consensus around a few key problems emerged during the workshop:

- Lack of basic life skills: care leavers are often ill-prepared for independent living with little experience in cooking, budgeting etc.
- Lack of support when leaving care: support networks that existed within care tend to fragment resulting in a significantly reduced level of encouragement and assistance at a time when they need it most.

Many ideas emerged which were subsequently distilled into smaller number of project definitions with two ideas being taken to the business case stage. The two business cases were presented at a final milestone decision for careful consideration. North Lincolnshire County Council decided to implement an electronic mentoring service for care leavers in partnership with the charity Brightside UNAid, to address the second problem.

The service, Confident Futures, was implemented and independently evaluated. North Lincolnshire Council has continued the service beyond the evaluation period, and with Brightside UNAid support, develop and enhance the mentoring service. Other local authorities and service delivery organisations subscribe to the service, and this helps to sustain it.



## Ex-Offenders: Virtual Home in Leicester

The innovation process was commissioned by the Multi-Agency Prolific and Priority Offender Management Team (MAPPOM) for Leicester, Leicestershire and Rutland. The aim of the process was to find new ways to support prolific and priority offenders (PPOs), particularly to help them to access services, housing and employment.

The project team implemented a full end-to-end innovation process. FSquared Ltd was commissioned to help to plan for and independently facilitate the innovation event. It also supported the development of the project ideas created during the day and developed business cases.

To provide stimulating material for the innovation event, FSquared Ltd interviewed a former PPO, the Strategic Manager of MAPPOM, and key workers from the organisation to identify the issues and opportunities impacting the offender group. It created a video of the interviews to identify some key themes for discussion and to explore the offenders' uses of, and attitudes towards, technology.

A broad range of stakeholders took part in the innovation event, including the former PPO, representatives from national government, local government

policy officers and service providers (from both county and borough councils), local youth services, local employment services, local health services, police, prison and probation services, local and national charities, private sector technology experts and academia. Some of the key issues that were explored are shown in the table.

<p><b>Long offending history of core crime:</b> PPOs have committed robbery, burglary and car theft or theft from vehicles and have poor compliance history with previous supervision.</p> <p><b>Complex needs:</b> PPOs have a history of poor attendance at school, employment issues, are often homeless or in unsuitable accommodation.</p> <p><b>Drug and alcohol misuse:</b> offenders habits and daily dependence on drugs has a significant financial impact on what money they need to 'score' drugs.</p> <p><b>Social and family networks:</b> the relationships the offenders have with families are impacted by their lifestyle. Relationships break down and contact is lost with children, and friends turn their backs on them.</p> <p><b>Social stigma:</b> offenders have high levels of anti-social behaviour and driving offences, which has an impact on people's quality of life and on the communities where they live.</p> <p><b>Aspiration:</b> PPOs have a lack of self-esteem and their association with others leads them into a cycle of events where they are going in and out of custody. They have no positive role model in their lives.</p>
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One of the primary ideas that emerged from the workshop was to create a Virtual Home service to provide PPOs with a secure electronic document store where they can store all confidential and identity information that will help them gain access to services such as banking and housing. Not having access to key documents was often identified as a barrier to PPOs accessing the services that could help them. By putting them in a safe and secure place, stored and accessed on their behalf by MAPPOM, this was seen as lowering this barrier, and also saving a lot of probation officers' time spent trying to obtain original or certified copies of documents.

The Virtual Home project idea was taken forward by MAPPOM. MAPPOM's existing IT System already has the provision for scanning and storing documents securely within each offender's profile. Procedures for MAPPOM employees were drawn up to offer the service to offenders effectively and safely. There was minimal cost associated with this simple solution.

### **Adults Accessing Mental Health Services: eClinics, Doncaster**

In 2007 DIT partnered with the Digital Inclusion Unit in North Lincolnshire Council and held a front-line worker workshop at Normanby Hall near Scunthorpe. One of the challenges that emerged was that faced by adults with mental health difficulties, particularly suffering depression and anxiety, in

their access to support services. This was especially a problem for those living in rural areas and those younger patients for whom traditional forms of interaction with therapists can be a barrier.

With 'remote' counselling and psychotherapy largely available via the telephone there was, in 2007, a certain inevitability of the integration of Internet channels into service delivery models to increase choice for patients. The Internet clearly has the potential to increase the reach of therapy to those for whom conventional delivery is inconvenient or undesirable such as young males, people with agoraphobia or rural residents. Furthermore, there are obvious applications of Internet based therapy to provide 'on demand' support and to help people in the workplace. Remote delivery can also benefit front-line workers by facilitating flexible working, homeworking and shared service delivery models for healthcare providers, with potential productivity benefits.

Through a series of follow-on meetings and workshops the team developed a project definition and the outline business case for action. The project came to fruition later in 2008 when Rotherham, Doncaster and South Humber Mental Health NHS Foundation Trust (RDaSH) partnered with BT to test an Internet delivery model for "talking therapies". The project made use of BT's virtual contact centre platform, the *Next Generation Contact Centre (NGCC)*, to facilitate internet and e-mail based therapy delivery, client drop-in to an internet chatroom, clinic booking, and flexible use of the workforce with therapists being able to work from home. The project was managed by North Lincolnshire Council's Digital Inclusion Unit, which also developed the client-side web site through which patients and therapists could access the services.

The Internet channel offering was integrated into existing services as a 'virtual care pathway', and offered to those patients who had been referred for treatment. The website also permitted 'self referral' by email, eClinic booking any time during the week, and a 'drop in' service one day a week. The local rationale and justification for implementing this project was seen to resonate with providers in other areas of the UK, namely:

- The difficulty of meeting current and projected increases in demand for therapy

- Budget pressures and the need to deliver ‘better for less’
- Inconvenient modes of delivery and poor accessibility for services particularly in rural areas, and out of normal working hours
- The need to offer more flexible, modern working practices due to the difficulty recruiting and retaining qualified therapists
- The significant social and economic costs to the area of absenteeism and lost productivity to the Trust, councils and major employers.

The proof of concept project was completed in 2010. A post-project review concluded that the project was very successful at the ‘business change and organisational’ aspects of implementing Internet based therapy. Despite some minor technological problems that were experienced it was concluded that there are secure and robust technologies available to deliver Internet based therapy. While usage volumes were not nearly high enough to deliver a clinical evaluation (clinic evidence of success is available from other research) the project provided sufficient hints of take-up, in the absence of any significant marketing, to indicate potential demand.



The full business case was developed for a sustainable long-term service, and this was approved after the proof of concept and the Trust then proceeded to implement the mainstream service. The plan is that this service will be shareable by other trusts.

## **NEETS: Business Mentors in Reading**

An innovation process was agreed with Reading Borough Council’s Head of School Improvement Service 14–19 Advisor, in 2008. The aim of the process was to find new ways to support young people not in education, employment

or training (NEET). DIT and Reading BC commissioned a service innovation consultancy, Livework Studio Ltd, to facilitate the innovation process. It helped to plan for and deliver the innovation event and it also supported the subsequent development of the project ideas emerging from the process into project definitions statements.

To provide stimulating material for the innovation event, Livework interviewed the key workers from the organisations that support the young people in Reading such as Connexions, Entry to Employment, NACRO, Thames Valley University, and Cranbury College. They also interviewed a small group of young NEET people, to identify the issues and opportunities impacting them. They pulled together the findings into a presentation, which identified some challenging problems and issues to solve, as illustrated in the table below.

<p><b>Long Hot Summer:</b> for many young people the opportunity to plan for the future is lost over the summer and they are not ready to enter further education in September.</p> <p><b>Recognise experiences:</b> employers hope to find people who are able to make an immediate impact in new roles and look for previous experience as the primary indicator of this ability. Young people leaving school feel they have no experience – but the ability to translate their achievements into work experience could show otherwise.</p> <p><b>Lost in translation:</b> young people must learn a new language, behaviours and values to transition from school to employment and need support to do this.</p> <p><b>A network of Niche Providers:</b> the network of niche providers supporting young people often face challenges such as referral sources, funding, and administration.</p> <p><b>Role Models and Support Networks:</b> young people may form a bond with guidance services and have difficulty moving on from an organisation they feel supported by to another.</p> <p><b>Personal Ownership:</b> some young people may need models of support for entrepreneuring, motivated by the desire to create something for themselves.</p> <p><b>Adapting to Changing Needs:</b> services much change over time as fashions and interests change. Providers need to deliver dynamic and innovative interventions for young people.</p> <p><b>No Regrets:</b> young people often regret leaving school. Schools can give a structure to the process of growing up that young people do not value at the time.</p>
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A broad range of stakeholders took part in the innovation event, including representatives from national government, local government policy officers and service providers (from both county and borough councils), local youth services, local employment services, local health services, libraries, local and national charities, private sector technology experts and academia. Over 50 ideas were generated during the innovation event and in the subsequent days these were boiled down to a handful of potential projects. Two projects then went on to the business case stage:

- Online Mentoring: provide young people with access to mentoring over the internet and also via text messages using safe, supervised online mentoring sites. Mentoring to be provided by local business people and successful peers.
- E-Portfolio: online provision allowing young people to record their experiences, courses and projects they undertake and showcase their achievements. Professional support to recognise their experiences as skills to create an alternative form of CV.

Ultimately both of these projects were implemented. Online Mentoring was taken forward by Reading Borough Council in partnership with Wokingham Borough Council, Connexions and the Central Berks Education Business Partnership. BrightsideUNaid delivered the online service.

At the time Reading BC also provided an online Learning Platform for its schools and education partners. The contract for this was due for renewal and a full procurement process was followed. The specification required bidders to supply the e-portfolio functionality enabling its provision to NEETs emerging from the innovation process.

### **Just Coping Families: eTimebanking in Kirklees**

An innovation process was agreed with Kent County Council (KCC) Children Families and Education Directorate. DIT partnered with the Social Innovation Lab for Kent (SILK) to help to deliver this process. KCC focused the process on supporting those families in most need and to inform this work ESRO (Ethnographic and Social Research Organisation) was commissioned to conduct research into the realities of life for low-income families in Kent. Through this research, it was agreed to focus on 'just coping' or 'breadline' families as the key priority. This group is characterised by its efforts to cope on a very low income with limited intervention by government agencies, but are at risk of needing more intensive support, should an adverse event occur. RSe Consulting Ltd (now part of Tribal Consulting Ltd) helped to plan for and deliver the innovation event and also supported the subsequent development of the project ideas emerging from the process into project definitions statements, and final business cases.

To provide stimulus material for the innovation event, ESRO was asked to undertake further research to identify some key themes for discussion and to explore the families' uses of, and attitudes towards, technology. KCC chose to focus this research on the Park Wood estate on the outskirts of Maidstone. ESRO pulled together the findings into a presentation, which identified some challenging problems and issues to solve, as illustrated below.

**Deprived and forgotten places:** families 'just coping' often lived in run-down and depressing places in which they took little pride

**Lack of money:** a simple lack of financial resources caused or exacerbated nearly all other problems faced by the families. However, families often showed themselves to be assiduous money-managers

**Lack of time:** without financial resources, the time needed to manage the basic necessities in life was increased

**Social and family networks:** families could be both a help and a hindrance. Parents in families 'just coping' often felt isolated and lonely

**Social stigma:** families spent a great deal of effort trying to manage their public identities so as not to be seen as lazy or 'charity cases'

**Aspiration:** the families have no lack of aspiration. Parents often expressed hope through their desire for their children to lead better lives. These aspirations are often tempered by a pragmatic realism.

A broad range of stakeholders took part in the innovation event, including representatives from national government, local government policy officers and service providers (from both county and borough councils), local schools, housing associations, health services, libraries, local and national charities, private sector technology experts and academia.

Many ideas emerged from the workshop, which were further refined and shortlisted in the days following the event. A few of the ideas that emerged are in the table below.

Ask an expert - Text Groups	Digital time banks and swap shops
Text reminders	Mobile ICT access facility
Park Wood portal	Online/ mobile access to a credit union
Young community ICT mentors	Remote bills management
e-learning	Car sharing service
Local community 'pride' display screens	Bulk buying co-operative

A user feedback 'open day' event was held in a community venue at Park Wood to enable the families to provide feedback on the ideas and reality-test their perceived usefulness and desirability. The event was advertised in local shops and key stakeholders, including previous research participants, helped to promote and organise the event. Two ideas were particularly perceived by residents to offer the most immediate benefits. These were Bulk Buying and

Digital Timebanks. Other ideas were liked, but felt to face practical challenges (e.g. Car sharing and Community screens) or to have more niche appeal (e.g. Text groups).

Three projects were taken forward as a result of this work.

- A community bulk-buying scheme was established on the estate.
- A timebanking project was also established on the estate in Maidstone.
- A Credit Union service was being investigated for Kent. However, during the time this was being investigated DIT partnered with Hull & East Yorkshire Credit Union, Looking Local and a major supplier of credit union software, Progress Ltd, to establish online and DiTV credit union services (see later)

In addition DIT partnered with Kirklees Council, Timebanking UK and Looking Local to run an internet and Digital TV enhanced timebanking service in Kirklees.



Timebanking allows people locally to share their time and skills, and is an excellent way to get neighbours supporting each other and building up community capacity and cohesion. Timebanks are typically supported by a local project officer who helps to raise awareness of the opportunities,

manages the timebank and helps to broker agreements. As the timebank grows these tasks can become resource intensive and the point of introducing technology into a timebank was to explore how ICT could help to improve its efficiency and effectiveness. By making specific services available via digital interactive TV and the internet the project team hoped to expand the timebank in a sustainable way, reducing the burden on the project officer by:

- Raising awareness efficiently through inclusive electronic channels
- Allowing people to self-serve information about the timebank e.g. search for local support and understand how they can get involved
- Ultimately, people, who have a trusted track record, dealing directly with each other to arrange support – leaving the project officer to focus on recruiting new people and expanding the timebank.

Although this project was run in Kirklees, all timebanks across the UK can now give access to their services and bulletin boards via Looking Local, on Sky, Virgin and broadband enabled Freeview. The project has been evaluated, and the evaluation is available from the Looking Local team.

### **Financial Exclusion: eCredit Union in Yorkshire and Humber**

The Just Coping Families work with Kent County Council highlighted that a simple lack of financial resources caused or exacerbated nearly all other problems faced by the families. This highlighted the need to provide easy access to safe, secure and local financial services including ready access to sound financial and budgeting advice. Credit Unions and the local voluntary and community sector (for example Citizens Advice Bureaux) can help with this. There is also a lot of advice and guidance on the internet. However, research has highlighted the strong links between digital exclusion and low income. The idea therefore that emerged from the Kent workshop was to improve access to Credit Union services and to voluntary sector financial advice using Digital Interactive TV, internet and mobile phone services.

Kent County Council was not in a position to take such a project forward in 2008, so DIT partnered with Hull & East Yorkshire Credit Union (HEYCU),

Looking Local and a major supplier of credit union software, Progress Systems Ltd, to establish online and DiTV credit union services.

Credit unions are financial co-operatives owned and controlled by their members. They offer savings and affordable loans. At the time HEYCU had over 7,000 active adult members and over 500 First Savers, and was looking after members' savings of over £4.1 million. Since it began in 1999, it had helped members by paying out more than 17,000 low-cost loans to the value of over £13 million. HEYCU believed it had saved members £5 million in interest charges they would otherwise have paid to doorstep firms and other high-cost lenders.

By offering its services on digital interactive TV, Hull & East Yorkshire Credit Union aimed to widen its reach, particularly to those people who need their services the most. At the time digital interactive TV was already available in 55% of homes and the project meant that thousands of people in Hull & East Yorkshire could safely and securely manage their accounts and keep on top of their finances 24 hours a day 7 days a week, free via TV. Furthermore, because HEYCU's service links to the wider Hull City Council site on Looking Local it helps to give direct access to other relevant and complementary services such as Jobcentre Plus database, information on council housing, private homes, benefits and free legal advice.



The service was evaluated and the evaluation report is available from Looking Local. As Looking Local is a national service, the eCredit Union service is also available nationally and can now support many other credit unions across the country.

### **Deprived Community: ICT Champion in City of London**

The DIT programme was hosted by the City of London and was keen to establish some local projects. The City of London is quite unique for its small population (around 8,000 residents) compared to its large number of workers daily commuting and working in the square mile. It is known globally as one of the leading centres of finance, however in total contrast the east of the City and its fringes to the north and east are among the country's most deprived areas. DIT therefore initiated a project to explore opportunities for improving services for these communities.

The team held a front-line worker workshop in 2007. This was a much lighter-touch innovation event, with DIT acting as external facilitators. Many ideas emerged across different local authority departments for using community based ICT to improve resident engagement with services. As a result it was decided to explore a broader community ICT project, rather than focus on any one particular group or need.

It was agreed to run a community ICT champion project, backed by a standing working group of front-line and outreach workers working on a social housing estate. In this way there would be an opportunity for ongoing creativity and innovation around service delivery, building on a stable foundation of a local ICT champion and community-based ICT facilities. Front-line workers from the wider public sector (e.g. local health workers) and from charities (e.g. the Citizens Advice Bureau) were also invited on to the working group to encourage joined-up working across different organisations for the community. The project was steered by a small board of senior stakeholders and partners.

The project was delivered in a public (City of London), private (BT) and charity sector (Citizens Online) partnership. The project officer, who was very familiar

with the local area, worked for Citizens Online, so the project was delivered by the community, for the community, but with support from the local authority.

The City of London Community ICT Champion project formally started in January 2008. The key aims for the project officer were to work with:

- local organisations to improve access to community-based ICT facilities for residents and front-line workers in a disadvantaged area
- the local community and its residents to establish a programme of engaging and stimulating learning activities, both formal and informal, that met their needs and interests
- front-line workers across public sector and community organisations to help them to use the community ICT facilities to enhance their communication and engagement with the residents that they needed to support and that are traditionally the hardest to reach.

Activities were designed around residents' needs and interests and also designed to help front-line workers communicate, engage with and support residents. Teaching residents how to use e-mails, to access public services online, to buy online, use ICT in an innovative way to learn English, build CVs and apply for jobs online are a few activities of the many covered by this project. The project supported different groups of residents, particularly the elderly, young people, BME communities, the unemployed, and homeless people. It provided bespoke activities and a variety of both informal learning opportunities and accredited courses (e.g. Equal Skills and English for Speakers of Other Languages). The learning activities were often focused on helping those residents who face significant barriers (confidence, basic digital skills, language, etc.) to take some first informal, 'confidence building' steps, which eventually lead to further education, training, employment, volunteering or access to other forms of support.

Over the three-year project period, some of the activities included:

- Improving community ICT access: installing PCs, electronic whiteboards and other technology in a new community centre – covered at marginal cost as part of the original build, securing recycled

technology, in particular from the local authority, for other community centres, key community volunteers and local sheltered housing schemes; raising awareness and improving access to other community ICT facilities such as libraries and a local museum.

- Supporting the community and its residents. The ICT champion, working with partners and existing community organisations, arranged regular informal and engaging activities for different groups including the Bangladeshi community, homeless, elderly residents including those in a number of sheltered housing schemes, teens and school age children, unemployed adults, and social housing tenants. Activities ranged from 'Silver Surfers', 'Wii and Tea', Digital Culture events, music production, video and magazine activities, community web site, online shopping and digital photography. These were all led by the community's specific interests and needs. The project also created many volunteering opportunities.
- Supporting Front-line Workers. The project team organised specific activities to support a host of front-line workers from partner organisations and the local authority. For example: youth workers (e.g. ICT resources for home work clubs), the local PCT (healthy living events, access to online health services), Adult and Community Learning Team (informal and formal classes e.g. Myguide, eCitizen and Equal Skills), libraries department (virtual and remote library activities), Supporting People (homeless hostel work), Crime and Disorder Reduction Partnership (intergenerational activities, safe IT initiatives), Housing Officers ( e.g. active aging activities and community web site), Citizens Advice Bureau (ICT support for outreach workers), Economic Development (employment and CV building sessions).

The project was extensively evaluated and delivered tangible results for residents, the community and front-line workers. For example:

- Around £20k new assets per annum attracted into the community e.g. recycled PCs, new local grants, service kiosks, assistive technologies, redirected and prioritised funding, staff time etc.
- Annual household surveys in the areas in which the project was based recorded a 10% increase in Internet use. The largest increase was recorded amongst the 55+ from (36% to 61% over the course of the project) and the DE socio-economic group.
- Increase in engagement in community events, volunteering and willingness to participate in activities.
- There was a clear measured impact on residents' ICT skills.
- There were measurable increases in social outcomes, self-confidence, self-esteem, confidence to progress to further education and employment.

Full results are in the project evaluation report following a thorough independent analysis by Bone Wells Urbecon Ltd. The team then worked with Citizens Online to develop a toolkit to replicate the project in other areas. The toolkit, Everybody Online in a Box, was made available online in 2010.

### **Social Cohesion: m-Learning English for Bangladeshis**

As part of its work on the community ICT project a number of community needs and issues emerged for which DIT was keen to explore innovative solutions. One particular issue that emerged through resident surveys, and discussions with citizens advice bureau and other outreach workers on the ICT project working group, was that lack of English language skills was a major barrier to services and community cohesion for the local Bangladeshi community on the east of the City.

In response to this challenge the City, like many other councils, was supporting ESOL courses (English for Speakers of Other Languages). However the evidence, within the City of London, was that signing up to even the most basic ESOL course can be a step too far for those in the most disadvantaged Black and Minority Ethnic (BME) communities. Some fear the formality of signing up for an examined course while for others their language

skills and confidence fall well short of even the most basic ESOL levels. As a result many find themselves trapped, wanting to improve their English, but lacking the confidence to sign up for classes. This can be perpetuated in situations where funding is aligned to formal learning, to focus resources almost entirely on achieving examination targets, leaving little for informal learning. It was very clear from discussion in the community ICT project working group that if the most disadvantaged non-English speakers were to be effectively supported there is clearly a need for more informal, engaging, community and family orientated ways of learning English to bridge the gap to formal ESOL classes.

In response to this need, DIT conducted a market scanning exercise for products and services that might help. The team found an organisation that had tested a mobile phone-based e-learning application for Asylum Seekers in the East of England. Following a series of meetings and project definition work DIT formulated a partnership for a proof of concept project. This partnership was between the City of London Adult and Community Learning (ACL) team, Anspear Ltd, Hackney Community College, and a local Bangladeshi Women's community group. Learners in both formal and informal settings were provided with interactive English language materials — word cards, audio clips, videos and word games — that run on the memory card of any mobile phone. The learning content was enhanced with photographs of the local community, and tailored to the language requirements of participants.

The project ran for ten weeks, between January and April 2010, for two specific groups of learners: thirty predominantly Bangladeshi residents of a housing estate who at the time were not undertaking any formal tuition, and fourteen learners enrolled on a formal ESOL course run by Hackney Community College and sponsored by the City of London. The objective was to explore the impact of the mobile learning application in both formal and informal settings.

Learning software on the mobile phones tracked the participants' usage and progress. Questionnaires designed and distributed by independent evaluators

Bone Wells Urbecon Ltd at the outset, mid-point and close of the project provided an insight into the broader social outcomes of the intervention.



The mobile learning resources clearly increased the learners' levels of confidence in the use of the English language over the ten weeks. The increase in confidence was greatest among the informal learners with the percentage who were 'confident' or 'very confident' at writing in English doubling from 18% to 36% over the period. This result, in the absence of other formal learning, was solely attributable to the mobile phone based resources. There was also an increase for the formal learners with those who were 'very confident' in writing and understanding other people also doubling from 11% to 22% over the period.

Other key findings include that the mobile resources:

- Supported progression: a significant proportion of informal learners went on to register for formal ESOL classes after the project, as a result of using the mobile resources.
- Increased participation: there was significant demand for the service; in fact the project team could not meet the demand among the informal

learners as part of this short evaluation project, even after doubling the number of participants.

- Significantly boosted learning in between classes: the phones clearly stimulated additional learning in between classes for the formal learners – with all learners accessing the materials in between classes at least 2-3 times a week and a third accessing the resources daily.
- Changed learning times: the logs showed significant learning outside the normal working day, particularly during the evening. Furthermore much of the mobile learning was ‘bite size’ averaging 10-15 minutes and easily slotted in around other activities during the day and evening at times that suited learners.
- Encouraged family learning: all participants reported sharing the phone with their families, with some learners reporting that they used them to teach their young children basic English and others reporting that their children helped them to use the phone and understand its features.

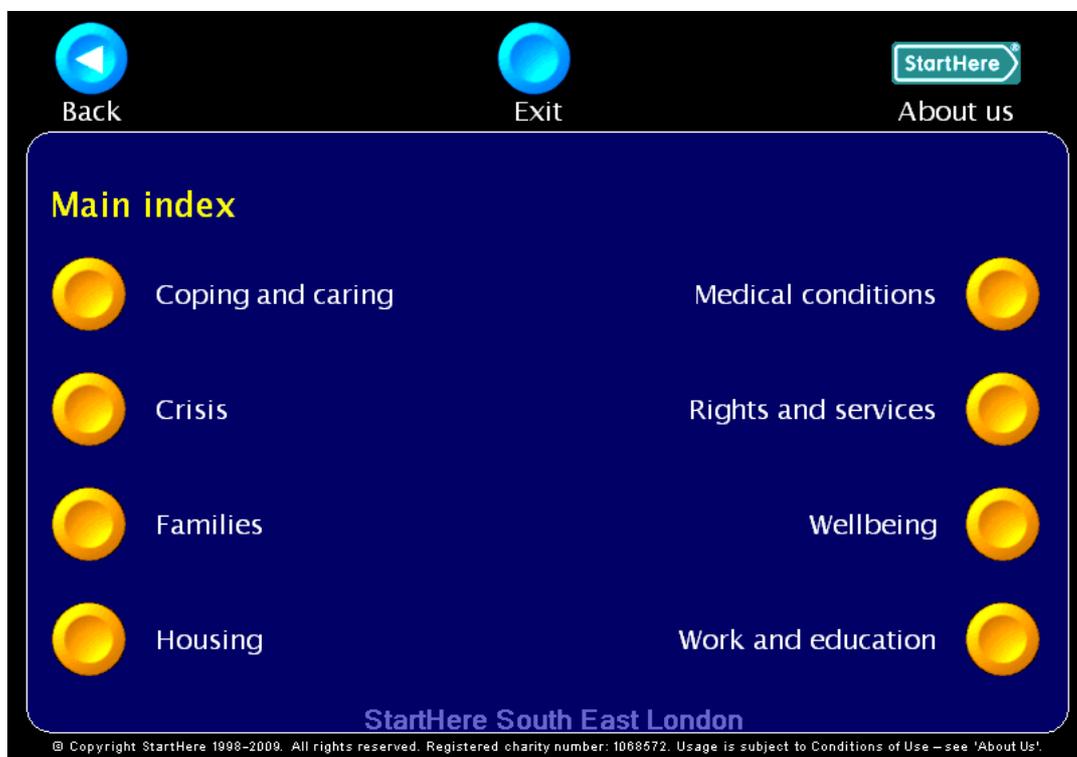
There were also many positive social outcomes measured, and these are published in the full evaluation report. The service was continued and mainstreamed into City ACL services. The service is also available for any other local authority to subscribe to for its residents from Anspear Ltd. OFSTED reviewed this project and identified it as best practice in 2011.

### **Inclusive Service Delivery: StartHere in City of London**

Another issue that emerged within the City of London was the short distance that people were prepared to travel to access services. It was very clear that people wanted services on their doorstep or in their local community centre and were less willing to travel, often even relatively short distances, to access public services. The convenience of the internet to access informational services and to find local support in a time of need or crisis was well recognised by the community ICT project team, however there were other issues that were identified that were barriers to using these electronic services:

- Poor internet access at home: many residents didn't have access at home, and the access at the community centre could not be made available 24/7. So access to internet based services is restrictive.
- Many public web sites are too complex in presentation, format and language terms. This is unhelpful for people whose first language isn't English, or with numeracy and literacy problems.
- Complex needs of individuals in crisis: for those in crisis, or with particularly urgent and complex needs, the priority is to signpost them to someone whom they can talk to or meet up with, not to channel-shift them and cajole people to try and transact online.

In response to these needs, DIT conducted a market scanning exercise for products and services that might help. The team partnered with StartHere, a charity which specialises in compiling and distributing local service directories (across public, private and civil society sectors), which are particularly targeted at helping to signpost local people, quickly and efficiently, to the right service for them, first time.



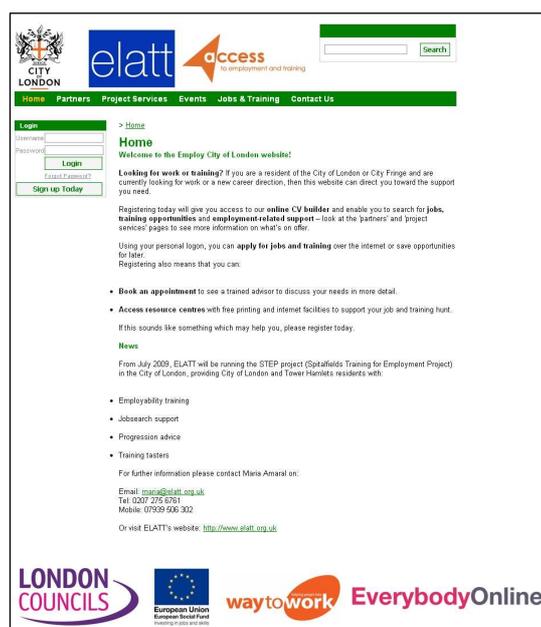
To overcome internet access restrictions, the StartHere service was provided to residents in a local community centre through a Kiosk. This Kiosk also

provided access to NHS Choices and to a local community website, allowing residents to access the service when the community computers were unavailable. Usage of the StartHere service was fully evaluated.

StartHere is available to all local authorities and other local service delivery organisations to help in the efficient and effective signposting of local residents to a mixed economy of local services.

## Worklessness: MegaNexus Employment Project in City Fringe

In 2009 the City of London entered a partnership with Meganexus Ltd, a spin-off from University College London, to explore the impact of its MegaNexus NEO 3D system on employment programmes in deprived areas of the City and City Fringe. The system supported four Employment and Training Brokerage (ETB) organisations contracted to run jobs brokerage and outreach schemes in the area over an 18 month period. MegaNexus is an innovative system, which brings the power of social networking technology into communities that have poor support networks, in order to help improve their lives and life chances. It has been particularly successful at supporting isolated and excluded groups such as ex-offenders or BAME communities into employment and training. The objective of the City project was to diffuse



the innovation into the City's employment and training brokerage programmes.

There are a number of systems available that exist to support small employment organisations and enable them to work more effectively and efficiently with their clients, community partners and funders. They provide client record management functionality, along with standard reporting features to reduce burdens and cut through the bureaucracy associated with public contacts and grants. However, MegaNexus is unique in that it also has functionality to assist in outreach and engagement — including a front-end web site which job seekers can use to enrol in an employment support programme, update their own records, build their CVs, search for local work and education opportunities, and communicate with partner organisations. It also has functionality to support targeted text campaigns and reminders across the database of clients, and enables clients to be referred between partner organisations.

Local authorities are increasingly turning to community organisations, social enterprises and specialist SMEs, such as ETBs, who are often much better placed to communicate with, reach out to, and support hard to reach groups.

Public funding is increasingly being pushed out from public authorities to fund these bodies more directly. These organisations often work in partnerships to tackle the multiple barriers that their clients face. However, small community based ETBs are disproportionately exposed to the risks associated with changes of personnel and maintaining the capacity to win, manage and exit smoothly from public contracts, and there are always risks with the survival of these organisations during the course of the funding period. The City project set out to explore what Local Authorities (LAs), Registered Social Landlords (RSLs) and other funding bodies can do to balance these risks while making the most of the real value that these smaller employment organisations can deliver to an economic development programme. In particular, it looked at the contribution of MegaNexus in helping ETBs deliver a more effective, efficient and transparent programme with reduced risk to the local authority.

An evaluation of the project is available, written by Bone Wells Urbecon Ltd. Clear benefits emerged for the programme funding body, in this case the City of London. These benefits were around project risk reduction, business continuity, protecting the investment made across multiple delivery organisations, joining-up multiple employment programmes and also around improving transparency of progress and reporting.

The evaluation also provided clear evidence of the value generated to Employment and Training Brokerage (ETB) Organisations. This was created mainly by improving efficiency, enhancing data storage and security, improving referral efficiency, improving outreach work and supporting both quick start-up and tidy closure of contracts. The system also helped at least one of the ETB organisations in the City project quickly produce performance evidence to support a funding bid to extend the employment programme elsewhere.

In terms of helping delivery organisations to reach their targets more efficiently, 80% of the organisations interviewed rated the system excellent in terms of efficiency gains and the remaining 20% good. It was estimated that organisations can save 20% of time allocated for project management and for producing reports for funders. One organisation participating in the City project estimated that each job adviser using the system is able to save half an hour for every client advised — delivering output improvements in excess of 30%.

There was less opportunity over the project period to test the client front-end features, as most of the ETBs the team worked with had their own existing web sites already and did not want to push a single centrally branded, local-area-wide employment site.

The MegaNexus NEO 3D system is a commercially offered service that is available to all ETBs and organisations funding employment and training brokerage programmes alike.

### **Worklessness: Slivers of Time in City of London**

Slivers of Time is another innovative service that the DIT was keen to diffuse into the City of London. The service was originally funded by Communities

and Local Government through its E-innovations programme. Slivers of Time is an online marketplace where people can sell their spare hours to local employers around their own commitments. Local employers, including council service managers, can go online, view a grid of vetted workers who are available at the times required and proceed to make a booking. Employers therefore can gain access to a pool of workers who can be booked very flexibly as and when required. It is also a good way for councils to get local people involved in delivering services. Overall Slivers of Time can improve efficiency and public service delivery can become more responsive and cost effective. It also helps those unemployed who have lots of other time commitments or who lead chaotic lives and can't hold down a 9-5 job to ease their way into employment and build up their experience and confidence levels — potentially eventually to progress into full time employment.

Chiefly, the work that has been provided by organisations has been basic administration and manual tasks but some councils and employers are now providing more specialist types of work through the Slivers of Time system.

In 2008 DIT worked with City of London colleagues to make the Slivers of Time system available to all service managers as an optional route to quickly and efficiently hiring temporary labour. There was no need to buy a system and there was minimal training required. The service was simply adopted alongside existing longer-term temporary labour support contracts.

The system was particularly used for getting additional support to cover peak demand periods in the new council contact centre and it worked well to support this. One of the people who was regularly booked through Slivers of Time was eventually taken on as a permanent employee, illustrating the potential of the system to help people to progress from small snippets of work to longer term commitments.

Slivers of Time is available to all councils, RSLs and service delivery organisations — and its principles are consistent with getting local people more involved in public service delivery. It is also supportive of efforts to save money, and improve the efficiency of services.

## Supporting Carers: Fosternets

The idea of using technology creatively to support carers, and specific ideas for supporting Foster Carers emerged from a number of innovation workshops. In considering what projects could be taken forward DIT eventually teamed up with Norfolk County Council to evaluate a project it was starting to use a social networking tool, Fosternets from Redhood IT Ltd, to support foster carers across the county. DIT commissioned an evaluation of the impact of Fosternets on the council's work, foster carers and looked after children. The University of East Anglia was chosen to undertake the work and immediately identified the benefit of extending the evaluation to two additional local authorities, the London Borough of Enfield and Plymouth to provide geographic and organisational diversity in the results. A final evaluation report was delivered in 2010.



The screenshot shows the Fosternets website interface. At the top, there is a navigation bar with links for Settings, Contacts/Help, Home, and Logout. Below this is a search bar. The main content area is titled "Welcome to Norfolk Foster Carer Educational and Support Community". It features a logo for "every child matters" with the tagline "a brighter future for Norfolk's young people". The text describes the purpose of Fosternets Norfolk and lists several benefits: access to Norfolk's policies and procedures on fostering, discussion forums on issues related to fostering, training and events that are available, and IT help and support. A video player is embedded, showing a woman speaking. Below the video, there is a call to action: "If you are interested in becoming a foster carer for Norfolk please call 0800 005 007. We would be delighted to hear from you. To find out more please go to www.fostering.norfolk.gov.uk". At the bottom, it states "Fosternets is developed by Redhood IT Limited. www.redhood.co.uk". On the right side, there is a "Log On" section with fields for Username and Password, a "Log on" button with a Go icon, and a link for "Forgotten your log-in details?" with the email address help@fosternorfolk.net.

## Other Innovation Projects

In addition to the projects that DIT got off the ground, there were a number of innovation processes and projects that the team worked on, but did not, for various reasons, make it through to implementation:

- *Tata/ Corus – Scunthorpe.* Following on from DITs research on the role of private sector organisations in reaching and supporting low income people and families, DIT worked with colleagues in North Lincolnshire DIU and Citizens Online to put together a proposal for a project at the steel works in Scunthorpe. The proposal was to run an employee ICT champion project. The champion would help both the permanent and large temporary labour force around the steel works, their families and the local community. The champion would also provide an interface with local charities, public sector service providers and employment and training brokerage organisations. It was envisaged that aside from staff support and development, this could also support self-service company communications, e-Human Resource Applications and eLearning which would yield efficiency gains. Talks reached an advanced stage, but in the end failed as the detailed business case required by the company to progress the work was seen as too much effort against the high risk that the project would not proceed anyway due to lack of funds. However, this type of private sector echampion project remains an idea that is worth progressing.
- *Black Country.* DIT put together proposals and presentations to the Black County Consortium (BCC) around an innovation process with some of the of the local authorities in the Black Country. A number of opportunities did emerge, and develop, particularly working in partnership with Microsoft in the area along the theme of educational disadvantage. However all this effort eventually suffered from a downsizing of the BCC and loss of key staff who were DIT's main points of contact, bringing the process to an end.
- *Hull.* DIT worked closely with Hull Council, as one of the Digital Challenge finalists, and progressed a proposal on an innovation process around Families at Risk. At the time Hull were leading on a number of national pilots around Families at Risk. However, key staff changes, in parallel with the fact that Kent County Council were keen to work on a Families at Risk innovation programme, meant that DIT and Hull Council eventually dropped the idea of working on this project.

- *Hull.* Also with Hull, DIT explored the potential of its STREAM IPTV service to deliver a private social network for and centred on a person needing extensive care and support. This would have implemented a service originating from the Canadian charity Tyze, working with the Princess Royal Trust for Carers. Other local priorities prevented the project from progressing, after substantial ground-work.
- *Stockport.* DIT put significant work into a proposal to run an innovation process for Adults with Learning Disabilities with Stockport Council. The proposal was not taken up due to competing local priorities.
- *Birmingham.* DIT also explored the possibility of a project on Learning Disabilities with Birmingham City Council, following its identification of that as a priority area in its Total Place analysis. However, there was no local capacity to take anything further with DIT.
- *Liverpool.* DIT put a proposal together to run an innovation process with the AIMES Centre (Advanced Internet Methods and Emergent Systems) at Liverpool University, for one of its partner local authorities. This innovation event was to focus on NEETs. The proposal was not taken forward by the LA. DIT focussed on working with Reading Borough Council on NEETs instead.

While the lack of progression of these innovation processes and local projects, despite significant effort in some cases, might be viewed as failure or lack of appetite for innovation among some local authorities, it is important to place this in context:

- **Pipeline Management:** DIT explored more opportunities than the team could possibly manage, on the assumption that some would not progress.
- **Process Barriers:** Some of the processes never got off the ground due to genuine issues like staff changes or organisational restructuring over the initial period of agreeing priorities for a process.

- Divergence of Interest: there were many other local authorities that DIT had discussions with but never progressed because their local priorities were not as relevant from a national perspective, or vice versa.
- Process of Evolution: the initial engagement was a process of evolution — in those cases where there weren't genuine obstacles like staff changes, the process helped to establish those areas that were most motivated to successfully complete an innovation process. 100% of those that started the process completed the process, and implemented something new as a result.
- Evolution of Process: DIT was refining and developing the innovation process at the same time as running it, so the initial engagement with local authorities and the 'business case' for running an innovation process became clearer and more compelling with time.

## **Conclusions from Local Projects**

DIT had the pleasure to work with some excellent, motivated and innovative partners across public, private, community and academic sectors on its local innovation workstream. The team initially set out to establish projects against each one of the national social exclusion priorities. We covered all of these apart from Adults with Learning Disabilities (ALD). However, we added more themes and groups than we originally intended such as BME communities, and worklessness, and ultimately, despite discussions, did not have the time, resource, and partner local authority to take an ALD process forward.

Our experience in establishing these innovation process and local projects leads us to conclude:

- Some local authorities with which we investigated innovation processes simply could not get past the issue of having no additional money to put into solutions. 'There's no point in doing this process because we won't have any extra funding to implement what comes out it' was an insurmountable barrier for some. There was often a complete unwillingness to think that what comes out of the process could end up being a better way of spending existing resources and that the decision

to proceed with a new idea could be coupled with the decision to stop doing something else. All those organisations we did work with were very creative in getting projects that emerged from their innovation process off the ground.

- Structured innovation processes can work very well. 100% of the processes we ran resulted in new services or processes being implemented.
- A structured innovation process can be a very positive experience for staff and partners who take part. The feedback across all the innovation events DIT ran was overwhelmingly positive. There are clearly developmental and cross-sector networking benefits for participants on top of the core objectives of problem solving.
- There needs to be a senior stakeholder that 'owns' the process, agrees the priority issue or need and then makes a clear decision on the outcomes of the process. This gives the process legitimacy, helps to free up time for people to attend the innovation event, and ensures that all the outputs of the process have an end destination for consideration and potential action. The senior stakeholder could be a service director or senior service manager for example.
- DIT commissioned innovation experts to help to deliver the processes. However, this was in part to help to develop and refine the process itself. The innovation process can be run in-house as well, in a more light touch way. To facilitate this, DIT and its partners have developed an innovation toolkit (see Tools section).
- While processes can clearly be light touch and don't require major external consultancy contracts, there are clear advantages of bringing in an external person to help to facilitate the innovation event. Having an external 'innovation broker', an independent person with facilitation skills who doesn't have a stake in the problem or the potential solution, can clearly help to stimulate change.

Further lessons we therefore learned from a local authority and public service delivery perspective were:

- Change management is a difficult but a crucial area for capacity and capability building in local government. Robust processes to handle new ideas effectively, and to consider alternatives ways of doing things in budget and planning cycles are rare.
- People need the time and space to try new ways of working. More often than not though, trying new approaches has to 'fit in' around existing workloads. This drastically reduces the chance of success.
- Change must be managed like a project. It is essential to free up some effective project management support, to help to structure, plan and drive through the testing of new approaches.

## **Developing Local Tools, Toolkits and Datasets**

A key part of DIT's role was to build the capacity and capability of local authorities, and other local service delivery bodies, in the use of technology and the internet to improve services, participation, engagement and to deliver more effective local policies. To achieve this DIT established a workstream to develop tools and toolkits for service organisations to use themselves, or to be used on their behalf by local government consultants. This section provides details of the team's work in developing tools and toolkits. The next section details our work to distribute these tools and our other direct engagement and communications work with the sector.

### **Solutions4inclusion**

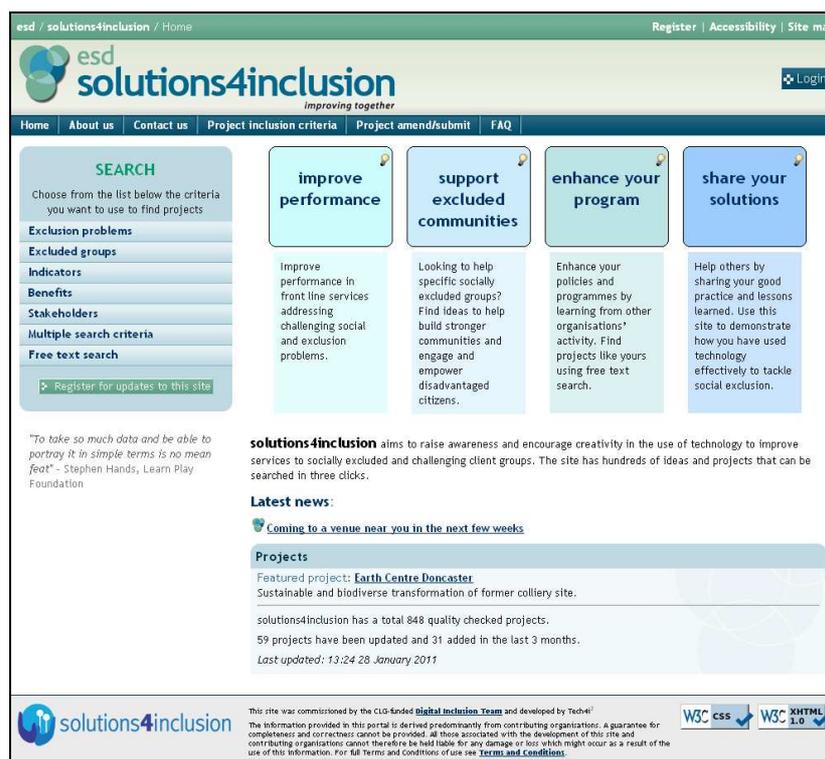
One key conclusion that emerged from the team's early landscaping work was that although there were some excellent examples of the socially inclusive use of technology, they tended to have a low profile and not be disseminated or diffused. In 2007 the team set up a project to tackle this issue and to develop a tool, which would share all the good practice and inspiring examples. So the overarching objectives were to:

- Raise awareness of the scope, breadth and relevance of the inclusive use of technology to local service providers
- Stimulate thought and creativity in the role of technology in achieving better outcomes – especially for vulnerable people
- Help to embed consideration of the opportunities around technology and the internet into local authority planning and performance processes – by presenting the projects in a relevant and context-sensitive way
- Help to disseminate the many good ideas and projects that exist on the ground already but which had, to that date, received low visibility.

DIT commissioned Tech4i<sup>2</sup> Ltd to do the work with a steering board from CLG, the Digital Challenge Programme director and IDeA. Tech4i<sup>2</sup> did a significant amount of foundation work to develop lists and categories of projects and themes — to ensure that the project database was searchable using key

words of relevance to local service delivery organisations. These included client groups, social exclusion themes, and performance indicators. The performance indicators followed a national indicator set that had been developed at that time as part of the local government performance reporting and targets system. A standard template for projects was also developed and then Tech4i<sup>2</sup> researched a set of projects to ensure that every top-level search returned at least one project. It was agreed that the focus be on short sharp, inspiring examples, rather than full blown case studies, in order to facilitate population of the data base and breadth of relevant projects.

Rather than develop a whole new website DIT worked with the esd-toolkit team to host the final site, as this was already an established product and channel to a relevant audience. The final site was launched in 2008 and called solutions4inclusion.



In its first year the site averaged over 2000 unique visitors per month, and over 120 thousand page views. The projects were kept up to date and new ones added by placement students from De Montfort University. The live service, and responsibility for adding new projects, was handed over to esd-toolkit in 2010. The service continued to go from strength to strength and the most up-to-date web stats at the end of 2010 are provided below.

From launch at the end of 2008 to the end of 2010

Unique Visitors: **173 thousand**

Visits: **391 thousand**

Page Views: **2.7 million**

Average page viewed per visit ~**7 pages**

Approx Visits per month: **13 thousand**

Latest Visits per month Jul-Nov 2010: **15 thousand**

Projects in Database in January 2011: **924**

As of the beginning of 2011 solutions4inclusion was being developed to allow data linking with other databases, to enable automatic sharing of projects that have been tagged using standard approaches. This should further increase exposure of projects to an even wider audience.

## Community Maps

DIT's early research on the links between digital and social exclusion highlighted the complex geographical patterns of exclusion across the UK. In 2008 the term 'place shaping' was emerging, with local authorities using geographical information more and more to gain insight into communities and as a result help improve service delivery. It was therefore seen as a priority that DIT should explore all the available datasets around digital and social exclusion at neighbourhood level, and seek ways of getting local service delivery organisations aware of and using this type of data in pursuit of their targets and priorities.

DIT, along with colleagues in the Digital Challenge local authorities and CLG held a series of workshops with data providers and local authority GIS specialists. Some of the key organisations in this area agreed to provide data at no cost. The data was provided at a poorer degree of granularity than they sold the data at, but at useful enough degree of granularity to get local authorities interested and able to do some limited analysis. This was a win-win agreement with the final web tool effectively marketing the availability of the data, potentially increasing the likelihood of sales, while concurrently allowing local authorities to explore high-level patterns of exclusion in their area. The key data sets that were the foundation of this project were:

- UCL e-society types
- Point Topic broadband and internet data

- Experian Mosaic, demographics, propensities and True Touch product
- Index of Multiple Deprivation
- UK Online Centre locations
- Citizens Online Everybody Online locations
- Connections Services Ltd WiFi hotspot database
- Office of National Statistics rurality data

DIT and local authority partners developed a specification for a web based tool and commissioned ESRI (UK) to develop this tool. The final tool was then ported to CLG's online GIS application Places, and therefore hosted on an official government site. The application was called Community Maps<sup>4</sup> and enabled:

- Mapping across Great Britain down to street level
- Overlaying of any two datasets at any one time on to a map
- Starting point locatable by postcode or local authority name
- Overlaying of lower super output area and local authority boundaries
- Production of printable maps.

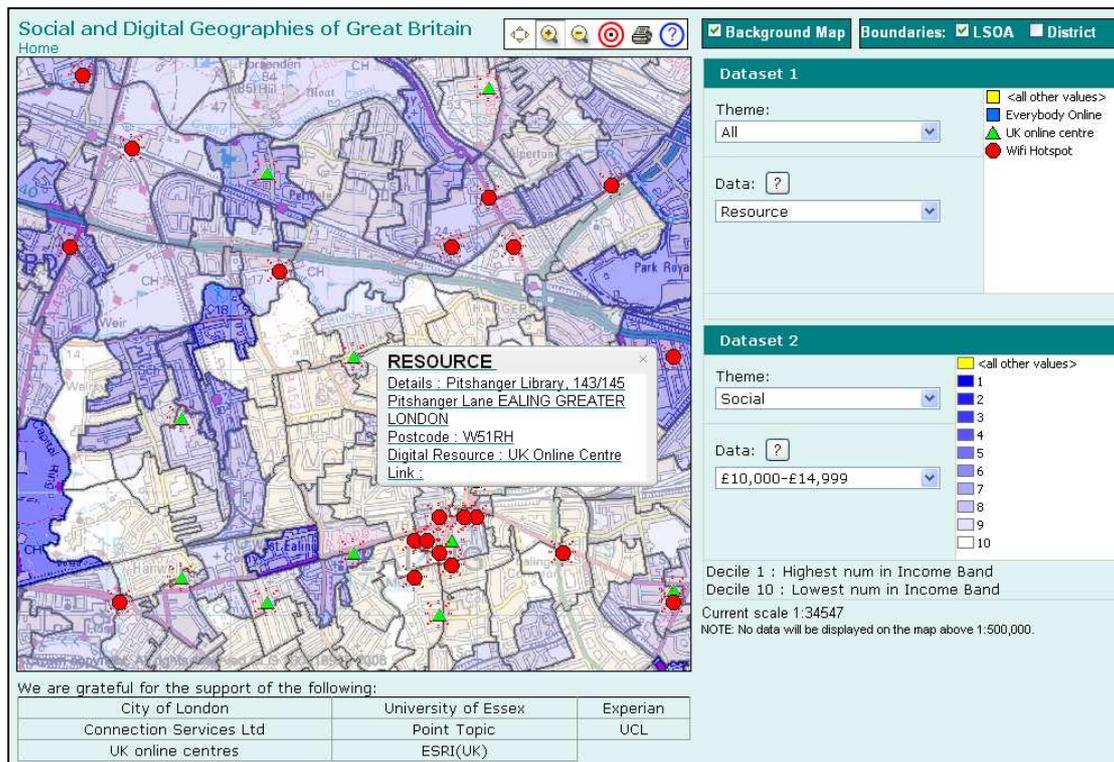
Almost all of the data was in decile format and therefore allowed the simple identification of neighbourhoods in the bottom, top or intermediate 10% of the country. This focus on relative rather than nominal data was important in terms of durability of data without refresh. Areas typically in the bottom 10% are unlikely over short periods of time to leap to the top 10% for example. In addition to the mapping site DIT also developed some additional products

- A blank book of maps 'template' to help local authorities map their area
- An example complete book of maps for a local authority – The City of London
- A community of practice with many more example books of maps and tips on using the site

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<sup>4</sup> [www.gps.communities.gov.uk/communitymaps](http://www.gps.communities.gov.uk/communitymaps)

- An email helpline



The site was a significant success. Launched in Autumn 2008, by Autumn 2009 the site was averaging around 17000 map requests a month with a peak in November of 21000 requests. DIT received regular inquiries and requests around community maps, and a community of practice forum grew steadily to around 40 local authorities and public sector representatives interested in digital and social geographies.

Unfortunately, in early 2010 during an upgrade of the CLG GIS platform by ESRI (UK), Community Maps was left with severe performance limitations and some errors, particularly displaying point data like UK Online Centres. At the same time DIT had run workshops on developing Community Maps further, for which there was clear appetite among the local authorities consulted. A specification for enhancements was developed, which would also have fixed the problems that occurred during the upgrade. Faced with the prospect of a significant extra cost, it was decided it was preferable to leave the site with performance errors and explore longer term options linked to the upgrade of CLG's servers.

At the end of 2010 Informed Solutions Ltd migrated and upgraded the GIS platform on which Community Maps was hosted, and fixed all of the performance issues. At the start of 2011 Community Maps was working as required again.

## **Local Authority Heat Maps**

In developing books of maps for a number of local authorities, using Community Maps, it became clear that a common use of the mapping tool was to identify areas that persistently appeared to be disadvantaged across the set of indicators. To do this required the production and comparison of many maps and could be time consuming. In order to assist this, and stimulate interest in Community Maps, in 2009 DIT developed two indices to help to identify areas where the different social and technological datasets consistently point to disadvantage:

- A Social Exclusion Index; consisting of a combination of Index of Multiple Deprivation (IMD), Experian demographic data (age, income, Mosaic types), National Statistics rurality data and University of Essex employment data. The IMD is was given a high weighting in the index.
- A Digital Exclusion Index; consisting of Point Topic Broadband take-up and availability data, University of Essex Internet take-up data, UCL e-society classifications, Experian True Touch classifications, and channel propensities.

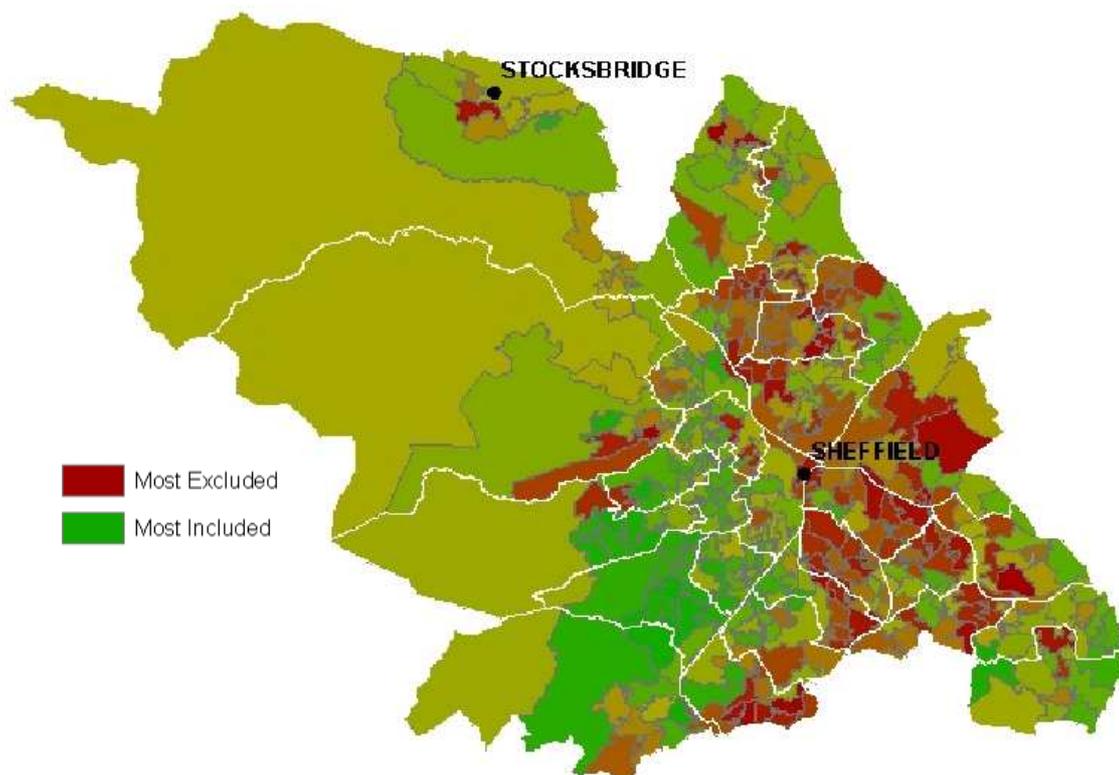
These indices essentially simulated overlaying all the key social and digital datasets on top of each other on to a map – and automatically identifying areas where the datasets consistently point to high levels of disadvantage, or advantage. So each time a community is in the bottom (or top) decile (10%), or quintile (20%) in the country for a dataset, its overall exclusion (or inclusion) score increases. The more times the community is in the top or bottom, the higher the absolute value of the score.

The indices were designed to provide useful pointers to areas which were potentially disadvantaged and indicative of digital and social exclusion rather

than exact measurements. They were only based on decile data rather than actual nominal data and therefore were best used to:

- Identify extremes – the top and bottom 10% for exclusion
- Identifying relative patterns of exclusion within an local area.

Simple heat maps were produced using a combination of both of these indices to present relative rankings within local authority areas. The extremes of inclusion and exclusion are shown in green and red respectively with all other areas presented as shades in between depending on their ranking. These heat maps were seen as useful starting points for discussion and debate around the most disadvantaged areas, and to take forward further analysis; a starting point rather than an end piece of analysis to encourage use of Community Maps, and to encourage discussion and dialogue with the private and academic sector organisations that develop the underlying data.



## Beacons Checklist

In 2008 DIT worked on establishing Digital Inclusion as a theme for the 2009 Beacon Award process, and helped to judge and shortlist the finalists. The

assessment framework that was used, and the subsequent evidence that was provided by the successful finalists, provided an opportunity for DIT to develop a self assessment tool and 'checklist' for all other local authorities and local service delivery organisations to use.

The final Beacon Checklist tool helps local service providers, particularly local authorities, review their activities, approaches and policies against a standard framework. Organisations use a simple spreadsheet to score themselves against 30 criteria within themes like leadership, vision, strategy, enabling actions, partnerships, community engagement and outcomes. The spreadsheet then produces an automated report which provides:

- Graphical plots of stronger areas of activities and areas where consideration for additional work might be worthwhile
- Practical approaches that the Beacons adopted against areas identified for consideration for additional work — in other words some potential quick wins and good practice for the self-assessing authority
- Tables of 'good practice' to be sharing with other local authorities in areas of strength.

The screenshot displays the 'Digital Inclusion Beacon Check List' interface. On the left, a progress dashboard shows five sections: 1. Leadership Vision and Strategy (Completed), 2. Enabling Actions (Partially completed), 3. Essential Partnerships (Partially completed), 4. Digital Outcomes (Partially completed), and 5. Empowerment (Partially completed). A table below shows progress percentages for each section across five criteria.

Section	1	2	3	4	5
Leadership	100%	100%	100%	100%	100%
Enabling Actions	80%	100%	100%	100%	100%
Essential Partnerships	100%	100%	100%	100%	100%
Digital Outcomes	100%	100%	100%	100%	100%
Empowerment	100%	100%	100%	100%	100%

The main checklist is for the 'City of London' and lists 30 criteria grouped into five sections. The criteria are: Leadership (1-5), Enabling Actions (6-10), Essential Partnerships (11-15), Digital Outcomes (16-20), and Empowerment (21-25). The report is dated August-09 and reviewed by the Digital Inclusion Team.

On the right, two radar charts compare performance across five themes: Leadership, Enabling Actions, Empowerment, Essential Partnerships, and Digital Outcomes. The top chart shows high scores in Leadership and Enabling Actions, while the bottom chart shows high scores in Leadership and Essential Partnerships.

It is not meant as a formal assessment – so rating a criterion in the framework as 'not at all ' rather than 'done it/ evaluated it' doesn't mean that it is poor performance, rather that it clearly hasn't been a local priority. The report will then flag up what the Beacons have done in that area, for consideration

whether that would be relevant and appropriate in the self-assessing authority. So the tool's principle aim is good practice sharing.

DIT produced the tool in-house along with a report detailing all the best practice in a navigable format, short user-guidance, a completed example of the tool, and an example output report. It was launched by the Minister for Digital Inclusion in 2008. The tool was made available on the IDeA website and also distributed on CD-ROM in the DIT Innovation Toolkit. A short summary version of the best practice report was also produced in 2010. The tool also formed the basis of Digital Inclusion Advisor (see later) foundation assignments with a number of local authorities in 2010. It was used to structure interviews across local authorities and partnerships.

## **Innovation Toolkit**

In 2009 DIT started work on pulling together all the knowledge and experience gained from its service innovation processes with local authorities. The aim was to produce a toolkit to help local service delivery organisations replicate the entire process, or just the parts relevant to their needs. It quickly became clear that this was to become an umbrella for all other tools that DIT had developed. So the innovation toolkit was structured around an easily navigable set of interlinked:

- Guides to the different steps of the innovation process
- Tools to support efficient and effective implementation of an innovation process
- Worked examples from the actual innovation processes run in the DIT programme.

DIT developed the innovation toolkit in-house as a simple CD-ROM, which automatically loads up a 'Welcome' document from which the rest of the innovation toolkit could be accessed using hyperlinks. The initial toolkit contained around 170 navigable documents in total, and was seen as an excellent way of getting all of the DIT's products and reports into the sector in a practical and usable way. However, for a more robust and updateable approach, particularly for non-Windows users for whom the CD-ROM was

more difficult to navigate, DIT also worked with esd-toolkit to develop an online version at [www.esd.org.uk/InnovationToolkit](http://www.esd.org.uk/InnovationToolkit) which was launched in 2010.

Some of the tools, guides and worked examples were also from third party organisations that the team worked with, representing maximum reuse of existing resources, and also knowledge transfer from public, private and third sector partners. For example, the CD-ROM includes the excellent innovation 'Method Deck' developed by the Social Innovation Lab for Kent (SILK).



## **Next Generation Access Broadband Dashboard**

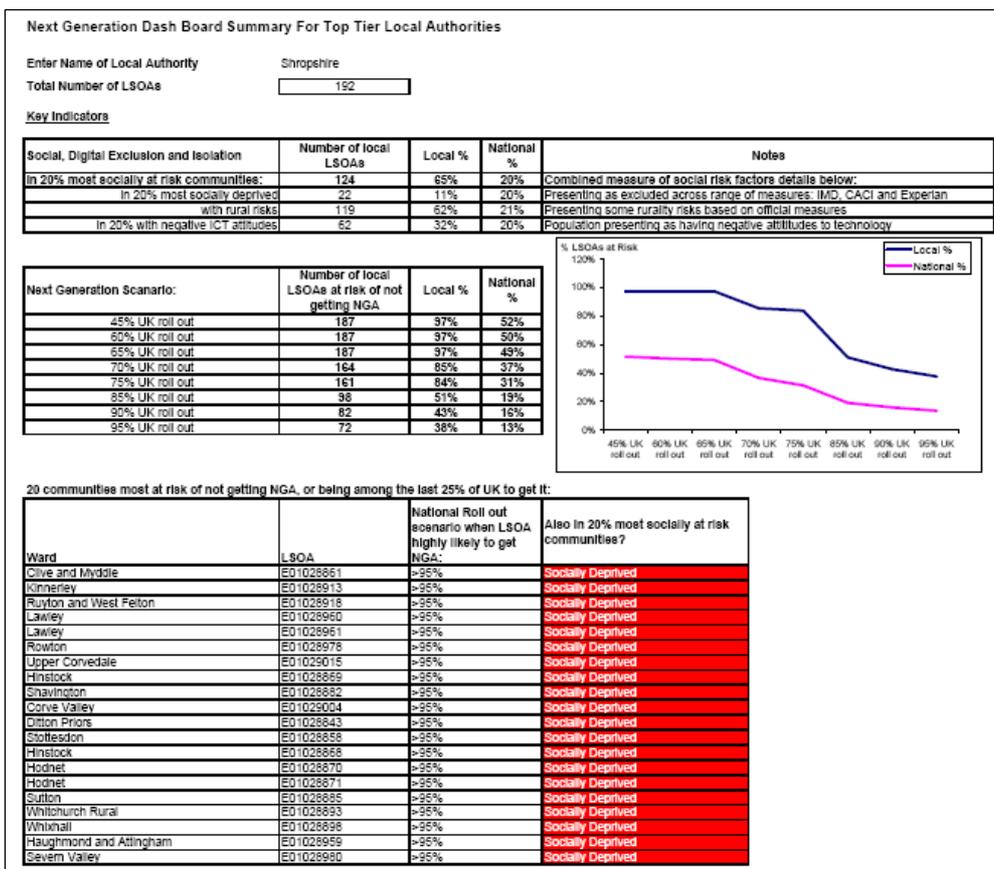
In 2010 DIT developed a simple spreadsheet dashboard tool to help to disseminate the outputs of the research project (see Research section) to identify the risks around communities not getting next generation broadband access, or getting it much later than the rest of the country.

The tool enables users to search on any English local authority (district or top tier), and then print out a dashboard which includes:

- The number and % of communities which are at risk because of social deprivation or rural isolation, or have a higher proportion of residents with negative attitudes towards technology and the internet

- The number and % of communities that are at risk of not getting next generation broadband at different levels of national roll-out
- The top 20 communities or wards that are at most risk of getting NGA late, or not at all, and whether they face social risks as well.

This dashboard tool was disseminated through DIT's Innovation Toolkit CD-ROM, and also made available on [www.esd.org.uk](http://www.esd.org.uk).



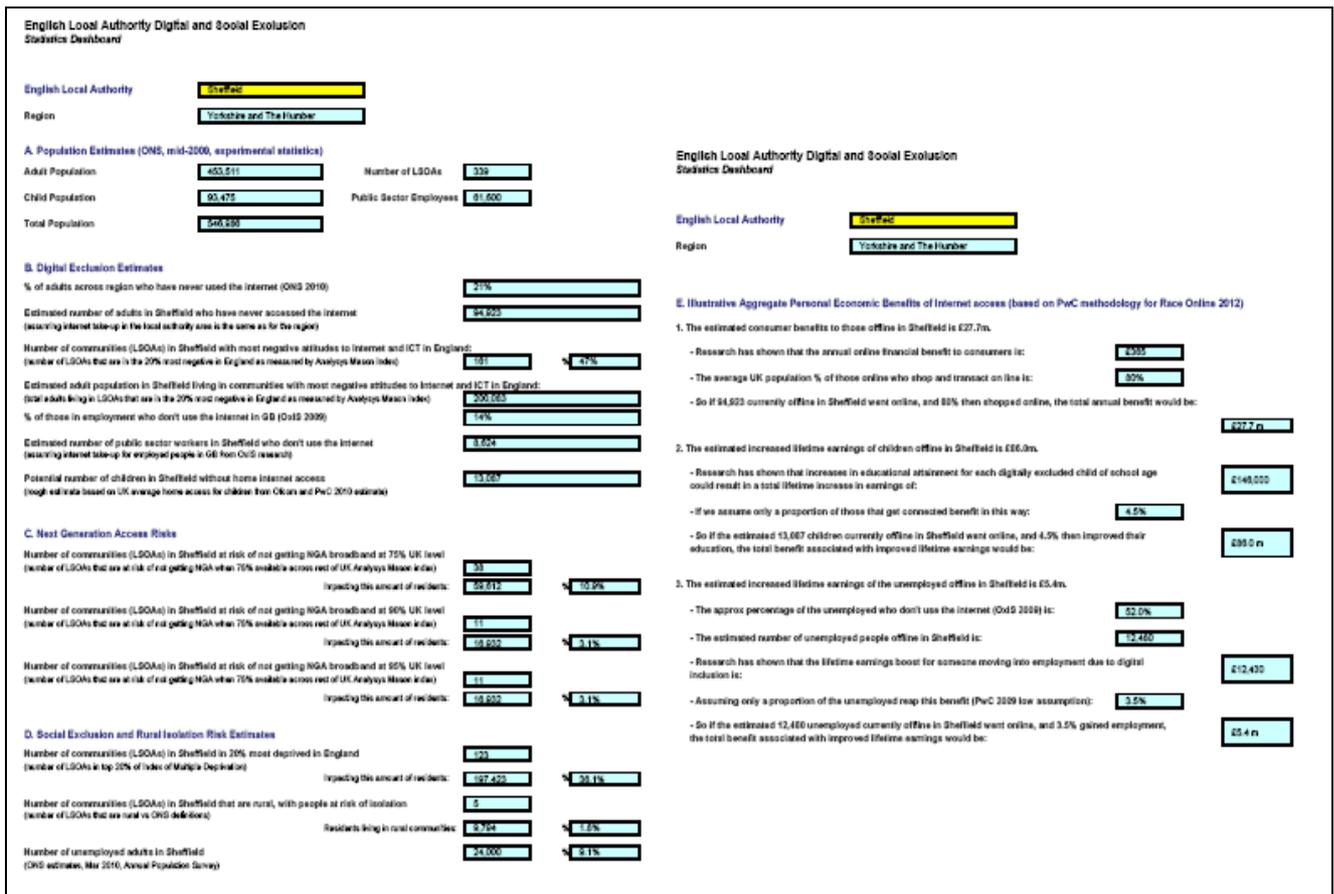
## Local Government Digital Inclusion Dashboard

In 2010 DIT supported one of the Big Society vanguards in Eden district council. Improving broadband access to residents was a key aim of this vanguard and Cumbria was also selected as one of the Next Generation Broadband pilots. As part of this work Broadband Delivery UK asked DIT to develop some simple statistics for Cumbria and also for all other local authorities to help to raise awareness of the risks around rural broadband provision, and the opportunities for getting involved in improving access. This

together with the many weekly requests DIT was receiving on local authority statistics, was a key reason for a short piece of work to develop a 'Digital Inclusion Dashboard' tool.

DIT developed this tool as a simple spreadsheet which enabled users to enter an English top tier local authority, such as a county or unitary council, and print out a report containing the following information:

- Background data on the area: latest population level estimates, numbers of public sector workers
- A rough estimate of the number of adults in the area who have never used the internet, by taking the regional level % figure from ONS surveys and applying it to the local population estimate
- A rough estimate of the number of children in the area who don't have the internet at home – by taking the national level % figure and applying it to the local child population estimate
- Estimated number of public sector workers without internet access
- Next Generation Access to broadband data from the NGA dashboard (see earlier)
- Social exclusion data: number of people living in most excluded areas, levels of unemployment, number of people living in rural neighbourhoods
- Estimates of the financial benefits to the unemployed, children and individuals associated with various forms of digital inclusion.



This dashboard tool was made available to other stakeholders who were also getting asked for local statistics on a regular basis. In 2011 this dashboard was added to the online and CD-ROM versions of the innovation toolkit for wider distribution. A Local Enterprise Partnership (LEP) version of the tool was also developed and published.

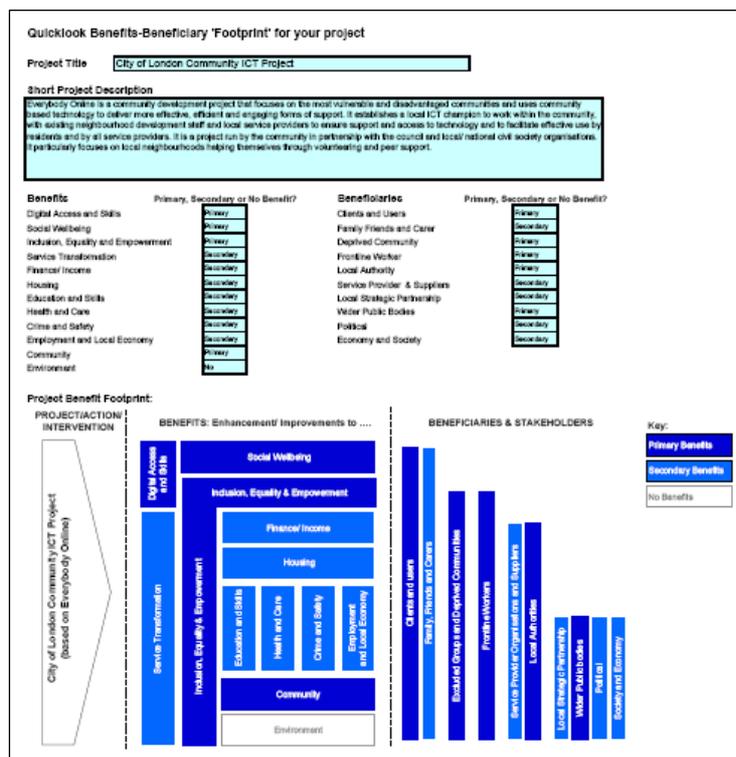
## Benefits Footprint Tool

In 2010 DIT undertook a research project to identify the key categories of benefits and beneficiaries of social innovation projects which use technology (see Research section). The research report that was produced included a benefits-beneficiary framework that was found to be common to the hundreds of projects it was validated against. All of the projects in the solutions4inclusion database (see earlier) were also mapped against this framework, enabling users to search for projects around specific beneficiaries or category of benefit. In mapping these projects against this framework, after they had been completed, it also became clear that benefits could be mapped

before an idea or project had been implemented, to support the approvals process. In other words to create a simple, early form of ‘business case’.

To support this aim, DIT developed a simple spreadsheet tool which enabled the quick and easy development of ‘footprint’ diagrams for a project. These ‘Benefit Footprints’ help to scope out, very quickly, the primary areas of benefit and where these benefits fall for a given idea or project. They can then be presented to key stakeholders to begin to communicate the potential importance of an idea. It was designed to help produce a ‘footprint’ in less than 30 minutes.

This tool was distributed in the Innovation Toolkit – both online and standalone CD-ROM versions.



## Transition Tool

Many projects that create new ways of working and new services are set up as pilots, and/or have a fixed grant of funds (perhaps from a government scheme, a lottery fund, or a philanthropic foundation). Unfortunately, when the money and time runs out, the project very often folds and the new service does not become operational – even if it has been shown to be workable and

delivering clear benefits. Projects involving new uses of technology are notorious for failing to make the transition.

There can be many reasons for this failure. One common reason is simply a failure to plan the transition — perhaps because of a focus on the technical aspects of a project to the detriment of thinking about the more mundane but more important issues like politics, money and changing people's behaviour. Another reason is leaving the planning until it is too late. It is also generally hard to manage such a transition.

To address this issue DIT developed a 'Transition Tool', from the experience gained helping to plan the integration of some of the local projects into mainstream operations. The Transition Tool is essentially a document which sets out a process to help project teams plan for transition to live operational service (assuming that their project is going to demonstrate a viable and beneficial new way of working). The process complements any effective approach to project management. It draws on and supports an evolving business case such as one following the HM Treasury five-case model. The results are embedded in the main project plan, not kept distinct.

The process may take quite a lot of work and time. It requires a comprehensive knowledge of the project and the operating environment into which it is delivering change, including the financial environment.

Consequently it may best be done in a facilitated group session where there are a few people involved who have different knowledge and perspectives.

It can be useful to come back to the results after a short while, with new eyes, to validate them. As is the way of things, sorting out the money is critical, so there must be someone involved who understands the financial issues thoroughly.

DIT made the Transition Tool available online at [www.esd.org.uk](http://www.esd.org.uk).

## **Inclusive Channels Tool**

This tool was developed by DIT with the aim of helping public service providers use the most effective mix of channels to reach their target audience. Many services provided by local authorities and other public service

suppliers can be delivered to their local communities through a variety of different ways, including by using technology. Each community is made up of differing socio-economic groups, some of whom can use services from their home via the internet, while others will be unlikely to use modern new channels and will engage in a more traditional way. It is clear that in times when there are opportunities to modernise services using technology, and pressure to do so in order to realise cost savings, knowing your target audience is increasingly important. Failure to make the most effective use of channels could be inefficient, with new channels not achieving the take-up and cost savings originally envisaged. More seriously, especially if related to a statutory duty, people can be left unintentionally excluded, or with second class services, if they are expected to be able to use new technologies when in fact they can't.

The inclusive channels tool is designed to help by giving one or more real examples of innovative approaches to using technology in public services for different social groups. For each example it gives the name and description of an example service and refers to a local authority or location in which it is used. It shows the demographic group that the inclusive channel approach is likely to be the most successful at reaching, and it highlights value for money, resilience and the driver for doing the service in that way. Where available, it provides some measures of success.

## **Social & Economic Business Case Tool**

From the outset of the DIT programme, stakeholders were asking 'what's the business case?', and emphasising that work on the business case for 'digital inclusion' was an essential priority. As we talked to more stakeholders, however, it became clear that what many organisations, stakeholders and service providers really wanted wasn't a generalised and high-level business case for getting people online, but rather a clear, compelling business case for their particular service or proposition. The absence of a robust approach to developing business cases was clearly manifesting itself in pilot projects not getting continuation funding, and poor diffusion, sharing and adoption of successful initiatives. However, it was also clear that developing business

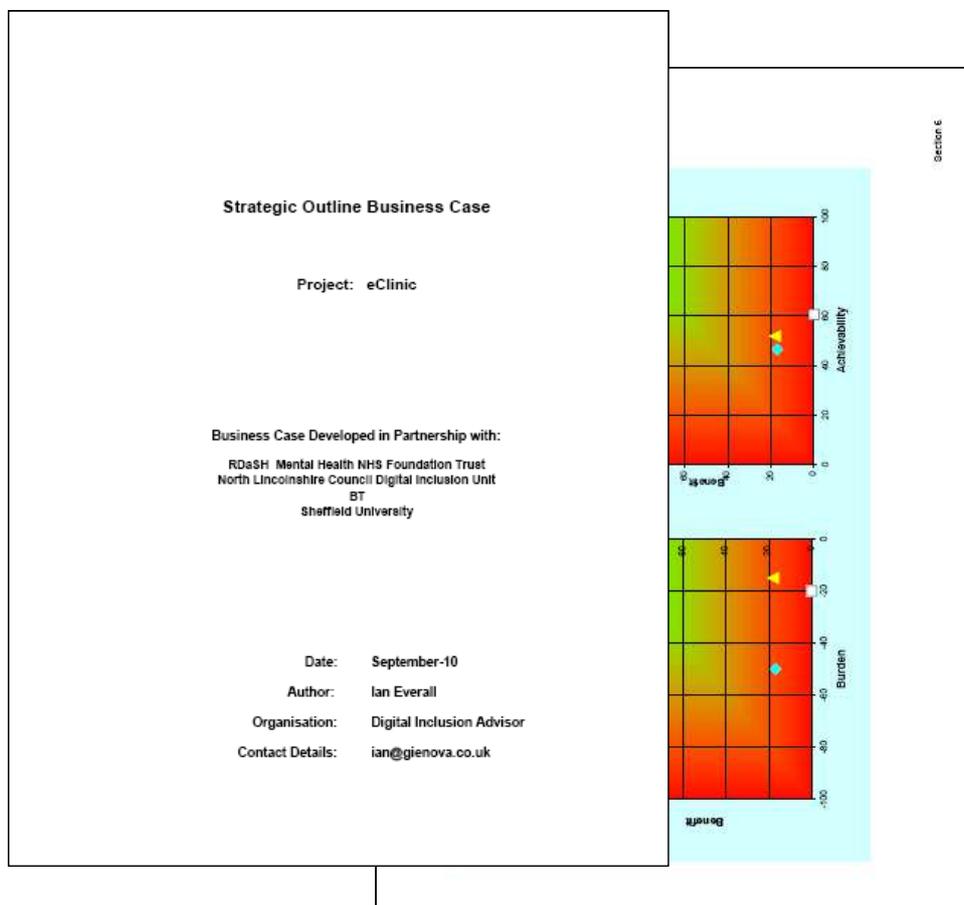
cases for social inclusion projects, which use technology, was not easy because:

- Many benefits are softer and intangible: these can be difficult to quantify
- Softer benefits can in the longer term lead to significant economic benefits – but it is very difficult to present these potential wider economic effects and relate them causally to the softer outcomes of the project
- The complex nature of social exclusion means that initiatives typically involve multiple organisations. This can complicate the compilation and endorsement of a business case
- In particular, costs often fall to one organisation but benefits are spread across many, and it can be difficult to present the full case.

DIT therefore set up a project to develop a business case tool to tackle these issues. After investigating funding and finance mechanisms for social innovations, particularly venture philanthropy, DIT met InnovationLaunch Ltd, a company that had built a tool to support start-up companies make a clear and compelling case to venture capitalists for early stage funding. DIT partnered with InnovationLaunch and modified its approach for public sector projects, producing a sophisticated spreadsheet tool designed to help develop a business case in a facilitated and collaborative way with key stakeholders. Some key features of the tool include:

- The business case is aligned to the HM Treasury Five-Case Model (Strategic Case, Economic Case, Financial Case, Management Case, and Commercial Case) and has been developed in consultation with HM Treasury
- It is designed to be used in a facilitated meeting of key stakeholders, by projecting key questions on screen for all to answer in a group setting
- Automated report generation; at the end of a the meeting, a first draft of the business case can immediately be shared with all stakeholders

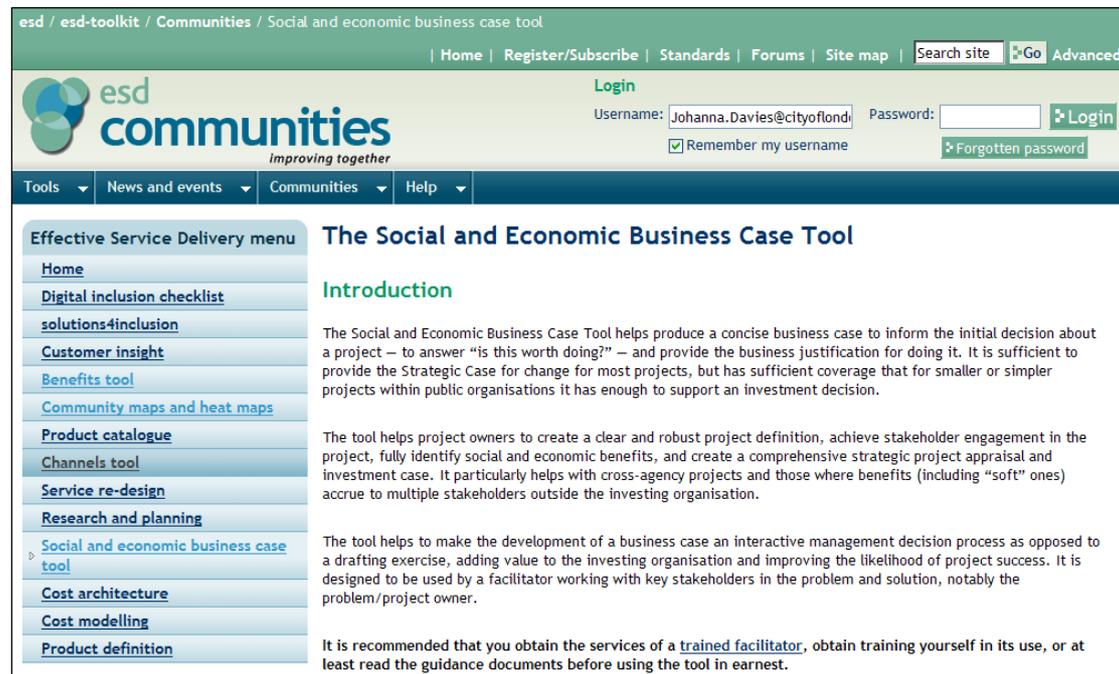
- The business case is phased. The first phase — the Strategic Case which is developed in the meeting — focuses on the key overarching questions: “What’s the problem? Why is the current situation not good enough? What is the solution? What are the alternatives? Why is the proposed solution more effective, beneficial and deliverable than the alternatives?” The first phase is designed to prevent nugatory quantification work on costs and benefits if the strategic proposition doesn’t stack up. Quantification work is undertaken in the second and third phases along with the Management Case around stakeholders, risks and project planning.



The tool was used in the production of business cases for 20 projects from the Digital Challenge, DIT and other programmes in 2010, with the aim of helping to diffuse and replicate these projects in other locations.

In 2010 DIT commissioned InnovationLaunch Ltd to develop an online version of the business case tool, and enable the standalone spreadsheet version to

upload and download projects to and from the online application. The online



The screenshot shows the website interface for the 'Social and Economic Business Case Tool'. At the top, there is a navigation bar with links for Home, Register/Subscribe, Standards, Forums, Site map, and a search bar. Below this is the 'esd communities' logo with the tagline 'improving together'. A login section is present with fields for Username (Johanna.Davies@cityoflondon) and Password, along with a 'Remember my username' checkbox and a 'Forgotten password' link. A main navigation menu includes Tools, News and events, Communities, and Help. The main content area is titled 'The Social and Economic Business Case Tool' and features an 'Effective Service Delivery menu' on the left with links to various tools like 'Digital inclusion checklist', 'Customer insight', and 'Social and economic business case tool'. The main text provides an introduction to the tool, explaining its purpose in helping project owners create a clear and robust project definition and achieve stakeholder engagement. It also includes a recommendation to obtain services from a trained facilitator or to read guidance documents before using the tool.

version was integrated into esd-toolkit and launched in Autumn 2010.

Other associated products and deliverables that the DIT team developed include:

- A business case tool user guide for facilitators (online and offline versions)
- A short training course. DIT ran five training events for around 20 people
- Marketing material including brochures, presentations and workshop materials
- Maintenance products including code documentation
- End user licences.

## Tools Lessons Learned

In developing a significant number of tools and products to build capacity and capability in local service delivery organisations around the innovation and the use of technology, we have learned some key lessons, and make some recommendations:

- There is a real appetite for some tools among local organisations, particularly maps (e.g. community maps achieved 15-20,000 map requests per month in Autumn 2009) and example projects (average of 13,000 visits per month to solutions4inclusion). Some of these resources took off with little marketing and promotion.
- We consistently found duplication and parochialism among organisations wishing to develop their own similar tools and approaches with their own brands on them. Our learning from this experience encouraged us to adopt the following approaches:
  - Share web platforms and channels where possible: we worked with the existing esd-toolkit and CLG GIS platforms. This reduced development and hosting costs, and allowed the tools to be quickly exposed to existing audiences alongside complementary tools and content
  - Adopt a white label approach and brand neutrality to applications, to extend the reach to other audiences through mature channels and allow multiple instances of the same tool. We never once used a “Delivery Innovation Team” logo on external-facing products
  - Make use of linked data approaches to maximise redistribution and sharing of data, projects and case studies
  - Develop appropriately modified Creative Commons forms of licences, which maximise reuse and support future development and upgrade of the tools by others.
- Ultimately it is critical to consider who the end audience for the toolkit really is; DIT found that no matter how user friendly the tools and services are, if the subject matter is complex they will not get used by those who can benefit from the results. For more complex tools DIT found it best to:

- Promote and support use by intermediaries such as local government consultants, experts in regional bodies etc. who can use the tools on behalf of those in local organisations
- Maximise usability, so that interested end users can also use the tools if relevant.
- There can be a significant gap between marketing, promotion, and training and actual adoption of more complex tools. In our experience some tools can take-off with little marketing, but for the more complex tools and projects:
  - Marketing, promotion and training far from guarantees actual use of tools, or adoption of replicable projects. When people get back to their place of work, they can struggle to put the tools to practical use
  - An alternative approach is knowledge transfer, in-situ. In other words, a consultant or intermediary uses the tool for a small, but real assignment in the local organisation, and at the same time transfers the knowledge and experience in using the tool. This approach can also be used to help to set up shared services or replicate projects in other areas
  - The Local Improvement Advisor (LIA) model is an example of how to deliver this, and DIT helped to establish and support a small network of Digital Inclusion Advisors (DIAs) who used DIT's tools on behalf of local authorities (see later)
  - Our recommendation is that the way in which knowledge and experience is disseminated among local authorities is rethought — to reduce the focus on conferences and promotion of good practice, and increase effort on providing initial support to the sector to adopt replicable projects, and use tools in-situ.
- Overall DIT understood it was critical to get the IPR ownership and licensing of tools clear and unambiguous. This is critical for future maintenance, development and use of the tools.

- It is DIT's view that esd-toolkit incorporates many of the best practice principles of delivering tools to local authorities and promoting knowledge transfer through regional user forums and its supplier community. It is a solid foundation in the Local Government Improvement and Development Group for the local government sector to support itself.

## **Communicating and Capacity Building**

The previous section focused predominantly on DIT's work to develop tools and toolkits to build capacity and capability around the socially inclusive use of technology in local services. This section focuses more on direct engagement with local authorities, and other key organisations, beyond our work in local projects.

### **Strategic Communication Channel and Resource Repository**

The team made a strategic decision at the start of the programme not to develop a website that would consume significant resources in maintenance and content creation throughout the programme. Instead we created a simple low maintenance public wiki that provided a destination for web searches. The main focus was, however, on distributing electronic content through other organisations' web sites that already had established audiences.

In 2010 DIT agreed with its key stakeholders that the strategic host and communication channel for all Delivery Innovation Team tools and resources was to be esd-toolkit. Throughout 2010 DIT put in place, and implemented plans, to embed all key products in esd-toolkit, and to ensure the toolkit team was equipped to take-over maintenance, training, communications and marketing activities from DIT.

### **Communications Products**

The team produced video case studies on many of the local projects that were established during the programme. Videos were always found to be very well received at conferences and workshops, and seemed to enhance the narrative around the socially inclusive use of technology better than standard presentations. As a result the team put resource and effort into commissioning a number of videos including the *City Community ICT project*, *Get Digital in Sheltered Housing*, *MegaNexus Secure Data Partnerships*, *eCredit Union*, *eClinics*, *eMentoring*, *Virtual Home* and *Mobile English Language Learning*.

One of the first video products that the team developed was *Think About It*, an 8 minute slide-show narrative set to music on digital inclusion to engage senior executives, policy makers and strategists. This was launched at the

National Digital Inclusion Conference in 2008 and very well received. We received many requests for this video over the subsequent years of the programme, up to and including the last few months.

In 2010 DIT developed a new video called *Make It Happen* as a follow up to *Think About It*. The main focus of the short film (in animation format) was to promote the digital inclusion Local Improvement Advisor scheme (DIAs) to chief executives and senior managers of local authorities and their partners. The video was launched at the National Digital Inclusion Conference in 2010. After the DIA scheme ended DIT updated the video to promote esd-toolkit instead of DIAs.

A machinima video called *Peter's Story* was created to highlight how technology could help many aspects of a NEET's life. It linked aspects of 11 real projects together to form a narrative about how they might combine to help a youth's progression into work. This and all of the team's video products were used in presentations and workshops at different times. They are available online and were distributed in the DIT Innovation Toolkit.



The team developed brochures to promote key tools and products, and professional print and web versions of all evaluation executive summaries, business cases and some key pieces of research.

## **Articles, Presentations and Newsletters**

The team regularly promoted Community Maps, by placing interesting quarterly articles in CLG's *Datasource* newsletter, which had a distribution of over 3000 individuals. The team also placed articles in esd-toolkit emails to 18000 users as well as periodic direct communication sent to over 200 DIT and CLG stakeholders. Early in the programme the team wrote a piece on digital inclusion for a telecare newsletter reaching over 6000 individuals.

The team wrote various articles and think pieces over the period – for example writing an article for Knowledge Politics in 2008 on the key issues and opportunities facing local authorities around the Digital Divide.

The team delivered many presentations over its lifetime including various international presentations to OECD in 2007 and 2008, Eurostat in 2009, and the British Irish Council in 2010 (see European section for more detail on DIT's international work).

## **Events and Workshops**

The team ran and hosted a series of workshops throughout the programme. In 2007 we ran an event on the new local government performance arrangements, bringing together local and regional government, and the Audit Commission, to explore how the use of technology in service delivery could contribute towards corporate performance. The workshop helped to shape DIT's products and engagement with the sector.

In partnership with Citizens Online, the team planned for and hosted a number of Alliance for Digital Inclusion (ADI) workshops at the Guildhall between 2008 and 2009. These workshops typically involved developing and distributing a short discussion paper on an important topic or policy area, and then bringing together the central government policy leads, along with a few local authorities, and representatives from the third sector and the ICT industry. The workshops were focused in developing ideas, opportunities and actions for follow-on work around the theme, and summary reports with recommended actions were produced and published for each workshop. Key themes included:

- *The Opportunities around Digital Switchover.* This workshop helped to explore the opportunities for connecting the over 75s to internet based public services via the free set top box they receive through the Digital Switchover Help Scheme. The key requirement to enable this to happen was that set top boxes for the Help Scheme needed to have a 'return path' to allow for data to be sent from the box as well as received to it. This workshop helped to shape DIT's policy work in this area (see Policy section).
- *Measurement, Research and Benchmarking.* This workshop explored many of the key pieces of digital inclusion research being undertaken by different organisations. The workshop helped to shape DIT's forward programme of research to complement and add value to that of others, rather than duplicate it.
- *Technology and Mental Health.* This workshop, with mental health professionals, Department of Health staff and ICT industry representatives, helped to explore the use of technology in delivering mental health services. The outputs of the workshop were a foundation for the establishment of the eclinic project in Doncaster (see earlier section).
- *Virtual Learning Environments.* This workshop with the Department for Education, local authorities, charities and ICT industry representatives explored uses of technology to support NEETs and those excluded from school. The results informed DIT's follow-on innovation project with Reading Borough Council on NEETs.
- *Ex-Offenders.* This workshop explored different technologies to support ex-offenders and the results helped to inform DIT's innovation project in Leicester.
- *Serious Games.* This workshop brought together representatives from organisations and social enterprises using games to tackle social issues and to support the vulnerable. The results helped to shape a set of actions and recommendations, which were provided to the

Departments of Business, Innovation and Skills (BIS) and Culture, Media and Sport (DCMS) for consideration.

- *ICT for International Development*. This workshop brought together international organisations, businesses and social enterprises using technology to support international development. The workshop highlighted the similarities between projects for international development and those digital inclusion projects in deprived and developing areas of the UK. A number of recommendations and actions emerged which were presented to the Department for International Development (DfID),

All of the workshop reports and presentations were published, and they all went on to help DIT write the Public Sector Annex to the 2008 *Digital Inclusion Action Plan*, in which many of the actions and recommendations were agreed (see Policy section).

DIT played a significant role in esd-toolkit local community regional events, providing a key speaker for the autumn/winter 2008 round of events. The team presented to all the English Regions reaching representatives from local authorities, the third sector and central and regional government. The presentations played a key role in stimulating interest in, and demand for, DIT products.

In 2010 DIT took part in a series of regional innovation road shows where the team made presentations on innovation in local services, conducted café style table discussions on key tools, and ran workshops on the social and economic business case tool. These events reached hundreds of people in local government.

The team supported the delivery of many other third party events and workshops such as the annual National Digital Inclusion Conference and a workshop on digital inclusion in the third sector, hosted by Intellect.

## **Communicating through Key Local Government Stakeholders**

The team explored how the socially inclusive use of technology in service delivery could be improved through the work of other organisations. For

example we talked to the Audit Commission about how this could be built into Key Lines of Enquiry around inspections. Certainly, in City of London inspections, local service innovation work counted positively towards inspection results when they were highlighted. The team also worked with other organisations such as Government Offices (GOs), Regional Efficiency and Improvement Partnerships (REIPs, to help to raise awareness among local authorities and on Digital Inclusion Advisor work), the Local Government Association (LGA), and key areas of the Improvement and Development Agency (IDeA).

All this work had varying degrees of success; many of these organisations were dismantled before the DIT programme ended.

## **Judging Awards**

Members of the team were regularly invited to help to judge awards or shortlist bids including the eEurope eGovernment Awards, eWellbeing Awards, Community Connections, AOL, BT awards and the UK Online Centres social impact demonstrator programme. This was a good opportunity to collate more good practice and cases for dissemination.

## **See IT in action – October 2010**

DIT delivered an end-of-programme dissemination event entitled “See IT in Action: efficient services, improved lives” at Rich Mix, Shoreditch, on Wednesday 6 October 2010. The event was free to attend for local authority officers and members (and public sector partners), and was targeted at heads of services, strategic leads & senior ICT staff (CIOs). The aims of the event were to:

- Demonstrate the outputs of CLG-funded programmes, including DIT and the Digital Challenge, to local authorities & strategic partners
- Raise awareness of the benefits for organisations, staff and citizens of the use of technology to deliver inclusive services
- Promote take up by local authorities and strategic partners of “off the shelf” products and services available

- Promote esd-toolkit as the host and support provider for all DIT tools and resources
- Share good practice, exchange information and support peer networking
- Provide a fun, informal environment for knowledge transfer and dissemination.

The event was based on a Market Place format, with each project and tool having its own stall. There were very few speeches during the day — the emphasis was entirely on conversation, discussion and demonstration.



There were 44 market place stands, 9 workshops, a cinema show-reel of project videos and a selection of short speeches and presentations. Some summary data around the event is presented in the following table.

**See IT in Action Event:**

Registered delegates on the day: **299**

Rating: **75% attendees rated market place format Good or Excellent compared to traditional conference formats**

Stands: **around 75% spent a significant amount of time on 4 or more stands, around 25% spent a significant amount of time on 10 or more stands**

Event Pack and Documentation: **88% rated the event guide and pack materials as at least good and excellent**

Networking: **100% said the event was good for networking**

## The Beacon Scheme

The team led on the establishment of four Digital Inclusion Beacons in 2009. This work included development of the evaluation approach, shortlisting the potential finalists, presentations to the shortlist panel, assessment visits to each area, development of visit reports, an interview process with the finalists, development of interview reports, production and delivery of a recommendations presentation to the Beacon Panel and support at the final Beacon Awards event, at which the winners were announced.



DIT helped to kick-start and shape the programme for the winning Beacons — giving a debrief on why they had been selected and some recommendations on areas where they could complement each other's work. Over the following

year DIT helped to arrange speaking slots for them at national and regional events, and to raise their profile through newsletters.

DIT worked to support the Digital Inclusion Beacon Market Place event held in March 2010 at the Heritage Motor Museum in Gaydon. The team hosted a stand and interest in the DIT's products and services was high with over 200 flyers and research documents taken by delegates. The team also helped to arrange speakers for Staffordshire Moorlands' Virtual Conference, and launched some of its research during it.

### **Digital Inclusion Advisors (DIAs)**

In 2008 the team helped to establish a 'Digital Inclusion' specialisation in the Local Improvement Advisor scheme run by the Improvement and Development Agency (IDeA). Under this scheme local authorities, through their Local Strategic Partnerships (LSPs), could engage the services of a specialist Digital Inclusion Advisor to support an assignment on a relevant issue. The costs of assignments were met from a central fund administered by Regional Efficiency and Improvement Partnerships (REIPs).



DIT worked with CLG to develop three standard 'pillar' assignments that local authorities could purchase. All of these drew heavily on DIT tools:

- *Pillar 1 – Foundation*, consisted of the production of a book of tailored digital and social exclusion maps using Community Maps, a Beacon Checklist report developed through structured interviews with key staff, and a mapping of example projects against Local Area Agreement (LAA) targets. A final ‘Foundation Report’ was written to draw the key lessons and conclusions across the deliverables and provide some quick win opportunities for action.
- *Pillar 2 – Innovation*, was a short assignment to facilitate a lightweight innovation process on a theme, issue or need, possibly arising from the Pillar 1 assignment. The output was a few project definition papers detailing potential solutions. This drew on DIT’s Innovation Toolkit.
- *Pillar 3 – Business Case*, was to produce a social and economic business case for one or two projects — potentially the ones that have emerged from a Pillar 2 assignment.

Each pillar added value to the preceding one, or could be used independently.

In preparation for the launch of the scheme, DIT held a number of workshops, training events and meetings with the Digital Inclusion Advisors to take them through all of the tools and to build in their feedback. DIT also helped DIAs in subsequent assignments with local authorities. Digital Inclusion was among the more popular LIA themes with good take-up including Nottingham, Rotherham, Birmingham, Kirklees, and North Lincolnshire, to name a few.

## **Communications Lessons Learned**

In the team’s work on communicating with local service providers and local government, we highlight the following key learning points and conclusions.

- The team’s key communication requirement was to share good practice, tools and research. Our programme therefore back-loaded communications until we had some products of substance to share. However, there were points when there was significant pressure to step up communications early on in the programme, but on the whole the team felt it was right to deliver first and communicate second.

- We avoided creating a new brand, which would have meant competing for share of voice and share of mind with other organisations rather than adding to and complementing the existing landscape of organisations. DIT therefore adopted a strategic approach of white labelling all work, while crediting the City of London and Communities and Local Government, and using existing channels and logos for distribution which best suited the audience we were trying to reach.
- We found that many events we attended attracted ‘digital inclusion’ professionals. These were great for networking, but not so great for communicating to the key audiences we wanted to reach such as chief executives, service directors, councillors, and front-line professionals. For these we felt that ‘going to them’, attending their annual events, rather than creating a regular digital inclusion event for local authorities was the best strategy. We therefore aligned communications activities with major events, e.g. annual SOLACE and LGA conferences. We utilised the Beacon Local Authorities explicitly because they had strong representation across all the key audiences we wanted to reach, and therefore could lead peer-peer communication activities.
- DIT found ‘Market Place’ type events were very effective in knowledge transfer and dissemination across local government.
- The small, focussed, thematic workshops, attended by cross-sector participants, worked particularly well in producing actions and material with which to engage others (e.g. through ADI workshops).
- Short and sharp, café conversation style, table sessions (as used by the team in esd-toolkit road shows) are very effective approaches to dissemination and communication with local authority officers.
- We found project case study videos were a particularly effective communications mechanism, and a worthwhile investment to share good practice.
- Overall, we found that the DIA scheme that got a consultant to use tools and toolkits ‘in situ’ in a local authority, on a real assignment, was

a very effective approach to knowledge transfer and training in tool use.

## **Driving and Supporting National Policy**

An objective for DIT, when it was first established, was to develop and support a coherent national policy for Digital Inclusion. As a result the first 18 months of DIT's work was heavily engaged in national policy and working with central government. During this time DIT worked with the Department of Trade and Industry (DTI, now Business, Innovation and Skills, BIS), and Communities and Local Government in particular. Key pieces of work and achievements included:

- Writing the Digital Inclusion Landscaping report in 2006, which also discharged our responsibility for the Digital Divide review of 2007
- Encouraging the Digital Strategy review to be brought forward to 2007
- Writing the Digital Inclusion report for the Digital Strategy Review in 2007
- Driving the establishment of a Digital Inclusion minister and dedicated Digital Inclusion Cabinet Committee in 2007
- Writing the Public Sector Annex to the Digital Inclusion Action Plan in 2008
- Supporting the BIS-led cross-government digital inclusion group, and Ofcom Digital Participation Consortium in 2009
- Helping to establish the Get Digital Programme — a £3m sheltered housing initiative announced in the 2009 Aging Strategy
- Supporting the Champion for Digital Inclusion — particularly providing analytical support for her work, including the Manifesto for a Networked Nation in 2010.

In amongst the above, there were significant amounts of work supporting policy colleagues in government, feeding into new policies, and viewing existing policies through a 'Digital Inclusion prism'. Naturally this work was greatest in the first 18 months to two years of the programme. From 2009 onwards, particularly following the transfer of digital inclusion policy to BIS, the team was able to reduce its work commitments in this area and focus on

Digital Strategy Review <b>Digital Inclusion Working Paper</b>  Version 3.0  14 <sup>th</sup> February 2007	<b>Contents</b> <a href="#">[1] Summary (pg 4)</a> <a href="#">[2] Current Situation – Where are we</a> 2.1 <a href="#">The Current State of the Digital Divide</a> 2.2 <a href="#">The Broad Policy Landscape</a> 2.3 <a href="#">Headline Activities Across the Digital Divide</a> 2.4 <a href="#">The Digital Strategy: Progress</a> 2.5 <a href="#">The Need for Further Action</a> 2.5.1 <a href="#">Situation Analysis</a> 2.5.2 <a href="#">Persistent Market Failures</a> 2.5.3 <a href="#">Systemic Barriers to Progress</a> 2.6 <a href="#">The Socio-Economic Case for Action</a>  <a href="#">[3] Where do we want to be? (pg 44)</a> 3.1 <a href="#">A New Vocabulary – Re-Defining Digital Inclusion</a> 3.2 <a href="#">‘Ditching Digital’ – Focussing on Digital Inclusion</a> 3.3 <a href="#">A Vision of Success</a>  <a href="#">[4] How do we get there? (pg 64)</a> 4.1 <a href="#">The core levers for Sustainable Digital Inclusion</a> 4.1.1 <a href="#">Organisation and Governance</a> 4.1.1.1 <a href="#">Strategy</a> 4.1.1.2 <a href="#">Governance</a> 4.1.1.3 <a href="#">Funding</a> 4.1.1.4 <a href="#">Targets and Goals</a>  4.1.1.5 <a href="#">Measurement and Research</a> 4.1.2 <a href="#">Supply-Side Levers (pg 81)</a> 4.1.2.1 <a href="#">Working with the Third Sector</a> 4.1.2.2 <a href="#">Capacity/ Capability Building in Government</a> 4.1.2.3 <a href="#">Embedding Innovation as a process</a> 4.1.2.4 <a href="#">Legislation and Codes of Practice</a> 4.1.2.5 <a href="#">Leveraging Major Programmes</a> 4.1.2.6 <a href="#">Scaling What Works</a> 4.1.2.7 <a href="#">Working With the Private Sector</a> 4.1.2.8 <a href="#">Transforming Government for the Disadvantaged</a> 4.1.2.9 <a href="#">Building Partnerships</a> 4.1.2.10 <a href="#">Inclusive Procurement</a>  4.1.3 <a href="#">Demand-Side Levers (pg 113)</a> 4.1.3.1 <a href="#">Improving ICT Skills</a> 4.1.3.2 <a href="#">Incentives</a> 4.1.3.3 <a href="#">Communications</a>  <a href="#">[5] Options Analysis and Way Ahead (pg 118)</a> <a href="#">[a cross-cutting piece of work as a group]</a> <a href="#">Annex A – Digital Inclusion Policies and Strategies (pg 138)</a> <a href="#">Annex B – Other Government Policies/ Strategies that indirectly promote, impact or are impacted by digital inclusion (pg 140)</a> <a href="#">Annex C – Summary of a Cross-Section of Digital Inclusion Activities – Government (pg 148)</a> <a href="#">Annex D – Summary of a Cross-Section of Digital Inclusion Activities – Other Sectors (pg 154)</a>
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its other work. This section provides more details of the team’s work in this area.

## Digital Inclusion Policy, Strategy and Governance

In 2006 the team delivered its landscaping study – *The Digital Inclusion Landscape in England* (see Research section). This report provided an essential ‘evidence-based’ foundation for the team’s input into policy. A direct impact of this work, following DIT’s recommendation, was that DTI brought forward the planned review of the Digital Divide. This review was first announced in 2005 in the Government’s Connecting the UK paper and originally scheduled for 2008, but following debate at a Digital Strategy ministerial advisory board, of which DIT was a member, it was agreed to bring the review forward to early 2007. DIT was tasked with writing the digital inclusion section of the new strategy and also providing analysis for the digital divide review, which was led by UK Online Centres. The final digital inclusion report was a significant piece of work which pulled together evidence from a number of stakeholder workshops, summed up the existing situation at the time, and explored opportunities for action.

The team's analysis of the digital divide, within this report, provided a foundation for the UK Online Centre report *Understanding Digital Inclusion - A Research Summary* which was published in 2007, and for which DIT conducted additional analyses of national statistical data.

The team's digital inclusion report was not published but was an important building block, alongside its research linking social and digital exclusion, in helping to steer digital inclusion strategy. The material was used in papers the team helped to draft for the Ministerial Sub-Committee on Electronic Service Delivery (PSX(E)) providing recommendations on future digital inclusion governance. DIT's work and briefings explicitly underpinned the decisions in 2007 to establish a new Cabinet level minister for digital inclusion (the Secretary of State for Wales) along with a dedicated Cabinet Committee (MISC34) with responsibility for Digital Inclusion, supported by a cross-government officials group chaired by Communities and Local Government. At this time DIT also:

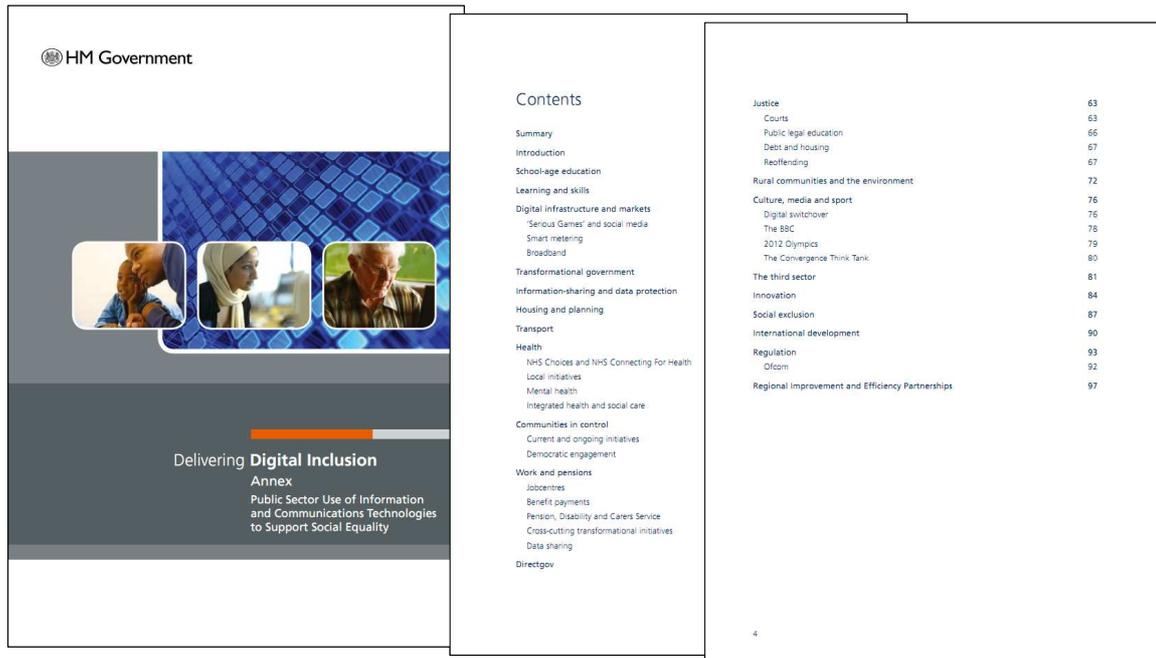
- Helped to draft the *Composition and Terms of Reference* for MISC34
- Helping to draft various papers for MISC34 e.g. its work programme
- Supported introductory briefings of MISC34 ministers with a presentation of DIT's video *Think About It*
- Attended the MISC34 officials group.

In 2008, ministers made the decision to develop a new national action plan for digital inclusion. DIT contributed to this action plan by delivering the public sector annex for the action plan along with the Director of the Digital Challenge, Stephen Dodson. This was a significant task, which involved interviews, negotiations and challenging work across many government departments and different policy areas. The work was successful in:

- Identifying existing activities across government contributing towards a national digital inclusion agenda
- Identifying over 70 new actions for departments and public bodies to progress the digital inclusion agenda further

- Agreeing key principles for each department and public body for them to build digital inclusion principles in future policies where relevant.

The team also delivered an *ICT Market Analysis* report, supported by Datamonitor plc, analysing commercial markets and digital inclusion intervention options. The *Digital Inclusion Action Plan* and the public sector annex were published in October 2008.



The image shows the cover and contents page of the 'Delivering Digital Inclusion Annex' report. The cover features the HM Government logo, a blue textured background, and three small photos of people. The title is 'Delivering Digital Inclusion Annex: Public Sector Use of Information and Communications Technologies to Support Social Equality'. The contents page lists various topics and their corresponding page numbers.

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In 2009, after publication of the *Digital Britain* report, responsibility for Digital Inclusion policy passed from the Secretary of State for Wales, supported by CLG, to BIS ministers and officials. The MISC34 Cabinet Committee ceased to exist. At this point DIT's policy workload reduced significantly, although the team did continue to attend the new digital inclusion cross-government team in BIS and support other areas of work by attending the Digital Britain Media Literacy Working Group and meetings of the Digital Participation Consortium.

Over the programme, DIT was often asked to provide or contribute to:

- Ministerial briefings, written and oral
- Ministerial cases and submissions on digital inclusion issues
- Advice on ministerial visits and correspondence
- Accompanying ministers on visits
- Text for speeches

- Presentations to Permanent Secretaries.

## **Digital Inclusion Taskforce & RaceOnline 2012**

One important recommendation that emerged from the Digital Inclusion Action Plan of 2008 was for the appointment of a Champion for Digital Inclusion and a Digital Inclusion Taskforce. In 2009 Martha Lane Fox was appointed as the Champion and established the RaceOnline 2012 campaign. DIT has provided support to the RaceOnline team in a number of ways:

- Early briefings and presentations to the Champion for Digital Inclusion
- Supporting them in their start-up activities including briefing on the local authority landscape and DIT's work
- Supporting the first meeting of the Task Force, providing facilitation and rapporteur support for working groups
- Making introductions and connections where appropriate.

DIT particularly provided analytical support to RaceOnline — often providing maps and statistics at local authority and town levels in support of its activities. For example, DIT provided an analysis and book of maps for Bridlington to support activities there in 2010, and an analysis of digital exclusion statistics across the Olympic boroughs in 2011.

In 2010 the City released a member of the DIT team from his secondment for six weeks in order that he could return to his employer, the Cabinet Office, to support its work with RaceOnline on the *Manifesto for a Networked Nation*.

## **General Policy Work**

Aside from working on digital inclusion policy DIT was often asked to provide input into new policies, or make connections with existing ones. These included the following.

- In 2007 the team analysed *Care Matters*, the government policy on looked-after-children for opportunities to reduce digital exclusion and opportunities for technology to improve social outcomes for care leavers. A paper was submitted to the Department for Children, Schools and Families (DCSF). While DCSF did not respond formally to

the paper, the work supported the establishment of DIT's local project for Children in Care with North Lincolnshire Council.

- The team fed into the *Varney Review* of public services.
- In 2007 DIT provided a briefing paper to support the Government's 10-year strategy on ICT and youth.
- The team conducted a review of Local Economic Growth Initiative (LEGI) bids for the responsible minister, in order to look for digital inclusion opportunities and initiatives.
- DIT drafted a response to consultations on Home Access (the policy of subsidising computers and broadband connections for families unable to afford them).
- The team drafted a digital inclusion section to the 2009 Empowerment White Paper.
- DIT was active in the Power of Information study, undertaking actions particularly to pilot the use of social networking technology in addressing social exclusion (the Tyze project).
- The team attended for CLG the stakeholder meeting on the Caio review of Broadband Next Generation Access, and advised CLG on the action it needed to take as a result.
- Conducting a piece of analysis of UK progress against the European Riga targets.
- Writing a challenge paper to Mobile Phone companies in preparation for a ministerial meeting with the industry.
- In 2010 supporting the work to develop a digital inclusion strategy for the social housing sector.
- Analysing forecast next generation broadband access in coastal areas for the 2010 Seaside Towns policy.

In addition to the example areas mentioned above there were some areas of policy which are worth noting specifically, and these follow next.

## **Digital Switchover**

An opportunity that emerged from the team's 2006 landscaping study was that the Digital Switchover Help scheme, run by the Department of Culture Media and Sport (DCMS), could potentially provide the most vulnerable over-75s in the UK with internet access via a 'return path' in the digital TV set top box they were due to receive. The specification for set top boxes expressly required suppliers not to provide return path capability and this was seen as a missed opportunity.

The team hosted a workshop in the City with the Alliance for Digital Inclusion and brought together a diverse set of stakeholders to explore the issue further and there seemed to be a lot of support among service providers, particularly local authorities, for doing this. The team worked hard over 18 months to promote the opportunity to join up digital inclusion and digital switchover policy, working with ministers and many different stakeholders. Ultimately the team did not succeed in persuading BIS, the BBC, DCMS and Intellect (the ICT industry trade association), to allow suppliers to offer return path options, despite the overwhelming value for money and inclusion argument for exploring this further, and the two policies were never joined up. During this time however the team carried out a significant amount of ministerial briefing, submission writing and policy work to try to effect change.

## **Get Digital (2009)**

In June 2009 the team helped to develop a proposal for a digital inclusion initiative with Sheltered Housing schemes following an intergenerational model that was the subject of a DIT workshop earlier in the year with Digital Unite. The team helped to develop costings and a sustainability strategy in support of ministerial briefings. With colleagues in CLG this effort helped to secure around £3m for those living in sheltered housing in England. The project *Get Digital* was announced in the *Ageing Strategy* in July 2009.

The team went on to support the establishment of a contract to implement Get Digital. Also the team supported the evaluation process – reviewing an evaluation bid, working with DWP to support the contract negotiations, sitting

on the evaluation steering group and commenting on and supporting the development of evaluation instruments.

### **Big Society Vanguard (2010/2011)**

The team supported the Big Society Vanguard in Eden Valley. The community was particularly interested in helping to roll-out next generation broadband access (NGA) and DIT joined the vanguard project team to help on this, writing a paper on what 'Big Society' rollout of broadband might look like. The team's work also involved developing maps and dashboards for Eden, and working with Broadband Delivery UK (BDUK) to explore the opportunities of running NGA pilots in Cumbria. The team also facilitated a new DIA assignment in Cumbria to explore the opportunities that the new network would bring for public service transformation, particularly by the Council. This involved writing the work specification and freeing up the resource to enable the assignment to proceed.

### **Digital Inclusion Advisor Promotion Letter**

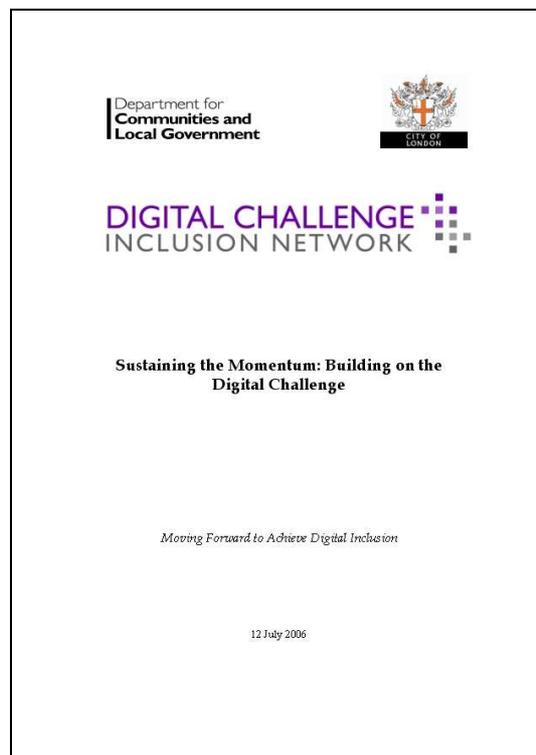
In 2010 the team supported the production of letters to go from CLG to all top tier local authority Chief Executives to draw attention to the Digital Inclusion Advisor scheme. This involved developing maps for each letter, supporting the drafting of the letter, and also producing a dashboard for each of the 152 LAs to enable Digital Inclusion Advisors to develop a tailored local narrative for each letter. DIT also produced a guide on how to interpret the dashboard and the maps. Although CLG did not send the letters at the time, given the substantial investment of time and money in producing them, the customised maps and narratives were published online.

### **Sustainable Outputs from the Digital Challenge**

One of the original objectives of DIT was to work closely with the Digital Challenge programme and help to deliver sustainable outputs from it. Over the course of the programme DIT worked very closely with the Digital Challenge programme and the DC10plus network of local authorities, to the mutual benefit of each other's programmes.

The Digital Challenge Programme Director, Stephen Dodson, regularly fed into DIT research and supported DIT communication activities. Additionally, the DC10 local authorities often provided sounding boards for policies, research and project tools.

DIT produced a document entitled *Sustaining the Momentum: Building on the Digital Challenge* which was published at the announcement of the Digital Challenge Finalists in 2006. This document presented a ‘categorical analysis’ of digital challenge bids, drawing out high-level findings and extracting useful cross-cutting themes. The team supported the procurement, design and establishment of the original Digital Challenge and Inclusion Network (DCIN) web site. DIT also engaged in a number of the DC10 workstreams, such as the ones around Digital Switchover and Communications.



In terms of sustainability, the team continued to work with local authorities who failed to get through to the final round of the Digital Challenge, including The Black Country and Liverpool. The team ran a research programme to develop business cases for major DC10 products, to help other local authorities justify adopting these products and services. These business cases were published in DIT’s innovation toolkit. In addition, DIT’s ‘See It In

Action' event showcased many DC10 products and services as well as DIT ones.

## **Policy Lessons Learned**

Throughout the programme, the team were aware that at its heart there were two discrete policy areas: the first to get people online (traditional digital inclusion), and the second to use technology to tackle social exclusion particularly through improved public services (delivery innovation). DIT was aware that the two areas were often unhelpfully muddled and conflated.

- The benefits of traditional digital inclusion initiatives to get people online were frequently 'extended' to public services and taken for granted: "If you help people online they will use online services and save your organisation money". In fact there is seldom any evidence of cause and effect linkage to indicate that these benefits will actually arise, particularly to the public service organisation instituting the action. DIT's experience is that these benefits cannot be taken for granted and there has to be clear explicit action in the digital inclusion initiative to successfully realise the public service benefits.
- The case for action by public service providers often gets muddled:
  - The general case for digital inclusion for public service bodies is often cited in economic terms, but robust figures are elusive, and the logic vague. The stronger and clearer case for digital inclusion appears to be political, and around fairness, social inclusion, equality and social justice.
  - Most public service bodies, particularly local authorities, have absolutely no statutory duty to help people to get online — those that do get involved in large scale initiatives tend to be a small minority with enthusiastic local champions. So there is a real need, particularly in a tough fiscal climate, to articulate a clear case, political or economic, for intervention.
  - The case for delivery innovation is more clear cut for public bodies. It is about using technology (including the internet) to

improve services, focusing on the most costly service users where the greatest opportunity for cost savings lie, through community involvement, creative commissioning with civil society, partnership working, shared services and shared processes. This is core performance improvement activity for public service providers. Traditional digital inclusion aims and objectives can often be realised as a by-product of delivery innovation.

- There are also times when the two policy areas can be divergent and incoherent. One specific example is public service channel closure to force service provision, and hence users, to go online when the service users are vulnerable and excluded, with the likely outcome of imposing a further burden on them. The delivery innovation approach does not prescribe “online” but seeks to explore all digitally-enabled changes to find the most effective and efficient mix.
- There is significant work on delivery innovation and service transformation on major centrally delivered services. There is much less on service transformation at a local level. Arguably the greatest opportunity for impact however is around local services.
- Overall the two areas of policy are not mutually exclusive, and can be reinforcing. Getting people online can help them, but doesn’t guarantee that they will use new services enabled by technology. Conversely, using technology innovatively in front-line services can break down fear of technology and offer the potential for progression to learn more about technology.

In the first couple of years of our programme the team worked across both areas of policy, but in the last two years our primary focus was delivery innovation. However our work has led us to draw some conclusions in both areas:

- At its core, digital inclusion (in terms of getting people online) is actually relevant to many policy areas across central and local government. In particular:

- There are policies which have the potential to improve the take-up of the internet as an additional positive intended consequence
- There are policies which stand to be more effectively or efficiently implemented with the use of technology
- There are policies which might widen digital exclusion if that risk is not identified and not addressed.
- So the ideal digital inclusion policy approach is to ensure departments and public service bodies actively consider these opportunities and risks as a matter of course when developing new policies and interventions. There have been various approaches to governing the digital inclusion agenda, but the real test is in how well it can embed this active consideration of digital inclusion in the policy process leading to real change. This is not easy, and from DIT's experience joining-up policies can often be viewed by policy leads with suspicion, and too easily dismissed as too difficult, 'scope creep', adding complexity or increasing risk. There is little incentive to treat it as an opportunity rather than a threat.

DIT found it much more difficult to engage in the public service innovation policy area and find any traction around local government innovation policy in which to embed our delivery innovation tools and experience. It is the team's view that:

- There needs to be a fundamental study of how innovation and change currently happens in local public services. This study needs to determine:
  - How the most innovative local authorities create a conducive climate and culture around the generation and implementation of new ideas, and effective management of change
  - How the sector needs to support itself to build capacity and capability around innovation and change management

- How product and service diffusion happens most effectively in the public sector to promote replication, sharing and collaboration
- If transparency, localism and revitalised local democracy are catalysts for change around local public services, it is the effective management of innovation and change that will provide the engine for local service transformation, and generate new delivery models
- Building the capacity and capability in local government around managing innovation and change, including managing projects that deliver these, would appear a significant priority in times of budget cuts and pressures.

## **Local, Inclusive eGovernment Across Europe**

There is a strong and vibrant agenda across Europe which spans digital inclusion, inclusive product and service delivery and broadband intervention. There are relevant working groups, events and periodic ministerial declarations and communications. There is also an extensive research agenda. Members of DIT had previously been involved in establishing some of the foundations in this area, particularly the Manchester eGovernment Ministerial Declaration of 2005, when the UK held the Presidency of the European Council, and the team recognised at an early stage in the programme that maintaining involvement would be of clear mutual benefit to sharing good practice and research outputs. This section details our European workstream.

### **Inclusive eGovernment**

Following the Manchester Declaration, the European Commission published its Action Plan for the new i2010 programme. That plan included a stream of work called Inclusive eGovernment. The workstream had the objective of achieving the goal that “all citizens, especially the most disadvantaged, benefit from eGovernment by 2010”. While this was not identical to DIT’s goals there was clear and substantial overlap. The Commission established a group of representatives from about 15 member states to draw up and deliver a road map of activities leading towards the objective. Participation therefore gave the UK a means of benefiting from European experience and resources, and vice versa. In practice, the work in the UK substantially informed the European work, and hence DIT was strongly influential in its direction and development.

The key aspects of the road map were to maintain political engagement, exchange best practice and conduct research and analysis into common issues. Participating member states chose to focus this roadmap on exploring how ICT in public administration could help achieve literacy, employability and social cohesion. DIT played a key role in helping to pull the roadmap together, particularly compiling UK case studies and ideas for European-level action.

The team also helped develop post-2010 eInclusion policy, facilitating a session at a Commission workshop in 2010. This also involved contributing supporting text for the Commission to use in preparing the Ministerial Declaration under the Sweden Presidency.

DIT also supported the European Commission on a strategy looking ahead to 2020 and including aspects of digital inclusion and digital public services.

## **Ministerial Conferences**

Throughout the programme DIT worked closely with DTI (BIS) and Cabinet Office colleagues regularly feeding into ministerial briefings on EU work. This was particularly the case around ministerial conferences, and involved briefings, supporting speech writing and in some cases supporting ministers at the conference.

In 2006 the team formed part of the UK delegation to the Riga Ministerial Conference *ICT for an Inclusive Society* under the Austrian Presidency of the European Council and hosted by the government of Latvia. DIT also presented at the conference.

In 2007 the team was represented in the UK delegation for the Ministerial eGovernment Conference *Reaping the Benefits of eGovernment* under the Portugal Presidency. The team also supported speech writing and ministerial briefings for the conference. DIT also submitted UK case studies for publication across Europe (available on ePractice.eu).

In 2008 DIT delivered a very successful presentation at the Slovenia Presidency eGovernment conference. Both *Think About It* and *Peter's Story*, some of DIT's video products, were presented with follow-up requests for both from other member states to use them. The team joined the UK delegation to the Slovenia meeting on its eInclusion Communication & Presidency Conclusions.

In 2008 DIT supported the office of the Minister for Digital Inclusion and the Commission in preparations for the Ministerial eInclusion Conference and exhibition in Vienna, particularly helping to arrange the minister's programme there. The team presented there, discussing DIT's operating and financial

modelling processes and illustrating the role of the third sector in the supply network.

DIT helped with designing the Inclusive eGovernment stream at the Sweden Presidency's Ministerial eGovernment conference in November 2009 and participated in a session on inclusive public services. The team provided input text to the draft of the Ministerial Declaration.

## **Sharing Best Practice and Projects**

The team worked on a number of initiatives to help to share good practice between countries, and in particular highlight successful UK initiatives:

- In 2008 we worked with the DC10plus, ELANET, and the Commission to create the opportunity for the EMPOWERMENT network for local and regional digital inclusion practitioners to be funded from the EU Competitiveness and Innovation Programme (CIP).
- In 2008 we worked with member states and the Commission to help define "flagship initiatives" to be offered by member states in response to the Lisbon Ministerial Declaration. The team also helped find Inclusive eGovernment flagship projects from the UK to submit.
- The team were active on the web site ePractice.eu posting our programme products and good UK case studies, to share with countries across Europe.

## **Research**

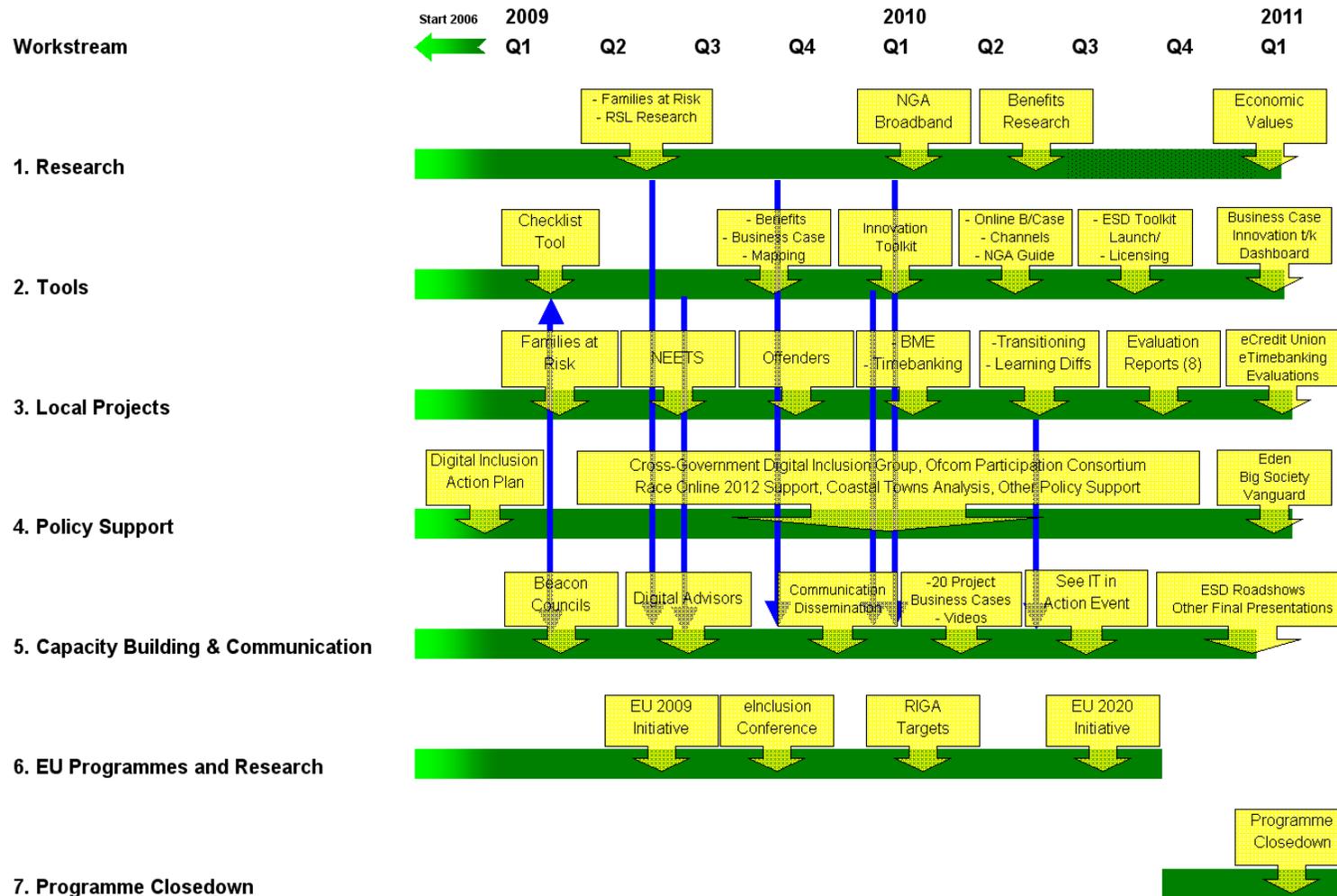
There was a number of interesting EU research projects that emerged during the programme. One in particular was on multi-channel delivery strategies and sustainable business models, and was directly relevant to DIT's work. DIT helped to develop the tender specification and commission the research. The team then worked with the winning bidder to guide and quality assure the final report, which studied many ICT supported public services for disadvantaged groups across Europe to induce general principles. The findings very much aligned with DIT's experience regarding the importance of cross-sector

networks. It was a valuable piece of empirical research that helped to inform DIT's strategic thinking.

## **Working with Devolved Administrations**

The team met with all the devolved administrations through the Alliance for Digital Inclusion in 2006. Throughout our subsequent programme the team stayed in close contact with colleagues in the Welsh Assembly sharing progress, research and experience to mutual benefit. DIT ran a seminar on innovation in local services at the excellent Welsh Digital Inclusion conference in 2010. The team also spent a day, early on the programme, learning about digital inclusion work in Scotland and visiting some projects in Glasgow that proved very helpful in reinforcing the programme plan.

# Annex A – Programme Plan (Final 2 Years)



## Annex B – Summary of Local Projects

Abbreviation	Summary	Partners
City of London	A project to help residents in deprived areas by giving them training and support and enhancing life skills through the medium of ICT. An additional aim was to use the technology to support front line workers from the local authority and third sector partners in their work with the community. Activities are designed around resident's needs and interests and also to help front line workers communicate, engage with and support residents. The impact on local authority objectives and targets was explicitly measured.	City of London, Citizens Online, BT
e-clinics	A service allowing people to interact with a qualified NHS mental health worker, through a secure on-line environment and enabling the delivery of therapy and support via the Internet. It provides online booking and scheduling, self service information support, asynchronous 'email' support or live 'synchronous' connection either 'one to one' or 'one to a group', and automatic recording of session notes.	North Lincolnshire Council, Rotherham Doncaster and South Humber Mental Health NHS Foundation Trust, BT
eCredit Union	This extends electronic banking services provided by a local credit union to Digital Interactive TV as well as the PC, for customers without a PC. The service integrates with the information services of the local council.	Kirklees Council, Hull & East Yorkshire Credit Union, Hull City Council, Looking Local, Progress Ltd
e-mentoring	A service for children in care to provide them with secure internet based access to independent mentors offering emotional support, access to life skill tools and resources such as activities, self serve information and guidance. IT Supports existing mentor co-ordinators in running an efficient and effective mentoring scheme by providing electronic contact with all mentors and management information statistics around mentoring relationships.	North Lincolnshire Children in Care Service, North Lincolnshire Digital Inclusion Unit, and the Brightside Trust

Abbreviation	Summary	Partners
ESOL	A mobile phone-based learning application for a Bangladeshi community where learners were provided with interactive English language materials – word cards, audio clips, videos and word games that run on the memory card of a large number of affordable mobile phone handsets. The learning content was enhanced with photographs of the local community and tailored to the language requirements of participants. The software incorporates management information functionality to review the participants' usage and progress.	City of London, Anspear Ltd, Hackney Community College
Families at Risk	Research and an innovation process to identify opportunities to support families on the edge of exclusion on a challenging social housing estate. Led to non-ICT projects on the site and Timebanking and eCredit Union projects elsewhere.	Kent County Council, Social Innovation Lab Kent (SILK), ESRO ethnographic social research
Meganexus	An application of the NEO 3D platform, which has been developed to allow primarily Outreach, Training, Job Brokerage, Housing, Custody & Health Support organisations to securely record and store their clients' details and information about the support they are providing. This information is supplemented by the ability to record project eligibility, outcomes achieved, and activities undertaken. Data captured can then be reported upon, extracted and delivered to funders, and shared between partner organisations.	City of London, Meganexus, A4E, ELATT
NEETs	A service for young people not in employment, education or training to give them access via the internet to industry-based mentors to offer advice and support on their journey to work or training.	Reading Borough Council, Wokingham District Council, Brightside Trust
PPOs	A simple process called Virtual Home of scanning and securely storing important information for offenders who have significantly unsettled life-styles which may well include homelessness and alcohol/drugs issues. What constitutes important is down to the offender. Once scanned the information is stored in a folder on the offenders electronic record held by the Probation Service.	Leicester, Leicestershire & Rutland Multi-Agency PPO Management agency (MAPPOM) and its local public, private and charity network.

Abbreviation	Summary	Partners
Timebanking	A service for to current time bank members, potential new members, and community support workers created by integrating the time banking technology with Looking Local Digital Interactive TV service. The project runs in Kirklees, but all time banks across the UK can now give access to their services and bulletin boards via Looking Local, on Sky, Virgin and broadband enabled Freeview.	Kirklees Council, Timebanking UK, Looking Local

## Annex C – List of Assets Produced

The table in this document lists all the intellectual property (IP) assets produced by the Delivery Innovation Team's programme. It summaries the nature of the asset, its format, and the licence with which it is now published.

### Key to Licence Types in the table:

BY – with attribution (cite source)  
 CC – Creative Commons  
 NC – non-commercial use only  
 ND – no derivative works permitted  
 NT – non-transferable  
 SA – share-alike (re-publish only with identical licence)  
 EULA – End User Licence Agreement

Product	Summary	IP Status & Use Licence
<b>Tools</b>		
Beacons Checklist	Form-based, structured presentation of evaluation criteria used in DI Beacons competition for use as DI capability analysis tool with a LA. Produces SWOT and comparison with Beacon LAs and others previously analysed.	CoL © used CC-BY. Content generated by facilitator/client & owned by one of them.
Channels Tool – “Access to Electronic Services”	Framework to illustrate matching of appropriate digital communications media to target users with relevant case studies.	CoL © . Use CC-BY-SA.
City EOL Components	New and reusable techniques deriving from the City Everybody Online project	Joint & several ownership between CoL and CitizensOnline
Community Maps	Presents SOA level decile data from sets of indicators of deprivation and ICT adoption, as map overlay, either singly or 2 indicators together. To show correlations between social and digital exclusion.	Datasets licensed NC; application licensed NC, NT, ND; output CC-BY-NC-ND. Output templates CoL ©.
Digital Exclusion Index & Heat Map	Tabular or map-based presentation of composite index of digital exclusion (derived from Community Maps datasets) across an LA's wards.	CoL © . Use CC-BY-NC-SA.
Innovation Process Toolkit	Structured documentation and presentation of the process, methods, activities and templates used in DIT's local innovation projects to allow wide reuse.	CoL © with 3 <sup>rd</sup> party interest in some components. Default use CC-BY-SA. EULA applies to CD and to some tools within the Toolkit.
LAA Opportunities Analysis	Method of augmenting a standard LA objectives table with columns for actual and potential ICT contribution.	Not protectable IP

<b>Product</b>	<b>Summary</b>	<b>IP Status &amp; Use Licence</b>
Local Authority NGA Risk Tool	Provides an easy entry into the Analysys-Mason NGA data to plot a LA's areas of risk and opportunities in relation to NGA broadband roll-out.	CoL © . Use CC-BY. Contains 3 <sup>rd</sup> party data with T&Cs. EULA applies.
Social & Economic Business Case Tool	Program to support the creation of a Strategic Outline Business Case that accounts for full private & public benefits and burdens, better to inform investment decisions in projects addressing social outcomes.	Some elements of design and coding owned by & licensed from InnovationLaunch. Rest of IP owned by CoL. Use restricted to appraising non-commercial projects. Content provided by user/client. EULA applies.
solutions4inclusion	An online database of examples of how ICT can be used to address social exclusion, searchable by exclusion type and National Indicators	Originally developed by DeMontfort Univ/Tech4i2 for DIT, reworked by esd-toolkit; esd-toolkit T&Cs apply to current version. Disclaimers on application pages.
Stakeholder Benefits Framework	Reference model classifying potential benefits of ICT applications projects that address social exclusion, listed by SE type and stakeholder type.	CoL ©, use CC-BY-ND.
Stakeholder Benefits Tool	Program to explore the Benefits Framework, create a benefit-stakeholder footprint and a benefit-beneficiary table for a project.	CoL ©. Use CC-BY-ND. EULA applies.
Transition Tool	Method to systematically help plan the transition of a pilot project into a live operational service.	CoL ©. Use CC-BY. EULA applies.
Local Government Statistics Dashboard	Produce a dashboard of statistics for any top tier English Local Authority	CoL ©. Use CC-BY-ND. EULA applies.
<b>Videos</b>		
Make It happen (DIA version)	Cartoon-style video to advertise to LAs the benefits of Digital Inclusion Advisors	CoL ©, published CC-BY-NC-ND
Make It Happen (esd version)	Cartoon-style video to advertise to LAs the benefits of esd-toolkit & esd-suppliers (remake of DIA version).	CoL ©, published CC-BY-NC-ND
Peter's Story	6 minute machinima story of the journey of an excluded young man into work	CoL ©, published CC-BY-NC-ND
PPO workshop videos	Introduction to the lives of prolific & priority offenders based on interviews	CoL © but carries FSquared Ltd branding
Think about it	8 minute slide show to music making case for action	CoL ©, licensed iStock photos, published as CC-BY-NC-ND
Tool user guides	"How to" videos for Community Maps tool	CoL ©,

<b>Product</b>	<b>Summary</b>	<b>IP Status &amp; Use Licence</b>
<b>Local project case study video stories</b>	Videos based on participant interviews to tell the story of the creation and impact of our local projects	CoL ©, published CC-BY-NC-ND
City of London		
e-clinics		
eCredit Union		
e-mentoring		
Employment Services network support system	As heading (Meganexus project with the City & partners)	As heading. Music cleared for all use by Media Trust
ESOL	As heading	As heading. Music cleared for all use by Media Trust
PPOs Virtual Home	As heading	As heading
Sheltered Housing internet access	As heading. (Digital Unite project at Mais House)	As heading
<b>Documents</b>		
Article 13 Non-ICT DI CSR activities study by	2007 Survey of corporate activities inc CSR by top 100 non-ICT companies	CoL ©
Benefits Case Summary	Summary of impact of applying benefits framework aimed at Local Authority Chief Executives	CoL ©, CC-BY-SA
Children in Care Questionnaire & Report	Research prior to innovation event in N Lincs.	
DI Beacons evaluation report	A readable story of how the Beacon Local Authorities came to win Beacon Status, that highlights the generalised key success factors for social inclusion projects in LAs.	CoL ©, CC-BY-NC-SA.
DI Beacons evaluation summary	Four page summary of Beacon report	CoL ©, CC-BY-NC-SA
Digital Inclusion: An Analysis of Social Disadvantage and the Information Society	Research and report by OII managed and paid for by DIT on behalf of CLG, transferred to CLG.	Transferred to & published by CLG as Crown Copyright
Landscaping study	2006/2007 report on activity in England on IT for social exclusion	CoL ©,
Linking Social Deprivation and Digital Exclusion in England	Research report by Paul Longley to produce A Cross Classification Of Material Deprivation	Not documented. Assume CoL © with author's moral rights
Mental Health on the Internet	2006/2007 Bournemouth University study into the state of the art in the use of communications technologies in the treatment of mental health problems	CoL ©, CC-BY-NC-ND.
Peter's Story	A 'vision' story of the journey of an excluded young man into work that combines 11 existing ICT-based support projects	CoL ©, published CC-BY-NC-ND

<b>Product</b>	<b>Summary</b>	<b>IP Status &amp; Use Licence</b>
Review of progress on "Inclusion through Innovation" 2008	A review of progress made by DIT and other actors against the actions set out in the 2005 report "Inclusion through Innovation"	CoL ©, unpublished (unrestricted)
Social & Economic Standard Costs	Table of standard costs of social & economic events and circumstances for input to Business Case Tool	CoL ©, CC-BY-SA
Social housing workshop report	Report on opportunities for digital inclusion via social housing sector based on sector workshop	CoL © but carries FSquared Ltd branding.
Stakeholder Benefits Framework Research Report	Methodology, description validation of Stakeholder Benefits Framework	CoL ©, CC-BY-NC-ND
Survey of web sites for looked after children	Short review in 2009 of LA web sites aimed at LACs	CoL ©, CC-BY-NC-ND
The UK ICT Market	Analysis and report on the ICT industry sectors relevant to digital inclusion, as input to the national Digital Inclusion Action Plan.	Rights Reserved by Datamonitor.
<b>Local project innovation workshop materials and reports</b>	Preparatory materials and event write-ups & analysis, business cases, process designs, case studies and PIDs from innovation workshops, usually by contractors	CoL ©, CC-BY-NC-ND unless otherwise indicated.
City of London		
e-clinics		
e-mentoring		
ESOL		
Families at Risk	Report : "Families Just coping: Uses of technology (ICT)" ethnographic study	Published as ERSO document CoL ©, CC-BY-NC-SA.
Families at Risk	As heading	As heading
Meganexus		
NEETs		
PPOs		
<b>Model generic business cases</b>	Generalised output of Business Case Tool for DC10 & DIT projects (~20)	CoL ©, CC-BY-SA
DEHEMS	Digital Environment Home Energy Management System	
Diabetes CDROM	Managing Diabetes in an inner-city community: CDROM tool for Asian communities	
Digital Volunteering and Communities	Training and support for local voluntary and community groups in making use of technologies in helping hard-to-reach groups.	

Product	Summary	IP Status & Use Licence
eClinic	Telehealth care service for treating and managing depression and anxiety: real time internet therapy, virtual drop in or scheduled appointments, advice and support via email.	
eMentoring	eMentoring for Children in Care/ Care Leavers	
Community eChampion	Local ICT champion works with community and local service providers to ensure access to ICT in community and skills to facilitate effective use by the community and service providers.	
Mobile Phone ESOL	Provide residents with a simple interactive English language application that can sit on a mobile phone memory card.	
MegaNexus NEO 3	Subscribe to an innovative internet tool to enable local partners in employment programmes to acquire, share and refer clients for training, employment, and IAG.	
At Home Not Alone	Cohesive package of home based services, comprising 'preventive' technologies (e.g. telecare), wellbeing support (e.g. Teleclub) and independent living (e.g. Teleshopping).	
Homeshoring	Recruit participants with mobility problems and carer responsibilities; provide with home based ICT and training to work as call centre agents from home for local employers.	
Slivers of Time	Create a flexible and responsive online marketplace to match buyers and sellers of work.	
Stream	Provide vulnerable elderly with device to plug into their TV with a managed interface which connects to the internet and provides a cohesive set of internet based care services.	
Welcome to Birmingham	Web site for refugees, asylum seekers and new arrivals.	

<b>Product</b>	<b>Summary</b>	<b>IP Status &amp; Use Licence</b>
<b>Local Project Evaluation Reports</b>	Full evaluations of the implementation and impact of the services introduced in partner LAs. Summaries produced by DIT or extracted from main report and printed for See It in Action event in esd-toolkit style.	CoL © CC-BY-NC-SA, academic contractors granted permission to use for academic & research purposes.
City of London evaluation full		
City of London evaluation summary		
E-clinics evaluation		
eCredit Union evaluation		
e-mentoring evaluation full		
e-mentoring evaluation summary		
ESOL evaluation full		
ESOL evaluation summary		
Fosternets evaluation full		
Fosternets evaluation summary		
Meganexus evaluation full		
Meganexus evaluation summary		
NEET evaluation full		
NEET evaluation summary		
PPO evaluation full		
PPO evaluation summary		
Timebanking evaluation		
<b>Research Report Summaries</b>	Two-page highlights and taster for CLG-published research into lives or target disadvantaged groups	CoL ©, CC-BY-NC-SA
Adults learning disabilities research summary		
Adults with mental health problems research summary		
Ex offenders research summary		
Just coping families research summary		
NEETs research summary		
<b>Tool information flyers</b>	One page adverts for DIT tools, written in house	CoL ©, CC-BY-SA
Beacon Tool Flyer		

Product	Summary	IP Status & Use Licence
Business Case Tool flyer		
City of London/ CitizensOnline flyer		
Community Maps Brochure		
Heatmaps flyer		
Innovation Toolkit flyer		
<b>Tool documentation</b>	Training & support documentation for DIT tools	CoL ©, CC-BY-SA
Business Case Tool Facilitator's Checklist	Reference and notes document for live use on a project by Facilitators of the process supported by the Social & Economic Business Case Tool.	
Business Case Tool Facilitator's Guide (spreadsheet version)	Step by step guide for Facilitators of the process supported by the Social & Economic Business Case Tool in its spreadsheet format.	
Business Case Tool Facilitator's Guide (web app version)	Step by step guide for Facilitators of the process supported by the Social & Economic Business Case Tool web application.	
Business Case Tool Maintenance Documentation	System installation & software design documentation for maintenance of web application	
<b>Other</b>		
ESOL courses on mobile phones	Custom built ESOL training modules to run on phones in City project	Proprietary
DIT presentations	Presentations created by the Team	CoL © sometimes CC-BY-NC-ND

## Annex D – Partners and Suppliers

### Project Partners

A4E, Sheffield  
Anspear Ltd, Cambridge  
BrightsideUNIAID Trust, London  
BT, Leeds & London  
Citizens Online, Swindon  
Cornwall County Council  
ELATT, London  
FoneFonics Ltd, Cambridge  
FSquared Ltd, Manchester  
Hackney Community College, London  
Hull & East Yorkshire Credit Union, Hull  
Hull City Council  
Kent County Council, Maidstone  
Kirklees Council, Huddersfield  
Leicester, Leicestershire & Rutland Multi-  
Agency PPO Management (MAPPOM),  
Leicester  
Livework Studio Ltd, London  
Looking Local, Huddersfield  
Meganexus Ltd, London  
Norfolk County Council, Norwich  
North Lincolnshire Children in Care Service,  
Scunthorpe  
North Lincolnshire Council, Scunthorpe  
North Lincolnshire Digital Inclusion Unit,  
Scunthorpe  
Pearson Publishing Ltd, Cambridge  
Princess Royal Trust for Carers, Woodford  
Green  
Progress Systems Ltd, Dublin  
Redhood IT Ltd (Fosternets), Uley  
Reading Borough Council  
Rotherham Doncaster and South Humber  
Mental Health NHS Foundation Trust,  
Doncaster  
Slivers of Time Ltd, Stratford

Social Innovation Lab Kent (SILK), Maidstone  
StartHere, Chiswick  
Stockport Council  
Timebanking UK, Stroud  
Tribal Consulting Group Ltd, Birmingham  
Tyze Personal Networks, Vancouver  
University of Liverpool  
Wokingham District Council

### Research and Development Partners

27 Consulting, Sleaford  
ABFL Groupe Intellex, Hamble  
Analysys Mason Ltd, London  
Article 13 Ltd, London  
Bournemouth University  
Connections Services Ltd, Aldermaston  
Datamonitor plc, London  
De Montfort University, Leicester  
ESRI (UK), Aylesbury  
ESRO ethnographic social research, London  
Experian Ltd, Nottingham  
Freshminds Ltd, London  
Georgia Klein Consulting, London  
Improvement & Development Agency,  
London  
Informed Solutions Ltd, London  
InnovationLaunch Ltd, Gerrards Cross  
MakeMode Ltd (Digital Health Service),  
London  
National Centre for Social Research, London  
Ofcom, London  
Office of National Statistics, Newport  
Oxford Internet Institute, Oxford  
PHW Consulting, Bury  
Point Topic Ltd, London  
Porism Ltd, London

Tech4i<sup>2</sup> Ltd, Leicester

The Viewpoint Organisation, Bridgend

UCL Consultants Ltd, London

University College London

University of Essex, Colchester

**Evaluation Organisations**

Bone Wells Urbecon Ltd, London

Perpetuity Ltd, Leicester

Sophie Wellings, London

University of East Anglia

University of Reading

University of Sheffield

**Communications, media and publishing**

2.0 Limited, Plymouth

Adjust Your Set Ltd, London

Connect Public Affairs, London

Ellie Stoneley, Cambridge

Media Trust, London

Northlincs.tv, Gainsborough

Paradigm Consulting, Hong Kong

Prosonica Ltd (Paper Stone Recording  
Studio), Nottingham

Solution Group, Gateshead





