

A Digital Inclusion Strategy For Barnet: This is for everyone

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1 Executive Summary

1. Local and national data tells us that the vast majority of Barnet residents are able to use the internet, but nonetheless 18% of the borough's adult population are described as digitally excluded. This strategy aims to reduce this number as far as possible.
2. A higher level of Digital inclusion is necessary for the council to achieve its ambitions for Barnet residents and the delivery of council services. The Customer Access Strategy (CAS) intends the majority of customer access to be digital by 2020.
3. The role of Barnet Council staff, members and partner staff in delivering this strategy is critical – they need to be digital champions who can clearly articulate the advantages of becoming more digitally literate, as well as support residents as they make this change. There will need to be engagement with members and staff, and where necessary training, to support this work. The research for this strategy found that staff digital literacy cannot be assumed.
4. This strategy has been created in order to support the council to become 'digital by default', at the same time as offering increased opportunities and skills to residents, so that residents are digital by choice not just by necessity
5. Customer insight research has shown that the digital inclusion activity needs to focus on 3 key groups:
 - a. Older residents
 - b. Residents with a learning disability or a barrier to communication
 - c. Lower income families and individuals for whom affordability is a major issue
6. Further to this there is a group of residents identified as 'follow the leader' who are not as yet accessing the internet on a regular basis. This group has the potential to move quickly towards a digital by default behaviour if we can better understand their needs and motivations
7. To achieve the aim of this strategy, it will be necessary to create a digital inclusion Programme which will:
 - a. develop digital inclusion plans specific to individual Delivery Unit's online services and customers
 - b. Provide and monitor interventions with specific cohorts of service users based around their needs
 - c. Work with the main CAS programme in order to ensure that digital inclusion is central to the work being done to reach our 2020 vision
 - d. Ensure that the investment in digital inclusion enables the successful implementation of the CAS and other commissioning strategies
 - e. establish a sustainable model of support, where possible utilising and strengthening the existing Barnet ecosystem
 - f. Ensure that the equalities impact assessment (EIA) for the CAS is kept up to date and monitored
8. This programme should be delivered by a national partner working with local partners who are already supporting Barnet in this area and should link closely to the Council's community participation strategy
9. This programme should comprise the following, which are covered in more detail later:
 - a. Online training materials
 - b. Face to face sessions aimed at specific groups
 - c. Training and support for staff

2 Introduction

“We need to equip the whole country with the skills, motivation and trust to go online, be digitally capable and to make the most of the internet”. Francis Maude, Minister for the Cabinet Office¹.

Digital inclusion, put simply, is all about ensuring that all residents have the ability to use the internet and other digital channels to do things that benefit them in their daily life. It’s about ensuring that all residents have access to services, but also about ensuring that they have the digital literacies needed to fully take part in society online. Councils are a vital part of this vision, as the shift to providing services as ‘digital by default’ opens up an opportunity to support residents in making this shift with them.

Barnet is not alone in having a vision for 2020 in which the majority of customers will access its services through digital channels². Core to that vision, too, is the need to make sure that this does not disadvantage customers. The future provision of ‘assisted digital’ support - help for people who need to use government digital services but who cannot do so on their own³ - must be there as a safety net for those who need it. By providing ‘assisted digital’ support, the council will help foster digital inclusion amongst those who are often most in need of services and least able to go online to access them. This strategy sets out the Barnet approach to digital inclusion, and reflects good practice both within and beyond the borough.

Achieving digital inclusion requires many types of support, from a wide variety of sources, and no single organisation can provide all the help the digitally excluded need. It’s a national challenge, and this strategy recognises that Barnet, like all local councils, has its role to play, alongside other public and private sector bodies, and the voluntary and community sector.

So, what forms can digital inclusion take? It is often described in terms of the presence of three basic things⁴:

1. **Digital literacy and skills** - being able to use computers, the internet and mobile technology such as smart phones. This is an obvious barrier, but it’s by no means the only or biggest one that service users can face.
2. **Accessibility** – Ranging from broadband connectivity and assistive technology to the design and provision of services to meet all users’ needs.
3. **Affordability** - affordable access to the internet and digital devices is still an issue for many people in the UK. Partly in the hands of private sector providers, it’s also something we can help to address, for example, through influencing and brokering the provision of digital services in the building of new homes.

The absence of any of these three things can be the root cause of digital exclusion, but we cannot underestimate the power of more subjective issues. In this respect, two other factors which influence whether or not people are prepared to shift to digital channels.

¹ The words of Francis Maude in the executive summary of the December 2014 Government Digital Inclusion Strategy, echoing Sir Tim Berners-Lee’s comments in 2012 on the transformation brought about by the World Wide Web. (<https://www.gov.uk/government/publications/government-digital-inclusion-strategy/government-digital-inclusion-strategy#1>)

² Customer Access Strategy 2020 vision.

³ See the Government’s digital service manual for more detail - <https://www.gov.uk/service-manual/helping-people-to-use-your-service/designing-assisted-digital>

⁴ See for example the Government’s Digital Inclusion Strategy which covers these as well as motivation and trust - <https://www.gov.uk/government/publications/government-digital-inclusion-strategy/government-digital-inclusion-strategy#1>.

These are:

- **motivation** - knowing the reasons why digital is a good thing, and
- **trust** – will my data be safe; can I really get a council service online?

Therefore, we need to make sure that our digital services are what people really want and are confident to use, rather than something we have forced upon them. We need to give people a reason to go online as well as the tools they need to succeed when they get there.

In terms of Barnet, national analysis and Barnet customer insight shows that digital literacy and skills, and affordability are not the issues they are in other parts of the UK. However, evidence tells us that there are still issues to address in terms of supporting some of our residents to use the internet and other digital devices. This strategy outlines the approach for addressing these issues in Barnet in support of the Council's 2020 vision.

2.1 The purpose of this strategy

The purpose of this Digital Inclusion Strategy is primarily to support delivery of Barnet's Customer Access Strategy (CAS). The latter was underpinned by ten core recommendations including creation of a Digital Inclusion Strategy which would serve as the Council's formal approach to ensuring all Barnet's customers can interact with the council effectively using appropriate means.

It builds upon both the CAS, the CAS Equalities Impact Assessment and engagement with Delivery Units (DUs), and aims to enable the Council to address fully issues of digital exclusion in the borough. Its starting point is the recognition that, whilst the vast majority of our customers are well placed to use digital channels, there is a minority of residents who, for a variety of reasons, are not part of the 'digital community'. These people will need our support if our digital vision is to be achieved, and by offering increased opportunities and skills to residents we aim to make digital a matter for choice rather than constraint.

Key objectives of the strategy are to:

1. Determine the most effective ways to support all customer groups to become more digitally able, ensuring Barnet residents can benefit from improved digital access channels;
2. Ensure that DUs are in a position to draw upon proven digital inclusion support mechanisms and good practice both within Barnet and more broadly across both public and private sectors;
3. Implement the benefits of digital inclusion for our customers, the Council, the community and the general economy, and set in place processes by which those benefits can be tracked and realised at a corporate level, by individual DUs, and working with our partners.

3 Digital Inclusion and 'digital by default' for customer access

3.1 Barnet's vision

The Government first published its Digital Strategy for central government departments in December 2013⁵. Since then the 'digital by default' has gained traction, and many local councils reflect it in their own digital channel shift initiatives, which often pre-date the Government Digital Strategy. The CAS

⁵ <https://www.gov.uk/government/collections/government-digital-strategy-reports-and-research>

recognises that the digital inclusion support solutions that will be put in place as a result of the Digital Inclusion Strategy, which complements the CAS, are critical in terms of our ability to achieve the Barnet digital vision.

Digital inclusion should also be seen as a key enabler of our demand management strategy as it enables people not only to shift to cheaper forms of delivery but also to better engage with a wide range of agencies and opportunities which are increasingly only available online.

3.2 Realising the benefits of digital inclusion

It is well recognised that in all sectors of the UK, effective digital inclusion delivers benefits to:

1. Service users;
2. Service providers;
3. The wider community; and
4. The general economy⁶.

Clearly all of these are of importance to Barnet. So, the purpose of our Digital Inclusion Strategy must be to first support the needs of the CAS, then to seek to unlock some of these wider digital inclusion benefits for Barnet residents.

Summarised below are some of the key benefits that the Digital Inclusion Strategy will both directly realise and contribute to. In the next phase of DU engagement which will accompany further circulation of this strategy document, **work will be done with service areas across the Council to articulate specific digital inclusion benefits in more detail, including but not limited to the immediate CAS channel shift objectives, and develop plans for their tracking and realisation to 2020 and beyond. A cross-Council benefits realisation plan will be a core deliverable of this strategy.**

3.2.1 Service user benefits

One of the main guiding principles for the Council's 2020 vision is to redesign local services which are integrated, intuitive and efficient. Providing access to our services through easy to use and convenient digital services is a major component of that vision. This will bring major benefits to the majority of the digitally capable but often time-poor users.

However, it's not just the 'digitally savvy' who will benefit – think of how Amazon's same day delivery could benefit an elderly person who finds it hard to get out of the house regularly; or how switching to a lower-cost energy helps those on low incomes. Doteveryone estimate that households which are able to use online services save £744 per year on household bills. Digital participation offers a host of financial, social and health benefits.

By taking a more inclusive digital approach to service provision in the borough we will support the vulnerable and most disadvantaged, who are often most likely to be digitally excluded (i.e. those in social housing, those on lower wages or unemployed, those with disabilities, and those at opposite ends of the age scale, all of whom will be in high need of Council services).

Examples of service user benefits already planned by the DUs are:

1. **Financial** – internet and phone pricing structures have an effect on digital accessibility, with those on low incomes finding it difficult to commit to long term, meaning they are often left with more expensive pay as you go options. Barnet Homes Rental Income Team provides

⁶ The Government Digital Inclusion Strategy is a good source of further information on this.

personal budgeting support which helps identify how money is spent and how to plan for these longer but overall cheaper services.

2. **Social** – The Adult and Communities digital vision includes using GPS technology to allow customers to connect to others with similar interests and increase community engagement.
3. **Increased chances of employment** – Post 16 & Barnet Education, Employment and Training, better access to online job markets. Support advertising of volunteer and employment opportunities via their own Facebook page.
4. **Access to benefits** – Developing the Barnet MyAccount functionality to proactively notify customers in order to create a better user experience around access to benefits and promote different routes to employment. Barnet Homes delivers Universal Support Delivered Locally to people moving onto Universal Credit, which supports people to manage the transition to monthly benefits payments. They offer digital support, financial support, housing and employment support.

3.2.2 Service provider benefits

Investing in appropriate and targeted digital inclusion support alongside increased digital literacy in staff is recognised by practitioners to deliver service provider benefits in terms of:

- improved achievement of service delivery requirements and operational performance indicators;
- measurably improved customer outcomes;
- more successful customer engagement by opening up additional channels of communication such as social media;
- Supporting the channel shift targets and associated savings within the CAS
- equipping customers not just to self-serve, but also to 'self-manage', so that more confident self-reliance and access to a wider network of support results in reduced call upon Council services, our more effective demand management, and reduced cost of contact.

These benefits highlight how relevant this Strategy is for achievement of a wide range of corporate goals.

For example, Barnet's Corporate Plan 2015 to 2020 identified four priorities - including developing more resilient communities by working with residents to increase self-sufficiency, reduce reliance on statutory services and tailor services to their needs; and prioritising the transformation of services, redesigning them to make them more intuitive and integrated, and more efficient to deliver. Clearly both the CAS and this Strategy have very important roles to play in the delivery of these priorities.

3.2.3 Benefits to the wider community

Barnet has a committed role to play as a resource and support mechanism not just for individual customers, but for the community as a whole.

There is much evidence⁷ to show that digital inclusion helps both people to live better lives in a variety of ways, and communities to become more cohesive and self-reliant. There is much we can do in this area especially at a time when Council resources are ever more stretched.

⁷ The national digital inclusion strategy which outlines the basis for the benefits of digital inclusion can be found here:

Examples of the community and social benefits of digital inclusion include –

- Reduced personal isolation and improved health and wellbeing (e.g. with better use of social media and free-to-use video chat and voice call services such as Skype),
- Better outcomes for individuals and families – financial inclusion, and educational and employment opportunities are increasingly dependent on digital access and skills,
- Encouraging a spirit of community self-help (e.g. through Streetlife or Facebook communities), and
- Fostering local social enterprise, and supporting the goals of small and medium size enterprises (SMEs)⁸.

3.2.4 Benefits in the general economy

Various estimates have been made about the potential for digital to add to the value of the UK economy. For example the Government's Digital Inclusion Strategy cites the independent analysts Booz and Co. who have calculated that full digital take up could add £63 billion value to the UK economy. In a similar piece of research Doteveryone estimate the potential benefit to the UK economy of simply reducing digital exclusion to be £14.3bn by 2025. Whatever the true value, it's clear that the booming digital and superfast broadband markets can both benefit the economy as a whole and help communities to thrive⁹.

3.3 Designing inclusive 'digital by default' services for Barnet

The precise meaning of the term 'digital by default' is still much debated in the public sector. In some circumstances it can mean the provision of services purely via digital channels (usually called channel mandation, and the complete withdrawal of traditional channels such as phone and face to face. However, this very rigorous interpretation of the term is usually only applicable when there is a specific customer group(s) which is known to be wholly capable of transacting digitally – for example, in the case of government to government or government to business service delivery.

In local government, there may be instances when the above situation applies, although even then we should be aware that customer groups such as SMEs and the charitable and voluntary sector still commonly experience digital exclusion issues such as access to the internet and lack of digital skills¹⁰. For the most part, local authorities' approach to digital transformation is founded upon the vital principles of customer inclusion and support, including the targeted use of traditional channels for those most in need. Our digital vision (as above and detailed in the CAS) is fully aligned with this approach.

For Barnet, then, realising the 'digital by default' goals, as outlined in the customer access strategy (CAS) depends on the Council's ability to:

1. Make digital services as *intuitive and easy to use* as possible through fully-automated self-service, as we know this is what our majority 'digital native' group want; and also

⁸ The Government's Digital Inclusion Strategy cites evidence that 50% of SMEs and VCSEs don't have a website, and that 28% of the latter group don't have the basic skills to be able to transact online.

⁹ The Government's Digital Efficiency Report, although now nearly four years old, is a good source of more detailed analysis (<https://www.gov.uk/government/publications/digital-efficiency-report/digital-efficiency-report>).

¹⁰ It is commonly estimated that around 11% of this still lack basic digital capability/access.

2. Design and deliver a variety of *digital inclusion support mechanisms* for both the ‘digitally excluded’ minority and our ‘digital with assistance’ users. (These mechanisms are often referred to as ‘*assisted digital*’¹¹support.)

Digital inclusion and assisted digital support can and should take different forms, depending on the particular needs of the customer group/individual user. A ‘*one size fits all*’ approach is highly unlikely to succeed. For example, a customer who lacks confidence or experience in using the internet to transact with government, but who is otherwise digitally capable, may need some temporary help to keep them in a digital channel. On the other hand, a vulnerable, digitally excluded resident will probably require long term support via face to face and/or phone.

Some of the key support mechanisms we will need to design and deploy are the following¹²:

- The telephone contact centre as the principle mitigation for digital exclusion – as it already offers a service for vulnerable customers and will enable the maximisation of the benefits of the CSG infrastructure;
- Assistive technologies, such as web chat and automated telephony, to increase user confidence and encourage them to remain in the digital channel;
- Make better, but still carefully managed, use of more informal technologies such as WhatsApp in order to reach and support different groups of users
- Making best use of new or existing council, partner and community assets such as libraries, Jobcentres and community hubs where varying levels of digital inclusion support can be provided at convenient local venues;
- Support for the Barnet Plan which is design to deliver more ‘joined up’ local services with partner organisations who share common goals and contribute to shared customer outcomes (e.g. Barnet Council, our partner service providers, NHS, Jobcentre Plus, Registered Social Landlords, Police, Education Sector), taking a more integrated approach to service delivery and developing joint solutions. Examples of this way of working includes BOOST and the Welfare Reform Programme who offer holistic support to support people into work;
- Our planned, targeted Council face to face service for services such as homelessness and housing need, where we can provide support with, for example, online form completion; and other digital processes; and
- Making digital services as simple and accessible as possible via a touch-screen device such as a tablet/ipad/smartphone.

We look at these interventions in more detail in relation to Barnet in Section 5 below.

4 Establishing a robust evidence base

¹¹ See also, the Government approach to assisted digital, <https://www.gov.uk/government/publications/government-approach-to-assisted-digital>.

¹² As flagged up in Barnet’s case by the CAS EIA and as reflected in good practice both within and without the Council.

It sounds like a statement of the obvious to say that every good strategy should be able to establish three key things:

3. **The starting point** (or 'baseline') for change, which in turn informs both
4. **Strategic goals and objectives**, and
5. A **practical action plan** for how best to achieve them.

However, in practice it's not always so straightforward.

The initial goal for the Digital Inclusion Strategy was to do all three by:

- Understanding where we are now in relation to our customer base and their digital inclusion needs at DU level and service level¹³; current customer contact volumes by channel; and our progress with digital transformation;
- Setting clear goals and hard objectives to be achieved both corporately and by individual DUs through delivery of the strategy, with milestones to 2020; and
- Describing the agreed roadmap for doing so.

It has become clear, in the writing of this Strategy, that Barnet has some very insightful information about our customers and their likely propensity to (be able to) use digital channels both now and in the future. However, it's also apparent that the Council lacks some of the data needed to link this data into customer behaviours¹⁴ with respect to Barnet services. The CAS has already acknowledged the need for DUs to collate and report customer contact volumes by service and channel.

Therefore, recognising that contact data is just one (very important) area of evidence, we have created the accompanying **digital inclusion evidence base** to enable an assessment of not only current customer contact, but a number of other categories of information which are necessary to inform both the Digital Inclusion Strategy and the CAS. It draws upon existing Barnet projects¹⁵, and the evidence in the CAS collated through initial engagement with DUs.

The evidence base covers the following key areas:

1. Barnet CSG and DU, and outsourced services **current levels of incoming customer contact via face to face, phone, web** and any other relevant channel (e.g. email, post, social media), over a consistent period if possible¹⁶;
2. Where the above is not available, we have sought to compile general information about the **nature of incoming contact by service area and the main channels used**;
3. An outline of the **main customer categories using each service**, with a high level of likely digital literacy where available;

¹³ As opposed to general customer analysis, which we have covered in section 4.

¹⁴ As stated in the CAS, other than for CSG services where data is collected in Lagan, and for Re Ltd which has PIs that require a channel breakdown of contact, we cannot currently obtain current customer contact data by channel.

¹⁵ For example, covering the Council's face to face and telephony customer offers, and specific service reviews such as Housing and Adult Social Care.

¹⁶ With any data assumptions.

4. **Total volume of customer contacts** where known, also over a consistent period;
5. **Estimated customer split in terms of digital access/capability (not yet discussed with DUs)** – using the three digital groupings of Digital Customer, Digital with Assistance, and Digitally Excluded¹⁷;
6. **Priority areas for digital channel shift;**
7. **Risks associated with digital channel shift, and mitigations** (e.g. in terms of need to address digital exclusion issues etc.);
8. **Likely assisted digital requirements and opportunities** – where information is available;
9. **Any current/planned digital inclusion activity with partner organisations;**

This has been used to gauge the suitability of each service area for the ‘digital by default’ delivery model, based on digital inclusion criteria rather than any technical or process assessment of suitability. This consists of an estimated high level RAG rating which has helped inform the recommendations in this strategy, and which will be tested with DUs in the next round of engagement on this Strategy.

We will set out an assessment of where we are now in terms of this evidence base in the following section. However, it is already clear that Barnet needs to do some further work to flesh out its customer and contact baseline both at corporate and DU level, before we can move on to the setting of goals, objectives and milestones, all supported by an agreed action plan. While our initial steps to implement a Digital Inclusion Strategy are very clear, over time there will be a need for a more detailed evidence base than is currently available. Nonetheless, while the Council at present lacks detailed data to support more granular interventions – such as targeting our ‘follow the leader’ customer segmentation subgroups¹⁸ within a specific service – there is plenty of ‘low hanging fruit which can be immediately be acted on.

Therefore, **our strong recommendation is that the need to collect additional DI data is included in the Customer Transformation Programme and the shift to digital by default.**

¹⁷ See following Section – this looks to be something that very few, if any, service areas will have already assessed.

¹⁸ Ibid.

4.1 What does Digital exclusion look like in Barnet?

As a foundation for this Strategy data has been looked at from a number of sources:

- National data ¹⁹has been used to examine the use of ‘digital’, beyond council services, within the borough, has been looked at by the customer insight team
- The Equalities Impact Assessment which has been carried out to support the CAS
- Current customer contact channel usage data
- Interviews with key staff with key stakeholders
- The digital exclusion heatmap produced by Doteveryone²⁰
- Direct research was carried out as part of the shaping of the CAS

4.1.1 Understanding the needs of all our customers

The headlines from the CAS might lead us to think that digital exclusion isn’t much of an issue in Barnet. For example, we know that the majority of Barnet residents already choose online transactions as the most convenient way to transact for a range of retail and banking services. 50% are classed as highly sophisticated users of technology (or ‘*digital customers*’); 32% are able to use digital channels but may need some support (we can call these customers ‘*digital with assistance*’); leaving 18% whom we would class as ‘*digitally excluded*’. This means that around 82% of Barnet residents use the internet and other digital channels to either a greater or lesser extent. It’s interesting to compare this three-way split with the Government’s assessment of the average ratio across the UK:

- Digital Customers – 32%
- Digital with Assistance – 50%
- Digitally Excluded – 18%

So, whilst the total percentages of digital users and digitally excluded are the same, at 82% and 18% respectively, the ratio of Digital Customers and Digital with Assistance customers is reversed – showing that we have a far higher percentage of Digital Customers in the borough than the estimated UK average. That doesn’t mean, however, that Barnet can ignore digital inclusion. Our digitally excluded residents may be in the minority, but we suspect that they dominate in terms of our service users. In other words, the digital exclusion profile of our customer contact will exceed 18 as a result of customer concentration in the digitally excluded groups.

Another factor to consider is that, despite high levels of customer digital capability, there is a poor take up of Council online services, especially compared with customer contact via the phone²¹, and satisfaction with our web offer is well below that for phone and face to face²². There are some notable exceptions – for example 98% of school admissions applications in Barnet are now made online; however, overall the evidence strongly suggests that, for whatever reason, even digital customers find our digital offer unattractive, and we are not making the progress some other local authorities are making in terms of the volume of digital services available and their level of take up by their customers.

¹⁹ The Cameo LIFESTYLE data has been used as had already been used in other projects within Barnet

²⁰ <https://doteveryone.org.uk/resources/heatmap/>

²¹ As stated in the CAS, around 80% of all customer contact with the council is estimated to be via phone.

²² Satisfaction with email and web services running is only 55% and 45% respectively, compared to 89% for phone and 90% for face to face (Govmetric analysis from Jan to March 2016).

For example, Westminster City Council achieved 99% of parking permit renewals online and 70% of first time applications within 6 months of going live. Leeds City Council reduced their calls to agents by 14% over 8-month period by introducing webchat to support self-service roll out, with 70% of customers saying they would have called without this support. Conversely, when automated telephone messages were implemented to promote Barnet’s MyAccount and applying for parking permits online, this initially drew demand away from agents for the first couple of months. However, call volumes have been steadily rising again since September 2015²³, indicating that increasing Barnet’s digital service offering hasn’t resulted in the reduced telephone demand we would have expected.

All the above shows that individuals’ digital capability does not automatically equate with their digital behaviour, and there’s clearly much more for us to do in terms of assessing our customers’ subjective attitudes and behaviours in relation to communicating and transacting digitally with their Council. This includes engaging with frontline staff who are a vital source of user insight and digital advocacy. **The strong recommendation is that that further work is done to ensure that the DI strategy supports targeted marketing activity which is aimed at supporting the channel shift objectives.**

4.1.2 Drilling down

In order to gain a more detailed understanding of our customers and their digital inclusion needs, we have analysed two important information sources:

- Barnet’s customer segmentation exercise
- The CAS Equalities Impact Assessment June 2016

4.1.3 Customer segmentation

Barnet’s customer segmentation exercise, based on data from CAMEO Lifestyle groups, residents who share similar characteristics into 17 categories of customers, ranging from ‘affluent singles’ through to ‘penny-wise pensioners’. Each group describes characteristics such as where people live in the borough, their likelihood of contacting the council, and if they do, in what volume and for which services.

This data provides insight into needs and circumstances of each segment which can be used to support service planning, design, and delivery (including the clustering of linked services around users with multiple needs). For example, it shows at a high level that more affluent groups have high demand for services such as Parking Permits and Libraries, whilst lower income and more vulnerable groups have high demand for Benefits and Social Care. The data also illustrates each group’s current online access and behaviour²⁴.

However, to develop fully a Digital Inclusion Strategy we need a deeper level of analysis that encompasses not just likely digital usage, but also an understanding of the varying attitudes and motivations that may prohibit or promote digital usage²⁵. This is not provided by the CAMEO data which is based on quantitative rather than more qualitative data.

Barnet has therefore conducted a further segmentation exercise, using Call Credit demographic data, which splits residents into five distinct ‘Connected’ groups (as listed below), each with a more detailed assessment of their attitudes towards, and use of, technology:

Group	Definition	Total Barnet population	Level of digital engagement
Lagging behind	Residents neither have the need, or the	19%	Low

²³ Barnet’s Contact Centre Review May 2016.
²⁴ e.g. use of social media and email.
²⁵ As described above, motivation and trust are strong influencers of whether or not people are prepared to shift to digital channels

	desire, to learn new ways of doing things. For the most part they are content using traditional means to access services.		
Spending big	Residents invest in established technologies that are easy to use	12%	Moderate
Follow the leader	Residents are slow to adopt new technologies but will move in that direction over time	41%	Fairly Low
Family Fun	Residents follow technological trends and are amongst the first to adopt new technologies	2%	Fairly High
Online trendsetters	Resident are addicted to all things technical and their lives revolve around online communication, networking and entertainment	26%	High

These descriptions provide a rich picture of the individual lives within these groups, such as the ‘Wireless Socialites’ a subgroup of Online Trendsetters. Those in this subgroup mostly have no children, and spend more time out and about, accessing online via portable technology. Whereas individuals in Follow the Leader use the internet for researching potential purchases, financial planning, games and social media, but prefer to go to the shops to spend money.

All this data can be used to answer practical questions such as how the Council should best prioritise, design, and target digital services, and what digital inclusion support if any we should factor in to ensure each customer group is able to access the services they genuinely need.

Example: Barnet Homes

A good example of use that has already been made of the Council’s customer segmentation, is CSG’s profiling of Barnet Homes customers²⁶ to explore their potential for channel shift.

Key findings from this profiling include the following:

- 54% of Barnet Homes customers belong to the three lowest income segments with income <20K per annum;
- 25% are unskilled and semi-skilled manual workers;
- 36% of Barnet Homes customers are in the ‘Lagging Behind’ digital group - they are *very unlikely* to transact online or be convinced to do so in the future without additional support;
- 40% of customers are in the ‘Follow The Leader’ group - those customers *adapt slowly or have limited technological capability*; and
- The proportion of Barnet Homes customers in the ‘Online Trendsetters’ category is lower than across Barnet as a whole, which suggests that Barnet Homes customers are *less connected* when compared with the rest of the borough.

However, the profiling also shows that:

- When compared to the total Barnet population, Barnet Homes customers are *more* likely to use social networks (Facebook, Twitter, etc.) and,
- The likelihood of having a smartphone is also *above average* with almost 75% of customers likely to have one.

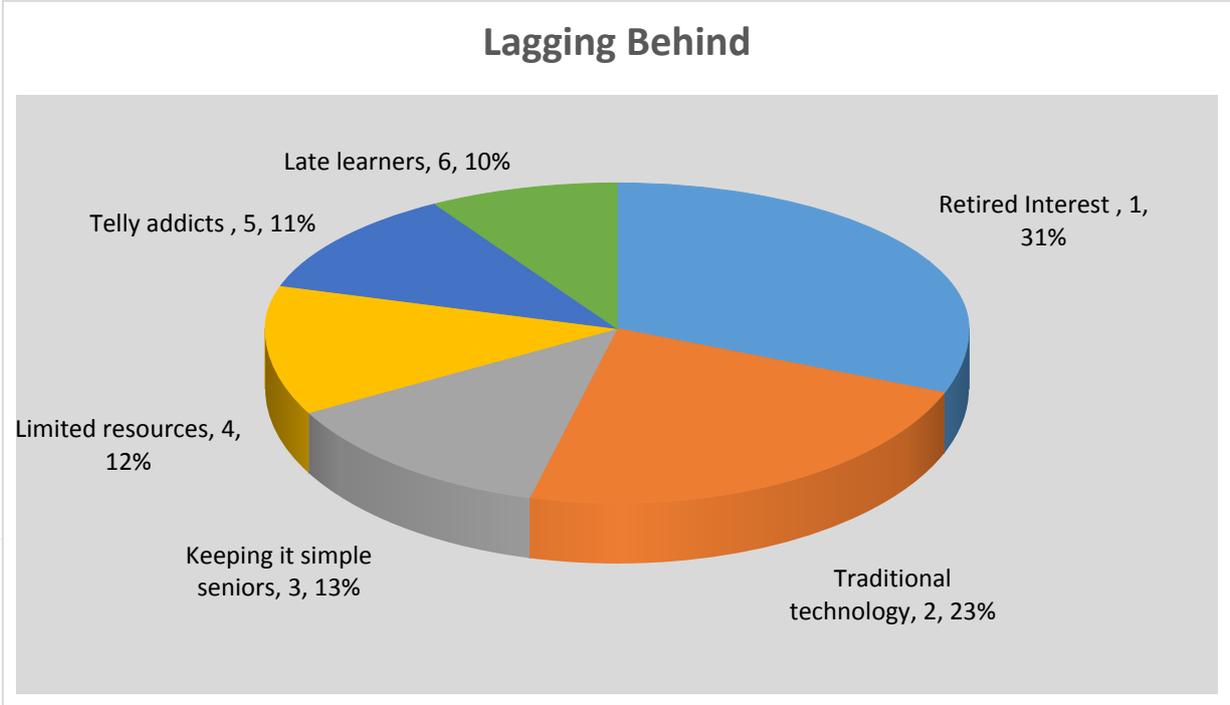
The example above shows the potential of profiling to help us make fewer stereotypical assumptions about service users’ digital capability - a common hazard in channel shift – and recognise that even

when customers may appear to lack digital skills, they may in fact be amenable to some specific channels, such as smart phones (which we know are far more prevalent amongst lower income groups than are landlines).

The DI implementation plans need to make use of Barnet’s customer segmentation to supplement the existing evidence base for digital transformation and digital inclusion.

4.1.4 The ‘Lagging behind’ segment

The group of people that fit under the category ‘Lagging behind’ are identified as the group most vulnerable who require high levels of support for digital engagement. ‘Lagging Behind’ is defined as residents that neither have the need, or the desire, to learn new ways of doing things. For the most part they are content using traditional means to access services. This group represents 19% of the Barnet population and is another customer group well worth detailed investigation. Below is a breakdown of the sub groups that make up the ‘Lagging Behind’ group.



For an in depth definition of each of the sub-groups please refer to the Barnet digital profile assessment document. Key themes to be considered in this group are:

Social isolation

Within this group a key theme identified is around social isolation, below is a snapshot associated with social isolation within Barnet:

- Inaccessibility to public transport contributes to social isolation,
- 90 percent of the residents (total 5,572) who make up the top 20 percent of people living alone are female and over 75 years,
- Best contacted through local and national newspapers,
- Garden Suburb, Finchley Church End and High Barnet have the highest number of people who live in isolation. In comparison, elderly people who live in Burnt Oak, Colindale and West Hendon are not as isolated as they are long term residents and have strong ties with the communities. (Keeping it Simple and Limited Resources groups may fit here),

- Potential hot spots of social isolation will be Garden Suburb, Mill Hill and Edgware which will experience the largest increase in female elderly population in the next decade.

Age is not the only indicator

- The most digitally excluded group in Barnet are those above the age of 50 years, more than half are female, nearly half have an income of under £25,000, are long term residents and a third are affected by social isolation.
- This group has a mixed skills set. It seems that those residents who engage with digital technology from this group have a 'light' level of engagement mainly for staying in touch with family and friends, research and communication.
- This group is projected to grow in the medium to long term and the needs are expected to become more complicated as people live longer, are better supported through advancements in health and medicine, and have multiple long term conditions like dementia, diabetes and depression. However this does not have to mean that the proportion of this group who are digitally excluded also need to grow – with the right digital inclusion interventions this group could become less digitally excluded over time
- The policy landscape is changing especially in relation this age group. Future services are expected to be:
 - less standardised and more personalised;
 - more transparent about the choices residents have through information, advice, guidance and a local offer;
 - much more integrated in terms of delivery of health and social care services; and
 - focused more on prevention and early intervention to support independent living better.
- Income is already an issue within this group and this issue is likely to grow with the welfare reforms coming into effect. Any digital inclusion work will also support the changes being driven by the implementation of Universal Credit which will also require a shift to digital by default.
- The next generation who move into this group may have a different set of conditions related to their lifestyle and public health issues like diabetes and obesity.

4.1.5 The potential in the “Follow the leader” group

At 41% the follow the leader group is the largest segment of the Barnet population and has considerable scope for increased digital take-up if we can win them over and offer some transitional assisted digital support.

Key characteristics:

- Young and middle aged group make up nearly half of Barnet’s population. They appear to have differing levels of incomes and money does matter to this group. They are settled residents in Barnet.
- Appear to have a sound understanding of using the various tools available on digital like entertainment and research. Given the pressures on income, they seem to be resourceful in the sense that they use the internet to make smart decisions about how they use their money.
- They are motivated by a range of factors including socialising, supporting a convenient lifestyle, entertainment and possibly the free/cheap resources that are available.
- This group is prone to long term health conditions if they are not living a healthy lifestyle.
- Some of this group may not be as engaged in digital technology due to lack of affordability and also some level of risk averseness.

- Opportunity to support this group better with better access to digital technology in community settings.

While this group does have some barriers to going online it also has huge potential to channel shift if offered the right motivation. However, as yet little is known about the motivations and potential behaviours of this important group, and we recommend further research in order to better understand it.

4.2 Which groups need to be the focus of the Barnet Digital Inclusion strategy?

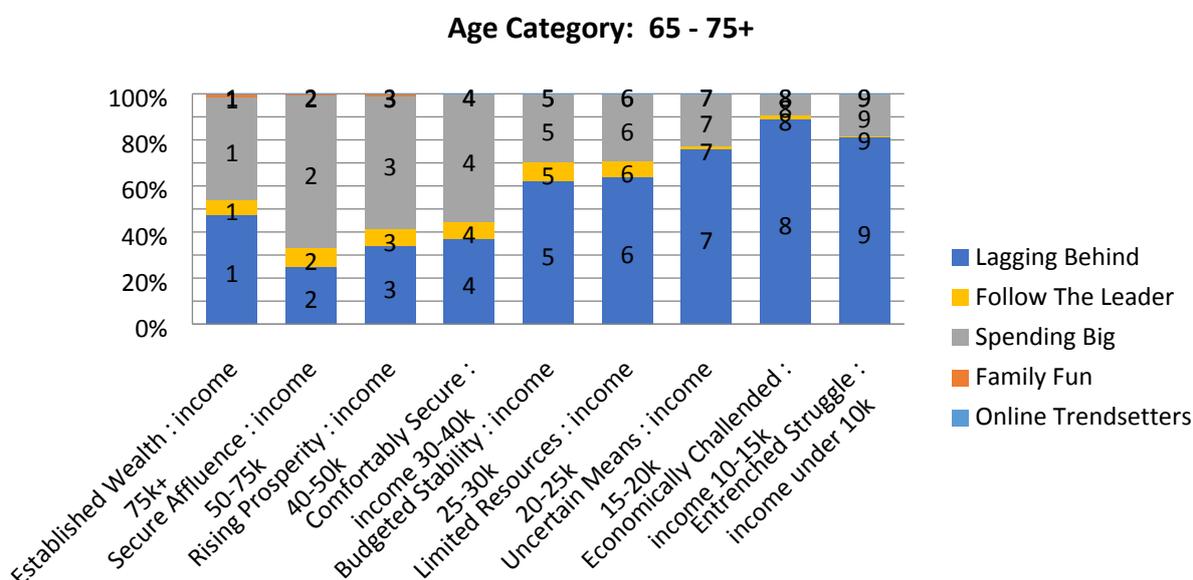
When we combine the conclusions of the EIA and the customer segmentation insight work we can isolate the following groups as needing support in order to move them from being digital excluded to digitally included:

- Older residents
- Residents with a learning disability or a communication disability
- Lower income families and individuals for whom affordability is a major issue

4.2.1 Older residents

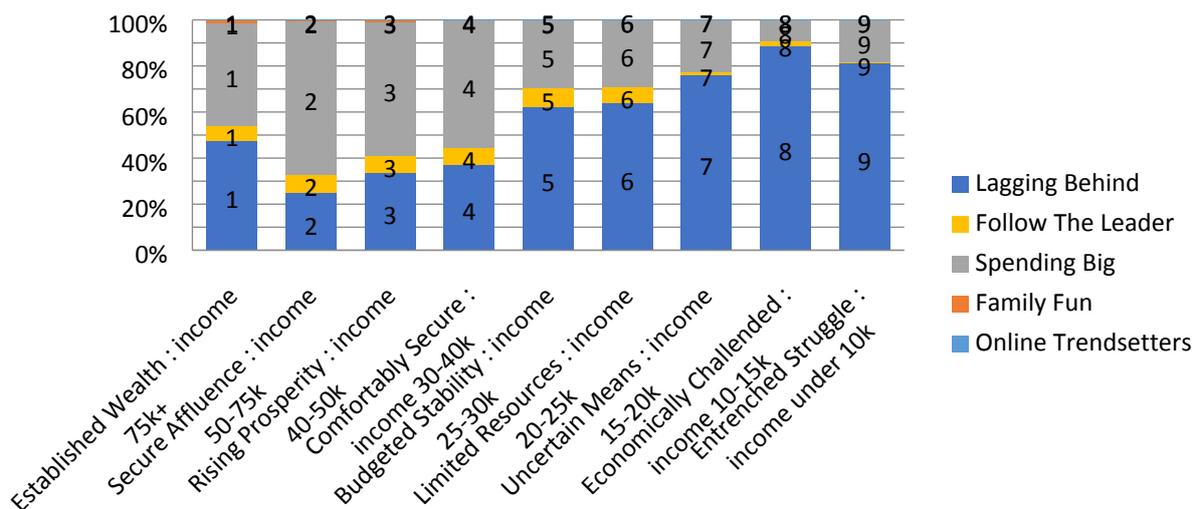
While this was not true a few years ago you cannot assume someone is not online simply because of their age²⁷. While internet take up does reduce in the over 75 group factors such as affordability, trust and motivation are more likely reasons for DI in the older population than age.

When we drill down further in the older residents group we see as you would expect there is a correlation between 'lagging behind' residents and lower income groups. In numerical terms this puts approximately 22,000 older people in the lagging behind group. When we exclude residents aged 75+ this halves to approximately 11,000 residents.



²⁷ OFCOM's Communications Marketing report : http://stakeholders.ofcom.org.uk/binaries/research/cmr/cmr16/uk/UK_Internet.pdf
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Age Category: 65 - 75+



4.2.2 Residents with a learning disability or a communication disability

Ensuring that the design principles outlined in the CAS is essential to meeting the needs of this group. In order to meet the need for residents in this group who are already known to the Council specific plans will be included to support them as part of the channel shift process.

By giving the DI Programme a role in working with the equalities team to ensure that these design principles are brought to life we mitigate against the risk of this group being left behind.

4.2.3 Lower income families and individuals for whom affordability is a major issue

Affordability issues can be mitigated by ensuring availability of free wifi in public places as well as in libraries and other civic spaces. Other authorities have further mitigated this issue with free or subsidised wifi being available via housing schemes for tenants. However, as has been shown by the Barnet Homes case study many people in this group will have a smart phone and so adopting a 'mobile first' approach to web design will further mitigate impacts for this group.

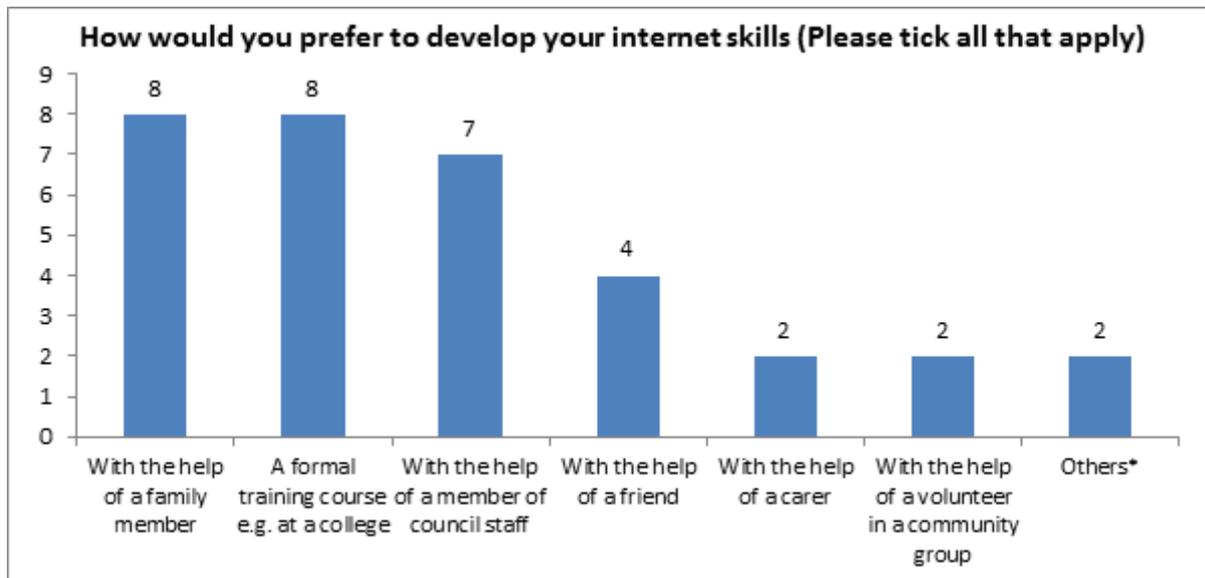
Once affordability has been addressed then this group are well placed to channel shift.

4.2.4 Meeting the needs of residents with complex lives

There is a further category of resident for whom digital inclusion is part of a more complex level of need. Anyone who is homeless or has is being supported by multiple government agencies for example will have additional difficulties which are beyond accessibility, affordability or digital literacies. The digital exclusion of this group is significant but the Council is best served by addressing this issue in the round with other interventions and support. Some people will need more hand holding support to organise their information and do more online. To address this, staff working with these groups should be part of the digital inclusion training with further support designed as needed.

4.3 Understanding how people want to be supported

The public consultation about the CAS in the early part of 2016 asked residents about their preferences with respect to developing internet skills. Of the 67 respondents who answered whether or not they would like to learn more skills for using the internet, 40% responded yes and 60% responded that they would not like to learn more skills for using the internet. Twenty-five respondents then answered how they would like to develop their skills:



*Comments under "Others" included "being unable to afford college fees" and family and friends being too busy to offer help.

The Council also ran a session with the group Inclusion Barnet on 19 April 2016, which is a peer-led organisation that promotes accessibility for disabled people. It involved obtaining feedback about the Council's move towards digital self-service from around 20 residents with a range of different disabilities, both physical and learning. The majority of these participants were active internet users, particularly of social media and the mobile messaging app WhatsApp, and particularly via tablet/mobile devices rather than desktops or laptops. Of those who currently did not use the internet, there was a general willingness to be taught how to use it, and the recognition that it could make their lives easier and improve accessibility.

The full consultation results were published and reported to Policy & Resources Committee in June 2016.

5 Proposed interventions and the role of partners

In creating the recommendations for interventions, the Digital Inclusion Strategy makes some key assumptions:

1. At each stage the ambition is to minimise residents' dependency on additional support and encourage people to become 'digital customers';
2. The intention is to develop residents' digital confidence more generally and not simply enable them to interact with Barnet services, although this immediate priority of the CAS must be met;
3. Frontline staff are a vital element in any digital inclusion strategy and that it's important that they are confident users of the technology we want service users to switch to
4. Where possible interventions should support cohorts of residents that cut across multiple service areas;
5. The intention is to work with partners in preference to delivering digital inclusion interventions ourselves; and
6. Each DU will require its own digital inclusion plan which will make use of interventions which are supported centrally as a whole Barnet digital inclusion programme. This process will begin with the services which have been identified by the CAS as being suitable to shift to self-service delivery and prioritised through the Customer Transformation Programme.

5.1 Creating a Digital inclusion Programme

For Barnet to succeed in its ambitions to be digital by default it is important that digital inclusion and enhanced digital literacy for all become part of the fabric of the council. In order to achieve this it is proposed that a digital inclusion Programme be created which will run alongside the CAS in order to:

- a) develop digital inclusion plans specific to individual Delivery Unit's online services and customers
- b) Provide and monitor interventions with specific cohorts of service users based around their needs
- c) Work with the main CTP programme in order to ensure that digital inclusion is central to the work being done to reach our 2020 vision
- d) Ensure that the investment in digital inclusion enables the successful implementation of the CAS and other commissioning strategies
- e) establish a sustainable model of support, where possible utilising and strengthening the existing Barnet ecosystem
- f) Ensure that the equalities impact assessment (EIA) for the CAS is kept up to date and monitored

As part of the impact assessment of the DI work the DI Programme should develop key measurable indicators for DI which will allow it to identify and plan for its own redundancy when DI targets are met.

Given the scope of the objectives outlined here it is recommended that the Programme should sit within the Council strategy team to co-ordinate, with a high level of input from Customer Services and Information Management. The approach of the Programme should be to develop a partnership approach with different agencies, and to look at various models of commissioning, for example encouraging partnership of consortium bids.

5.2 Working with the CAS

The CAS is succeeding in putting in place a comprehensive structure for driving digital self-service. ²⁸

Since the publication of the CAS, a series of customer service principles have also been proposed in the CAS business case to guide the delivery of technical and business solutions. These are as follows:

Easy and Engaging	<p>The most popular interactions will be easiest to find and to use.</p> <p>Customer solutions will be location-based and personalised where applicable</p> <p>The council will enable and help the customer to self-serve rather transacting on the customer's behalf</p> <p>Forms and applications will collect just enough information to provide the service and give feedback</p> <p>Web content will be Concise, accurate, task-focused</p>
Connected	<p>Delivering integrated high volume transactions – minimising system to system re-keying</p> <p>Key customer journeys will be excellent end-to-end</p> <p>The council will not ask for copies of evidence that it already has</p> <p>The solution will work towards integration with central government (including gov.uk verify and direct interaction with the DVLA.)</p> <p>Customers will be proactively alerted to issues that affect them to eliminate enquiries</p>
Prioritised	<p>The council will focus on delivering excellent and simple content and customer journeys for the highest volume transactions or transactions that lead to the most expensive demand on council services</p>
Trustworthy	<p>The council's solutions and services will set and meet clear expectations on what will happen next.</p> <p>Requests will never disappear into a black hole; residents will be updated by their preferred channel (email, text, social media)</p>
Mobile	<p>Design mobile first; location aware where relevant</p>
Inclusive	<p>Proactive in supporting those unable to interact digitally</p> <p>An enabler to Ecosystem working</p>

Each one of these demonstrates a clear focus on digital inclusion, and **DUs should be given them as part of planning their own digital inclusion action plans.** These plans will be central to ensuring that digitally vulnerable groups are identified and supported as part of the channel shift process.

Earlier in this strategy we presented a list of some of the most commonly used digital inclusion interventions and many of these are already designed in as part of the CAS. Although doubtless not exhaustive, when combined with the design principles above, they represent a variety of good practice solutions currently employed in customer-facing organisations of all kinds -

- **The telephone contact centre** as a key mitigation for digital exclusion. It already offers a service for vulnerable customers, whereby customers are flagged as 'needing

additional support' and can access a separate phone line with a different messaging and routing.

- **Supportive technologies, such as web chat and automated telephony**, to increase user confidence and encourage them to remain in the digital channel;
- **Use of Social media** to extend the range of channels where the Council has a presence; currently the Education and Skills delivery unit aims to better communicate with young people (who may not have enough credit on their mobile phones) through social media.
- Making best use of **new or existing council, partner and community assets** such as libraries and community hubs where varying levels of digital inclusion support can be provided at convenient local venues;
- **More 'joined up' local services with partner organisations** who share common goals and contribute to shared customer outcomes (e.g. Barnet Council, our partner service providers, NHS, Jobcentre Plus, Registered Social Landlords, Police, Education Sector, and so on), taking a more integrated approach to service delivery and developing joint solutions;
- **Better use of libraries and community hubs** to deliver digital literacy and support at the same time as helping people use services
- Our planned, **targeted Council face to face support** for services such as homelessness and housing need, where we can provide help with, for example, online form completion; and other digital processes; and
- Making digital services as **simple and accessible as possible via a touch-screen device** such as a tablet/iPad/large smartphone.

The DI Programme will work with DUs to:

- 1) Discuss any current digital inclusion interventions and use these as the basis for individual service action planning
- 2) Ensure planned interventions align with estimated digital group breakdown (i.e. Digital customer/Digital with Assistance/Digitally Excluded) and service characteristics.
- 3) Ensure local and national best practice is reflected in DU action plans
- 4) Estimate suitability of all service areas in terms of the 2020 digital by default vision and map milestones towards individual digital channel shift goals.
- 5) Accelerate use of social media and web chat from the Customer Contact centre in order to enhance the assisted digital offer

5.3 The role of Council staff, members and partner staff

The role that members and staff can play in encouraging residents and service users to go online should not be underestimated.

Members are community leaders, with extensive knowledge of their local area, and the best way to reach individuals who are digitally excluded, and the DI Programme must utilise their knowledge and connections if it is to be fully effective.

Consultation with DUs concluded that we cannot be confident that staff have the degree of digital confidence required in order to deliver on this opportunity. As part of the digital inclusion programme we recommend a staff engagement workstream which will help build digital skills with staff and partners in order to ensure they are actively advocating digital channels to residents.

The ambition of this strategy is that we support staff to be confident users and advocates of digital channels who are able to support the shift to digital by default from personal experience rather than referring service users to third party training in every instance.

5.4 Matching interventions with key customer groups

We outlined above the key customer groups likely to be in need of targeted digital inclusion support. Each of these groups will still require assisted digital options outlined above, however the purpose of the digital inclusion strategy is to minimise the need for this over time.

It follows that specific digital inclusion interventions need to directly address the needs of these groups. The table below highlights the requirements of each of our identified groups with respect to the five digital exclusion drivers we identified at the start of this Strategy:

	Older Residents	Residents with a learning disability or a communication disability	Lower income families and individuals for whom affordability is a major issue
Digital literacy and skills	<ul style="list-style-type: none"> Requires access to suitable face to face training. Consider use of mentoring and peer support as well 	<ul style="list-style-type: none"> Requires access to suitable face to face training. Consider use of mentoring and peer support as well 	<ul style="list-style-type: none"> Requires access to suitable face to face training
Accessibility	<ul style="list-style-type: none"> Requires us to add digital access to our needs assessment 	<ul style="list-style-type: none"> Ensure that services are designed with this group actively involved 	<ul style="list-style-type: none"> N/A – though use of plain English is of big benefit to this group
Affordability	<ul style="list-style-type: none"> N/A (unless part of lower income group as well) 	<ul style="list-style-type: none"> Requires us to add digital access to our needs assessment 	<ul style="list-style-type: none"> Work with Barnet Homes and others to ensure that this group has access to affordable internet access
Motivation	<ul style="list-style-type: none"> Any training or skills support needs to be look beyond use of council services into wider use of digital Support and advocacy from frontline staff and partners 	<ul style="list-style-type: none"> Any training or skills support needs to be look beyond use of council services into wider use of digital Support and advocacy from frontline staff and partners 	<ul style="list-style-type: none"> Any training or skills support needs to be look beyond use of council services into wider use of digital Support and advocacy from frontline staff and partners
Trust	<ul style="list-style-type: none"> Skills content needs to address concerns in this area 	<ul style="list-style-type: none"> Skills content needs to address concerns in this area 	<ul style="list-style-type: none"> Skills content needs to address concerns in this area

On the basis of the above analysis, the interventions we propose are consequently fairly straightforward:

1. A programme of suitable skills and literacy training which is aimed at the needs of specific cohorts;
2. Focus on ensuring that lower income residents have access to affordable internet access – this to be developed in partnership with organisations such as Barnet Homes or Genesis; and
3. Inclusion of digital access in our needs assessment for other council services

Learning from national best practice in this area, it is our strong recommendation that the programme of digital inclusion support is best provided via partners rather than directly by the Council.

Note - as before the 'Follow the leader' group are slightly different in that they not only require access to the right information, but also active marketing of online services in order to support them making the shift. This is arguably not the role of the Digital Inclusion Strategy but as some of the 'Follow the leader' subgroups do have inclusion needs, it has been included here.

5.5 The role of partners

Given that digital inclusion is widely seen as a community and social issue, beyond the limited sphere of the Council and our individual service users, it's not surprising that the role of delivery partners features so highly in the interventions list. Our partners can help in two main ways:

- Use their current contact to provide support and advocacy for residents to help them become digitally active; and
- Provide specific training and support focused on agreed target audiences.

Designed well, partner organisations have the clear potential to provide the programme of skills and literacy training, the need for which has been identified above.

The CAS EIA also placed much focus on the need for Barnet to do the following in the context of the working with partners:

- Identify sources of funding – e.g. there is funding available for some excluded groups to support on-line access and IT skills, and this be further explored as part of the Digital Inclusion programme;
- Encourage partnership working within the sector – for example, Age UK runs a digital literacy class which is over-subscribed; and
- Develop staff and community digital skills - identify those staff and community volunteers who would benefit from more digital skills training, so that they in turn can support service users and support skills transfer.

In the course of the research for this strategy a number of relevant partner activities were identified and are shown in the table below:

5.5.1 Potential local partners for DI support

Who	Location	Remit / Target audience	Support online	Free wifi	Facilities with PC
One Housing		People on low income	Yes	1 hour free	Yes
Network Housing		Older / vulnerable people	Yes	Yes	Yes
London Strategic Housing		Key workers in social care and students	Yes		Yes
Octavia Housing		People on low incomes	Yes		Yes

Peabody Trust		Large HA in London	Yes		Yes
Age UK Barnet		Charity supporting older people to live independently	Yes		Yes
Libraries X 14		Broad based	Yes	Yes	Yes

This list is a good starting point for the digital Programme to build on in the course of its work.

The profiles of Barnet’s different digital groups suggest that there could potentially be a wide range of creative partnership opportunities across organisations in the VCSE, cultural, public and private sectors in Barnet. In addition, given the digital talent which already exists amongst Council residents, this could be a prime opportunity to develop different kinds of roles for residents to participate and ‘get involved’ in the transition of the borough into a digital borough. Some examples of this are as follows:

- Younger adults confident in using digital technology could participate in work based volunteering schemes to support less confident digital groups in the borough;
- residents could be certified as ‘digital residents’ after undertaking training for a mentoring and volunteering scheme to support the digitally excluded groups; and
- An informal digital peer to peer support network could be designed for a group such as ‘Lagging Behind’ and ‘Spending Big’ groups providing regular offline and online masterclasses to develop capabilities.

The Digital Inclusion Programme should be responsible for ensuring Council collaboration with partners and making sure that there are opportunities for residents to get involved as a core element of this strategy. In order to deliver this work a small budget will be needed to support and accelerate the work of partners in this area.

We explore two areas of partner working in more detail as follows.

5.5.2 Providing advocacy and support

As DUs clearly recognise, there are a large number of practical opportunities for working closely with other public sector bodies in Barnet. For example, two Barnet teams are currently demonstrating this in their work with the Burnt Oak Opportunity Support Team (BOOST) and the Welfare Reform Programme. BOOST provide one to one assistance to help residents complete online application forms and can refer users to digital and other training at Barnet Southgate College. The Welfare Reform Programme provide one hour of support for all users and motivation training with elderly which will include basic digital skills. Users of these services mostly have smartphones so are proficient at social media but lack digital skills for employment or accessing services using online forms.

Housing associations are another prime example. Many of Barnet’s housing associations, such as Network Housing Group and the Octavia Group, provide computer facilities, limited free wi-fi and support to complete online applications. In addition to supporting access, One Housing Group help people to get work and become independent. There is great opportunity to build upon their current offer to enable access and include learning digital skills as part of their housing design and support. With housing groups offering their own online portals to manage their interactions, it is important that the Council considers integration during service design. Simpler digital access routes to council and housing association services can encourage less confident users.

In addition, in terms of Adults’ and Children’s Social Care, Barnet Mencap, the leading voluntary organisation for children and adults with learning disabilities and their families in the borough, may offer another opportunity for providing joined-up and effective digital inclusion support for vulnerable residents.

Building up a picture of all the current partner offerings within Barnet suggests there are a good many individual instances of digital support, but these don't yet constitute an optimal, integrated model which has at its heart the goal of ensuring all people in the borough maximise their digital potential and benefit as much as possible from all that digital inclusion can bring.

5.5.3 Providing access to skills and training

It's a challenge for any local authority to identify and create effective working partnerships with local organisations offering digital support. Developing a core digital inclusion partner and utilising their networks, knowledge and experience will allow us to reach those in need in a shorter timeframe. Organisations such as Tinder Foundation, Doteveryone and Social Media Surgery are well established in supporting, funding and delivering this kind of work. The Tinder Foundation are already funding Get mobile - make IT work for you in Barnet Libraries while Doteveryone is doing projects in Croydon and Lewisham which would provide a useful starting point for Council.

One of the benefits of identifying a core partner for this work could be to engage them to work to 'train the trainer' and work with our advocacy partners to ensure consistent messages and access to information. This provides the additional benefit of increasing digital literacies within the wider ecosystem of Barnet and will also support the delivery of the community participation strategy.

Given the focus on older people in this strategy then a proven track record of supporting older people to get online would be an important criterion in partner selection.

This strategy should be aligned with the community participation strategy, and involve work with a core digital inclusion partner to shape and deliver a programme of digital skills interventions.

6 Creating the operational plan

Implementing the DI strategy will happen in two phases:

1. Creation of the DI Programme and identification of a national partner in order to support staff development into the role of digital champions,
2. The creation of specific DI plans, as part of the CAS, to support channel shift activities which will identify support required for digitally vulnerable groups.

6.1 Creation of the Programme

It is envisaged that the Programme will be drawn from existing staff who will be seconded to focus on this work. The team will comprise of:

- DI coordinator who will work with the DUs and the national partner to define activities
- Project manager to support the DI coordinator
- Communications and engagement support in order to ensure that the work being done is widely promoted and success is celebrated

The team will also be responsible for seeking out additional sources of funding for this work, for example via the UKOnline future digital inclusion funding programme²⁹. The Programme will also work with Barnet suppliers and other businesses active in the Borough in order to connect to corporate social responsibility funding and volunteering activities in order to further extend the digital inclusion programme.

6.2 Alignment with other activities

Both the Community Participation Strategy and Entrepreneurial Barnet aim to encourage local businesses to support local projects. This is realised through the creation of online self-assessment tools and guidelines for businesses to promote and by providing examples of projects to support, and through outreach with larger organisation to identify specific areas of interest and common goals. This work stream could support the DI strategy by signposting local businesses to how they can support the digital vision for Barnet. Entrepreneurial Barnet is also developing the council's broader approach to becoming a 'Smart City' and supporting investment in technological solutions that improve lives for residents, workers and visitors to Barnet.

By situating the Programme in the strategy team we can align this work to ongoing council activities. For example, The Council will be undertaking a review of the Local Infrastructure Contract to be delivered from 2018/19 onwards. The contract will stipulate the local support which is required by the voluntary, community and faith sector in Barnet. In order to inform this contract, research will be carried out in Autumn 16 to Spring 17 to identify the needs of the local sector. This will be an opportunity to review the current capacity of the sector to support the DI inclusion strategy, and where there are opportunities to support the sector to achieve this.

²⁹

<https://www.ukonlinecentres.com/funding/future-digital-inclusion-funding>

6.3 Identifying a national partner

The national partner is proposed in order to provide access to relevant up to date resources and best practice. There are a number of charities working in this area who would be able to support Barnet. The two most recognised of these are:

- Tinder Foundation
- Dot Everyone

These partners would be asked to work to support local partners as well as residents directly in order to build capabilities within our partners in parallel with the ambition around increasing staff capability with respect to digital which is outlined in this paper.

The table below shows a comparative overview of both organisations:

	Tinder Foundation	Doteveryone
Background	<ul style="list-style-type: none"> • Registered charity • Established 2011, rebranded Tinder 2013 • Based in Sheffield • Funded from a mix of public, private and third sectors, including Department for Business, Innovation and Skills 	<ul style="list-style-type: none"> • Registered charity • Merged with Go ON UK in 2016 • Based London
Focus	<ul style="list-style-type: none"> • Digital inclusion, community learning and tackling social challenges through digital. • National network of delivery partners • Helped 1.8M people to learn digital skills 	<ul style="list-style-type: none"> • Prototyping new digital products and services for NHS and others • Addressing the gender gap in tech • Digital literacy partnership programmes
Resources	Manage / support the UK Online Centres network of 5,000 centres with materials Learn My Way learning platform – variety of materials/resources tackling key barriers e.g.: <ul style="list-style-type: none"> • English my way – community-based • MyComputer MyWay – usability tips for variety of impairments / disabilities 	Doteveryone Campus – prototyping / design team uses an agile approach: <ul style="list-style-type: none"> • create digital tools and services • scale and hand over to partners
Clients / Partner	Widening Digital Participation programme with NHS England Reboot UK project: funded by Big Lottery and delivered with partners Mind, Homeless Link and Family Fund JobCentre Plus, HMRC, Barclays, BBC – programmes on digital inclusion / digital champions	Argos, BBC, Big Lottery Fund, BT, Google, Lloyds Banking Group, Sage (partners / clients) Go ON Lewisham – programme for 67,000 residents lacking basic digital skills plus 22% of small businesses Go ON Croydon – acted as a broker between Council and funders

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Criteria for appointing a national partner should include:

- Availability of online materials that can support residents as they develop their digital skills
- Ability to provide a programme for staff to develop them as digital champions
- Experience in running face to face courses and support for digitally vulnerable groups

It is expected that these national partners will work in conjunction with local partners who are already providing digital literacy support in the Borough. It is also expected that partnering with a national organisation should also help us to secure additional funding for this work.

6.4 Supporting the CAS and creating DI plans

The primary purpose of the DI strategy is to support the CAS in ensuring that services identified as being piloted as self-service only will continue to meet the needs of residents who are digitally excluded.

The table below shows how this work interfaces with the CAS plans over time:

	To end 2016	Jan – Jun 2017	Jul-Dec 2017	Jan-Jun 2018	Jul-Dec 2018
Refreshed Web	 ASC Web pilot sprints	 Web navigation, content and search	 Intensive Web Improvement Sprints (project). Create web team	 Continue improvement through BAU web team	
Enhanced My Account		Phase 1 Core new account, waste & problem reporting	Phase 2 Improve Parking, Library; new council tax services; ASC; Trade waste; webchat	Phase 3 Benefits, Licensing, Housing Portal integrated for rent & repairs	Phase 4 Business Account; Planning services
Digital Inclusion		Strategy preparation and planning	Commission DI Partner Create DI plans and staff Design interventions (staff and resident) Deliver initial interventions	Delivery of Digital Inclusion interventions	Assess results and refine offer Transition Digital Inclusion to steady-state partners (third sector)
Business Change / Self-Service only services		Alignment of non-Coventry contact centres			
External Dependencies	Programme Initiation gateway	Programme Continuation gateway			

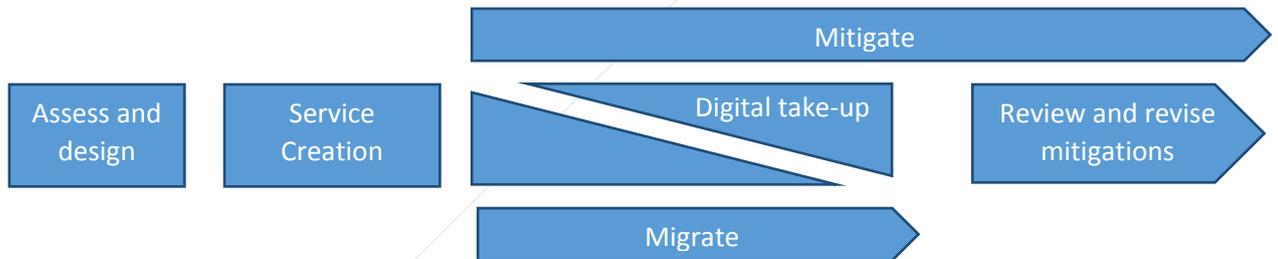
While some common sense exclusions can be made (for example it can be assumed that few if any older residents will be using the schools admissions process) the objective of this strategy is to:

- Ensure that mitigations are in place for each of our digitally vulnerable groups for each of these services
- Use this process to create an approach which can be used to support more extensive channel shift activities

It is therefore proposed that in migrating services to digital by default or digital-only provision, the Customer Transformation Programme should follow the process outlined in the diagram below. The delivery unit, supported by a DI project manager within the CAS team:

1. Assess the communities who use or require the service, informed by the segmentation and analysis undertaken by the DI Programme and delivery unit participants. This analysis will identify the digital inclusion impacts and recommend an appropriate response

2. Create / establish the new service, including all channel elements (online, telephony, face to face) and inclusion support elements
3. Deliver a service migration journey, including a series of communications, nudge and progressive withdrawal of non-preferred channels. Each change or stage in the migration journey will be underpinned by entry criteria and DI requirements
4. Finally after completion of the project and migration activity, periodic reviews will be scheduled through the Programme to ensure the migrations are varied based on experience and lessons learned.



The focus at Stage 1 will include determining:

- a. **Which communities / cohorts require this service**
- b. **Where existing services can give us guidance on potential take-up and approaches.** For example, the DVLA's online vehicle excise process does evidence that most or all drivers have now found a successful way of working online with at least one Self-Service only service.
- c. **Any DI needs within those cohorts and where possible the nature of their exclusion based on the 5 factors described in section 1**
- d. **What digital inclusion consequences can be expected from migrating this service to Digital by Default or Digital Only provision?**
- e. **What features should be established in service creation that will mitigate those consequences.** This may include establishing any, all or none from the range of possible digital inclusion interventions: providing face to face support, providing support through the voluntary sector / Barnet ecosystem, providing special telephony or other support for Customers with additional support needs. Critically this phase must also propose how individuals requiring additional support can be identified in the context of the service under consideration.
- f. **Success criteria for each stage of the journey.** This will include the above-mentioned entry criteria.

The specific support needs of the affected digitally vulnerable groups will be identified via this process. By developing these plans in parallel the DI Programme will be able to identify the resources required to support the digitally vulnerable groups and ensure that appropriate mitigation is in place across the whole programme.

6.5 Measuring the benefits of this work

The main purpose of this strategy is to support the Council's plans to be digital by default by ensuring that no residents are excluded from services as a result, and hence helping release the substantial savings offered by this route. However DI as has been shown by this strategy can bring considerable

benefits beyond simply enabling channel shift. These are more difficult to track as they relate to individuals and their families in many instances.

While the overall level of digital inclusion has been clearly identified in this strategy, targeting individual residents is more difficult. It is intended that part of the role of the digital inclusion Programme will be to fill this data gap and monitor development of digital inclusion across these groups in order to measure the benefits delivered by the DI strategy.

A range of indicators will need to be tracked including:

- Reach of the DI interventions
- Take up of new services
- Reductions in use of assisted digital options on target services
- Measurement of social and financial impacts on digitally vulnerable groups

The DI Programme will create an impact assessment plan to support this strategy and will work with DUs in order to develop data collection mechanisms to enable tracking of these benefits.

7 How are we going to get there? Overview of recommendations and next steps

7.1 Recommendations

While focused on the CAS and the immediate need to support channel shift objectives the digital inclusion strategy should be implemented in such a way as to ensure benefits for the whole Barnet ecosystem. In order to do this it is recommended that Council should establish a digital inclusion Programme which will:

1. Identify and work with a single national as well as local partners who can provide support for DI activities
2. Work with these partners to develop training and support materials which can be used to by both staff and residents
3. Support the Customer Transformation Programme work in order to ensure that digital inclusion continues to be a core design principle
4. Work with delivery units to develop digital inclusion plans aimed at their specific staff and customer groups
5. Work with the community participation team in order to ensure that the DI work for CAS has wider social benefits
6. Work with the Entrepreneurial Barnet team in order to ensure that the DI work for CAS links to the Council growth agenda
7. Explore opportunities for external funding for this work – both for Council and for partners
8. Develop an impact assessment framework and ensure data collection is in place in order to measure the progress of the programme
9. Ensure that the CAS EIA is kept up to date and that progress is monitored by the DI Programme

Further to these recommendations it is also suggested that the CAS adopt a 'mobile first' approach to the website, going beyond the current responsive design approach, in order to accommodate the fact that many digitally vulnerable residents are more likely to have access to smartphones rather than desktop technology.

7.2 Next steps

The Digital Inclusion Strategy has:

- Set out what we mean by digital inclusion in the context of customer service delivery at Barnet and the CAS vision and good practice both locally and nationally;
- Conducted a high level review of where we are now in terms of customer understanding, current service provision, and DU plans for both channel shift and assisted digital support; and
- Made a number of recommendations to support the creation of a clear Barnet digital inclusion roadmap and action plan.

The immediate next steps are proposed as follows:

1. Establish a digital inclusion Programme which will bring coordinate digital inclusion activity across the whole council;
2. Ensure that each DU has a specific digital inclusion plan which can be supported by a whole-Barnet digital inclusion programme;
3. Ensure that digital inclusion is key consideration as we redesign services as part of the CAS
4. Develop a programme of digital skills and literacy support that focuses on the cohorts identified within this strategy;
5. Identify a core partner to support this programme; and
6. Explore the opportunities for external funding for this work