

# Digital Access for All Mission Funding Proposal

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## Summary

This paper outlines a proposal to maximise the impact of the GLA's funding for the London Recovery Board's Digital Access for All mission. It recommends grant funding the [London Office of Technology and Innovation](#) (LOTI), based at London Councils, to support specific and tangible digital inclusion initiatives that have been proposed by London boroughs. Projects would be delivered by groups of boroughs, together with LOTI, the GLA and partners in the voluntary and private sectors.

## Digital Exclusion and Covid Recovery

Digital exclusion has long been an issue of concern for London boroughs. The Covid-19 period has increased the extent and severity of this problem. Virtually every aspect of life is now expected to be conducted online, from work to socialising, and from education to shopping. Those who are not online are more disadvantaged than ever.

Digital exclusion presents itself in many different ways. Someone may be digitally excluded due to lack of a device (or *enough* devices if shared with others); lack of connectivity (e.g. access to Wi-Fi or a mobile data allowance); lack of digital skills and/or confidence in using digital tools.

Other forms of exclusion may also be exacerbated online. Those in economic hardship may have reduced options for benefitting from some online content that sits behind paywalls. Unbanked individuals struggle to transact online. Language barriers hinder the use of some online services. Different physical and mental disabilities can hinder online engagement.

Addressing these problems is complex. Information about which groups of people experience one or more of these issues can be hard to find. Boroughs often lack resources to help all those in need. And even where resources are available, knowing how to reach specific individuals within a given group can be difficult.

## About the Mission

"[Digital Access for All](#)" is one of the [London Recovery Board's nine missions](#). The overall mission objective is for: "Every Londoner to have access to good connectivity, basic digital skills and the device or support they need to be online by 2025." Over the next two years, the Greater London Authority (GLA) wishes to make progress in three specific areas for this mission:

1. **Understanding needs:** How can we identify the people and places that are digitally excluded and understand what they need?
2. **Innovating in supply:** How can we maximise the provision of devices, data, skills training, funding and other sources of digital inclusion support?
3. **Connecting people with the help they need:** How can we most effectively connect those in need with the devices, data, skills, funding and other sources of support they require?

We propose that GLA funding be allocated to pay for the delivery discoveries and initiatives under each of these headings, with LOTI leading the project management.

By the end of the programme LOTI will have delivered a body of research and results which support:

- **residents**, by developing a ‘minimum access package’ based around a standardised approach to triaging digitally excluded Londoners’ needs for an essential device, data or digital skills, which can then be matched to a range of reliable and affordable support options
- **public servants and Voluntary and Community Sector (VCS) practitioners**, by giving those who work with digitally excluded Londoners easy access to quality resources and peer support on digital inclusion, including an evidence base on what works and on the range of mature interventions that can be scaled
- **businesses**, by making the evidence base on digital needs in London easily accessible and increasing the business community’s understanding of it, including raising awareness of the impact of moving to online-only channels on digitally excluded Londoners

## Proposed Approach

As we consider these three questions, it is important to note that there are many prior and existing initiatives to build on, and many organisations whose work can inform our own. For example, work by Leeds and Croydon Councils, funded by the Ministry of Housing, Communities and Local Government (MHCLG), has led to the creation of the [Digital Inclusion Toolkit](#), which is becoming a hub for useful digital inclusion resources. Meanwhile, organisations like the [Good Things Foundation](#) and [Nominet](#) have significant experience of collaborating with third sector organisations to address digital exclusion issues.

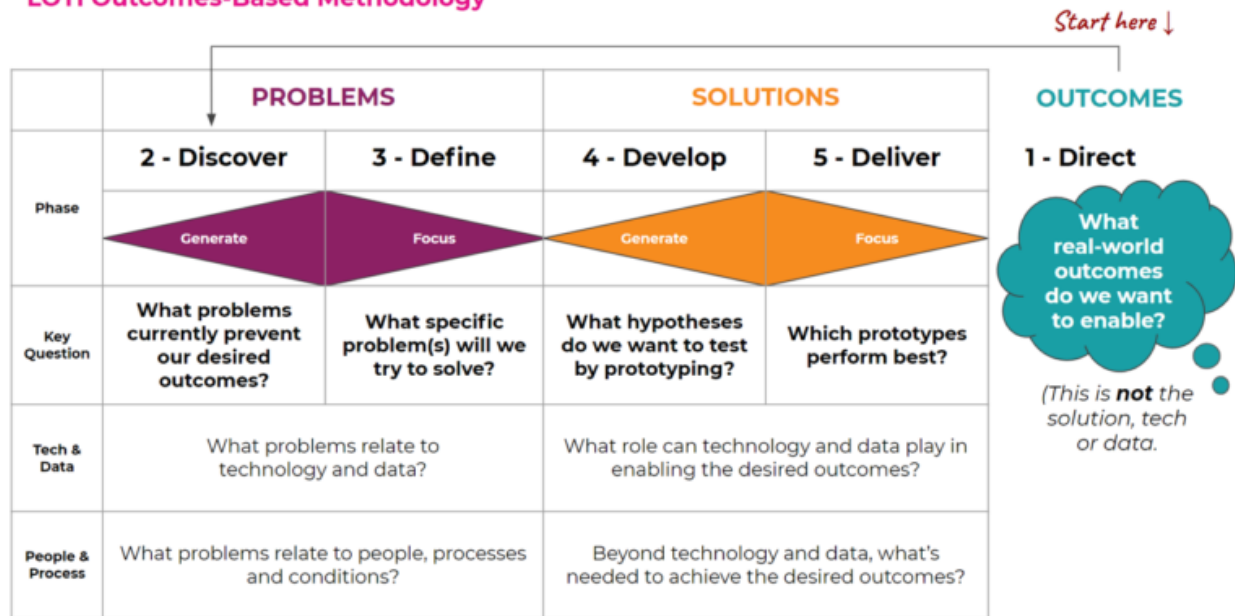
It is therefore proposed that the mission follows a four step process:

1. **Defining what outcomes we want for London** – ensuring everyone agrees what the mission should achieve.
2. **Researching what already exists** – Engaging with boroughs, voluntary and community organisations and others to see what existing work supports those outcomes. This will help identify tools, resources and examples that can be shared across London and highlight gaps where new projects are required.
3. **Design and run new projects** – These will deliver key activities to help achieve the outcomes. Activities have been suggested by London boroughs wh Many of the activities have been suggested by London boroughs, the GLA and others.
4. **Scale projects that work** – So that more Londoners can benefit from what works well.

## Projects Methodology

Projects funded under this mission will follow [LOTI's outcomes-based methodology](#), an extension of the Design Council's Double Diamond approach. The methodology is intended to ensure that all projects start by defining the real-world outcomes for Londoners they wish to achieve.

### LOTI Outcomes-Based Methodology



By starting with the end in mind, it:

- **Makes it easier to understand what problems and solutions are relevant.** Problems are those things that currently prevent the desired outcome from being achieved. Solutions are those things that enable the outcome.
- **Makes iterative design work.** Modern digital projects seek to test, learn and adapt in rapid cycles. By starting with an outcome in mind, projects can ensure this is a process of trial and *improvement* (each change steers closer towards the desired outcome) rather than endless trial and error.

The methodology also builds in explicit prompts to consider not just the technology and data elements of any problem or solution, but also factors related to people, processes and conditions. This is in recognition that, while powerful, technology and data are rarely the entire answer.

Projects will be prioritised that:

- aim to achieve outcomes that will substantially benefit digitally excluded Londoners
- clearly add value to what already exists

- build on and create strong evidence through effective design and evaluation
- have a credible route to large-scale adoption and financial sustainability.

## **Governance**

The Digital Exclusion Taskforce (DET) will serve as an advisory body for the Digital Inclusion Innovation Programme. Updates on the project will be provided at DET meetings. Mission delivery will be monitored by the GLA through the Digital Access for All mission team. The Digital Mission team report to the London Recovery Taskforce, which in turn reports to the London Recovery Board.

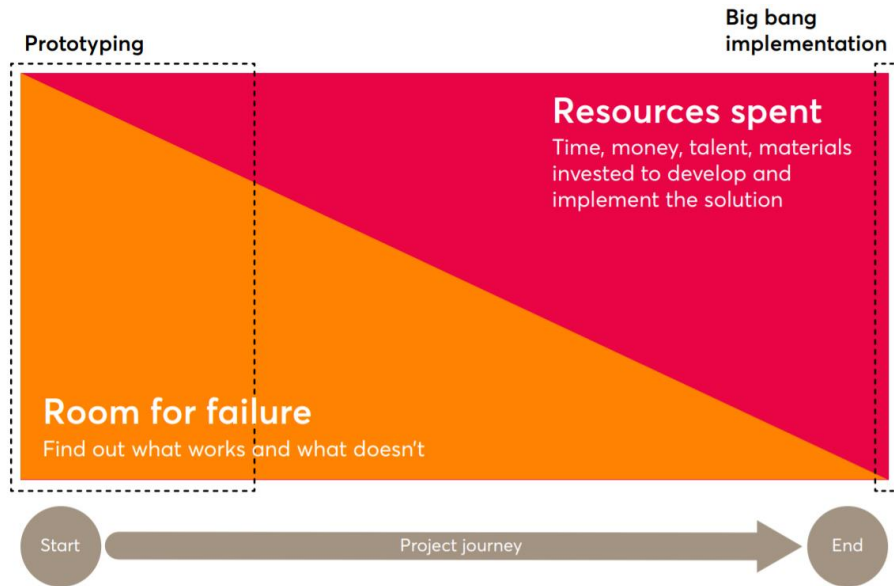
## **Engagement and working the open**

This mission will benefit from working in the open. Transparency not only holds all delivery partners to account, but also helps draw in valuable feedback and insights from others' work. LOTI will publish weeknotes, and update a [dedicated project page](#), with progress of the mission. All documents that can be shared openly will be made available online. Any toolkits, guides and project deliverables created by the projects will also be shared wider on the [LOTI resources library](#) and [Digital Inclusion Toolkit](#).

The GLA and LOTI will also strategically engage with other organisations to: learn from and build on their work (e.g. other city governments, LGA etc.); identify potential partners who can support our project goals (e.g. private sector technology providers and third sector partners); and ensure relevant stakeholders (e.g. Council CEOs) are kept informed about the results and lessons of our work.

## **Budget**

LOTI's agile, user-centred approach of discovery and iterative prototyping helps ensure that projects deliver results rapidly. It also helps financially derisk projects that operate in environments with high degrees of uncertainty. This is because errors, false assumptions and unviable solutions are spotted and adapted or stopped early. This is preferable to a "big bang" implementation, where errors may not be discovered until late in the project life cycle.



When working in this way, it is not feasible to specify an exact budget for each individual project. Instead, the mission will succeed by investing in key capabilities that enable project teams to explore, learn, adapt and deliver fast, while keeping the mission's goals firmly in mind.

**Budget**

Milestone	Description	Costs	Evidence required
1	Recruitment of Researcher and Digital Inclusion Projects Manager & charge of LOTI team time for year 1		
May 2021	0.75 FTE of LOTI Researcher	£45,000	Confirmation from Director of LOTI that the two new roles are in the process of recruitment and that the balance of existing staff time is as expected.
	1 FTE LOTI Digital Inclusion Projects Manager	£67,000	
	0.5 FTE of LOTI Programme Manager - Digital	£43,500	
	0.33 FTE of LOTI Programme Manager - Data	£29,000	
	0.25 FTE of LOTI Strategic Engagement Lead	£21,750	
	TOTAL	£205,000	
2	Programme Discovery Phase Part 1		
August 2021	Use of funds for: Domain specific research support; Project management / delivery capacity; Consultancy; Technical development; Deliverable design; Evaluation; Other legitimate project delivery expenses.	£115,000	Provision invoices showing expenses related to itemised list.  Minutes of the review meeting confirming project direction is on track.
	TOTAL	£115,000	
3	Programme Discovery Phase Part 2		
November 2021	Use of funds for: Domain specific research support; Project management / delivery capacity; Consultancy; Technical development; Deliverable design; Evaluation; Other legitimate project delivery expenses.	£115,000	Provision invoices showing expenses related to itemised list.  Minutes of review meeting confirming project direction is on track.
	TOTAL	£115,000	
4	Programme Delivery		
February 2022	Use of funds for: Domain specific research support; Project management / delivery capacity; Consultancy; Technical development; Deliverable design; Evaluation; Other legitimate project delivery expenses.	£120,000	Provision invoices showing expenses related to itemised list.  Minutes of review meeting confirming project direction is on track.
	TOTAL	£120,000	

<b>5</b>	<b>Programme Delivery</b>		
May 2022	Use of funds for: - Domain specific research support - Project management / delivery capacity - Data consultancy - Technical development - Deliverable design - Evaluation	£120,000	Provision invoices showing expenses related to itemised list. Minutes of review meeting confirming project direction is on track.
	<b>TOTAL</b>	<b>£120,000</b>	
<b>6</b>	<b>LOTI Team staff time for year 2</b>		
May 2022	0.75 FTE of LOTI Researcher	£45,000	Confirmation from Director of LOTI that the balance of existing staff time is as expected.
	1 FTE LOTI Digital Inclusion Projects Manager	£67,000	
	0.5 FTE of LOTI Programme Manager - Digital	£43,500	
	0.33 FTE of LOTI Programme Manager - Data	£29,000	
	0.2 FTE of LOTI Strategic Engagement Lead	£21,750	
	<b>TOTAL</b>	<b>£205,000</b>	
<b>7</b>	<b>Programme Delivery</b>		
August 2022	Use of funds for: Domain specific research support; Project management / delivery capacity; Consultancy; Technical development; Deliverable design; Evaluation; Other legitimate project delivery expenses.	£120,000	Provision invoices showing expenses related to itemised list. Minutes of review meeting confirming project direction is on track.
	<b>TOTAL</b>	<b>£120,000</b>	
<b>8</b>	<b>Programme Delivery</b>		
November 2022	Use of funds for: Domain specific research support; Project management / delivery capacity; Consultancy; Technical development; Deliverable design; Evaluation; Other legitimate project delivery expenses.	£120,000	Provision invoices showing expenses related to itemised list. Minutes of review meeting confirming project direction is on track.
	<b>TOTAL</b>	<b>£120,000</b>	
<b>9</b>	<b>Programme Delivery</b>		



February 2023	Use of funds for: Domain specific research support; Project management / delivery capacity; Consultancy; Technical development; Deliverable design; Evaluation; Other legitimate project delivery expenses.	£120,000	Provision invoices showing expenses related to itemised list. Minutes of review meeting confirming project direction is on track.
	<b>TOTAL</b>	<b>£120,000</b>	
<b>10</b>	<b>Programme Delivery</b>		
May 2023	Use of funds for: Domain specific research support; Project management / delivery capacity; Consultancy; Technical development; Deliverable design; Evaluation; Other legitimate project delivery expenses.	£122,000	Provision invoices showing expenses related to itemised list. Minutes of review meeting confirming project direction is on track.
	<b>TOTAL</b>	<b>£122,000</b>	
	<b>PROGRAMME TOTAL</b>	<b>£1,362,000</b>	

## Project ideas summary

These projects should not be regarded as a finalised list; rather they are indicative of the types of activity that would be explored under each heading.

Understanding Needs	Innovating in Supply	Connecting people with the help they need
<i>How might we...</i>		
Gain better visibility of which specific groups of people are digitally excluded?	How might we increase the number of devices available through the use of device recycling schemes?	Make it easier for council staff and residents to access resources, information, funding opportunities and support to help residents get online?
Use data to show the location and prevalence of digital exclusion?	Increase the number of devices available through device and data lending schemes?	Assess, design and refer packages of support tailored to the needs of specific personas?
Standardise the methods and formats for data collection on digital exclusion?	Support boroughs to use Social Value and other contract provisions to fund digital inclusion support?	Conduct pilots on new service models for borough/VCS collaboration on addressing digital exclusion.
Better understand what combination of support would meet the needs of different digitally excluded cohorts?	Scale forms of assisted digital / skills support beyond ad hoc volunteering models?	
	Create better visibility of (public sector) assets for connectivity?	

## Projects in detail

### Understanding needs

The following activities would help London identify the people and places that are digitally excluded and understand what they need.

Key activities	Organisations interested
<p><b>1. How might we gain better visibility of which specific groups of people are digitally excluded?</b></p> <ul style="list-style-type: none"> <li>• Source personas from organisations who are expert in this field, e.g. Good Things Foundation, and combine with personas identified by LOTI, local authorities and other organisations.</li> <li>• Explore what user research has been done on the problems and exclusion factors related to each persona.</li> <li>• Synthesise the results and ensure they are localised, where needed, for a London context.</li> </ul> <p><i>Builds on:</i></p> <ul style="list-style-type: none"> <li>• Personas created by LOTI, Croydon Council, RBKC and Westminster, Nominet etc.</li> </ul>	<p><i>Potential interest from:</i></p> <ul style="list-style-type: none"> <li>• Croydon</li> <li>• LOTI</li> </ul> <p><i>Recommend approaching:</i></p> <ul style="list-style-type: none"> <li>• Good Things Foundation</li> <li>• VCS orgs</li> </ul>
<p><b>2. How might we use data to show the location and prevalence of digital exclusion?</b></p> <p><i>Phase 1</i></p> <ul style="list-style-type: none"> <li>• Develop a set of risk indicators for people and places that are at high risk of digital exclusion.</li> <li>• Identify datasets that relate to those risk factors, including those held by boroughs, other public sector partners, VCS and the private sector (e.g. people who requested paper copies of 2021 Census form.)</li> <li>• Develop MVP data product to show the location and level of need across London by borough / ward.</li> <li>• Iterate on the data model to ensure it provides sufficient insights to drive meaningful action by boroughs.</li> </ul> <p><i>Phase 2</i></p> <ul style="list-style-type: none"> <li>• Develop the MVP data model into a sustainable data product, published on the London Datastore, that can always provide visibility on levels of digital exclusion in London. This may entail</li> </ul>	<p><i>Potential interest from:</i></p> <ul style="list-style-type: none"> <li>• Datastore Team</li> <li>• Westminster</li> <li>• Southwark</li> <li>• Brent</li> <li>• LOTI</li> </ul> <p><i>Recommend approaching:</i></p> <ul style="list-style-type: none"> <li>• London Data Commission</li> <li>• Civil Society Data Network at GLA</li> </ul>

<p>automating data flows and paying for some datasets.</p> <p><i>Builds on:</i></p> <ul style="list-style-type: none"> <li>● London Datastore existing <a href="#">digital exclusion map</a></li> <li>● London Data Commission</li> <li>● RBKC and Westminster data map and personas</li> <li>● Brent - identified priority areas via Citizens Online Research</li> </ul>	
<p><b>3. How might we standardise the methods and formats for data collection on digital exclusion?</b></p> <p><i>Based on the input datasets required for the data model outlined above:</i></p> <ul style="list-style-type: none"> <li>Standardise the way data on levels of digital exclusion is captured across London.</li> <li>Put in place mechanisms (e.g. robust and standardised surveys of borough leads) to gauge levels of demand across London.</li> <li>Ensure methods are sustainable and can be repeated.</li> </ul> <p><i>Builds on:</i></p> <ul style="list-style-type: none"> <li>● London Councils has asked for all boroughs to report on the scale of pupil digital exclusion by 20 January 2021.</li> <li>● The Digital Engagement Collaborative has suggested standardising datasets</li> </ul>	<p><i>Potential interest from:</i></p> <ul style="list-style-type: none"> <li>● London Councils</li> <li>● Digital Engagement Collaborative LOTI</li> </ul> <p><i>Recommend approaching:</i></p> <p>ODI</p>
<p><b>4. How might we better understand what combination of support would meet the needs of different digitally excluded cohorts?</b></p> <ul style="list-style-type: none"> <li>● Synthesise user research by boroughs and other organisations on the specific needs of different digitally excluded personas, i.e. what combination of device, data, skills and funding would meet their needs?</li> <li>● Conduct new user research across boroughs and personas to fill any knowledge gaps.</li> </ul> <p><i>Builds on:</i></p> <ul style="list-style-type: none"> <li>● User research conducted by numerous organisations.</li> </ul>	<p><i>Potential interest from:</i></p> <ul style="list-style-type: none"> <li>● LOTI</li> </ul> <p><i>Recommend approaching:</i></p> <ul style="list-style-type: none"> <li>● Nominet</li> <li>● Good Things Foundation</li> </ul>

## Innovating in supply

The following activities would help London maximise the provision of devices, data, skills training, funding and other sources of digital inclusion support.

Key activities	Organisations interested
<p><b>5. How might we increase the number of devices available through the use of device recycling schemes?</b></p> <p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li>Research the scale and quality of provision of existing device recycling schemes in London.</li> <li>Establish level of uptake and barriers to use of these schemes by London's public sector organisations.</li> </ul> <p><b>Phase 2</b></p> <ul style="list-style-type: none"> <li>Based on research, either simplify and disseminate details on best practice or develop new provision.</li> </ul> <p><i>Builds on:</i></p> <ul style="list-style-type: none"> <li>Nominet <a href="#">Reboot initiative</a> - help redistribute unused devices in your local area.</li> </ul>	<p><i>Potential interest from:</i></p> <ul style="list-style-type: none"> <li>Brent</li> <li>Barnet</li> <li>Camden</li> <li>LOTI</li> </ul>
<p><b>6. How might we increase the number of devices available through device and data lending schemes?</b></p> <ul style="list-style-type: none"> <li>Review and consolidate evidence on existing device lending schemes.</li> <li>Support pilots of library device lending schemes for residents who do not have access to a device or connection at home.</li> <li>Develop online centres in collaboration with Good Things Foundation that can provide devices and connectivity to vulnerable residents through their community networks.</li> </ul> <p><i>Builds on:</i></p> <ul style="list-style-type: none"> <li>Device lending scheme in <a href="#">Stockport</a>.</li> <li>Institute of Imagination <a href="#">Lending Library concept</a></li> </ul>	<p><i>Potential interest from:</i></p> <ul style="list-style-type: none"> <li>Hounslow</li> <li>Newham</li> </ul> <p><i>Recommend approaching:</i></p> <ul style="list-style-type: none"> <li>Stockport</li> </ul>
<p><b>7. How might we support boroughs to use Social Value and other contract provisions to fund digital inclusion support?</b></p>	<p><i>Potential interest from:</i></p> <ul style="list-style-type: none"> <li>LOTI</li> </ul> <p><i>Recommend approaching:</i></p>

<ul style="list-style-type: none"> <li>Develop an overview of procurement options for securing digital inclusion measures as part of large contracts' Social Value provision.</li> <li>Work with procurement organisations (e.g. Crown Commercial Service) to develop new guidance.</li> </ul> <p><i>Builds on</i></p> <ul style="list-style-type: none"> <li>LOTI <a href="#">Webinar</a> on using <a href="#">Social Value Exchange</a> to source digital devices.</li> </ul>	<ul style="list-style-type: none"> <li>CCS</li> <li>Social Value Exchange</li> </ul>
<p><b>8. How might we scale forms of assisted digital / skills support beyond ad hoc volunteering models?</b></p> <ul style="list-style-type: none"> <li>Review case studies and distil key lessons from existing volunteering schemes.</li> <li>Identify what infrastructure is needed to support and sustain volunteers providing digital support to people – beyond just training modules. How can we scale this to provide resilience?</li> <li>Develop and run pilots on areas such as match-making of digital mentors; developing a network of digital champions who are in frontline positions to be able to train others in basic digital skills and signpost to initiatives and organisations that can provide further assistance.</li> </ul> <p><i>Builds on:</i></p> <ul style="list-style-type: none"> <li>Hackney and Leeds Digital Champions initiatives.</li> </ul>	<p><i>Potential interest from:</i></p> <ul style="list-style-type: none"> <li>Brent</li> <li>Waltham Forest</li> <li>Hounslow</li> </ul>
<p><b>9. How might we create better visibility of (public sector) assets for connectivity?</b></p> <ul style="list-style-type: none"> <li>Review and consolidate existing projects, including with West London Alliance, DCMS, WM5G.</li> <li>Work with boroughs to understand existing data, and any standardisation required.</li> <li>Understand from industry what asset data are required to support their deployments.</li> <li>Develop or expand interface between borough asset map and industry.</li> <li>Work with boroughs and industry on adoption.</li> </ul> <p><i>Builds on:</i></p>	<p><i>Recommend approaching:</i></p> <ul style="list-style-type: none"> <li>West London Alliance</li> <li>DCMS</li> <li>West Midlands 5G</li> </ul>

West London Alliance 5G and Digital Place project

### Connecting needs with supply

The following activities would help London effectively connect those in need with the devices, data, skills, funding and other sources of support they require.

Key activities	Organisations interested
<p><b>10. How might we make it easier for council staff and residents to access resources, information, funding opportunities and support to help residents get online?</b></p> <ul style="list-style-type: none"> <li>Map and provide links to support available via the council, external organisations and community groups.</li> <li>Intelligently show how sources of support can be combined to get the right support to the right people at the right time.</li> </ul> <p><i>Builds on</i></p> <ul style="list-style-type: none"> <li>Maps of local support options, e.g. <a href="#">Hackney's Find Support Services Map</a></li> </ul>	<p><i>Potential interest from:</i></p> <ul style="list-style-type: none"> <li>Barnet</li> </ul>
<p><b>11. How might we assess, design and refer packages of support tailored to the needs of specific personas?</b></p> <ul style="list-style-type: none"> <li>Explore how we tailor the offer (skills and devices) to meet the needs of the most vulnerable: Older People; ASC day care users; NHS patients – a play book</li> <li>Based on analysis of specific personas and the organisation they interact with (e.g. patients making in-person visits to GP surgeries), design and pilot services to help prescribe tailored digital inclusion support.</li> </ul> <p><i>Builds on:</i></p> <ul style="list-style-type: none"> <li><i>Takes data and outputs from 'Understanding needs' and 'Innovating in Supply' projects</i></li> <li>Brent digital inclusion pilots</li> </ul>	<p><i>Potential interest from:</i></p> <ul style="list-style-type: none"> <li>Brent</li> <li>Barnet</li> </ul>
<p><b>12. Conduct pilots on new service models for borough/VCS collaboration on addressing digital exclusion.</b></p> <ul style="list-style-type: none"> <li>Explore how boroughs can work in true partnership with local VCS organisations to address digital exclusion.</li> </ul>	<p><i>Recommend approaching:</i></p> <ul style="list-style-type: none"> <li>Camden</li> <li>Hackney</li> <li>Newham</li> </ul>

<i>Builds on</i> <ul style="list-style-type: none"><li>● MHCLG funded work by Camden and Central Beds on <a href="#">data exchange between boroughs and VCS</a></li></ul>	
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