Appendix 1

Digital Champions in the 'Switch' model of digital inclusion

An independent evaluation of Digital Champion activity within Phase 2 of the One Digital programme

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CONTENTS

Summary of Findings

- The Switch approach to Digital Champions works: the Digital Brighton & Hove and Digital Gwynedd Deep Dive projects, where this approach has been most extensively deployed as part of the One Digital programme, have been able to deliver large volumes of interventions efficiently, by tapping into local resources and networks. Through recruiting a wide cross-section of organisations, the projects have been able to reach a diverse range people in these areas in need of digital skills and support.

- Developing 'embedded' digital champions (EDCs) is the most effective and sustainable approach to delivering basic digital skills. Being embedded within a local organisation places those Champions in an ideal position to deliver digital support at relevant times and in relevant situations. The support of the host organisation also makes the activity sustainable beyond the end of any specific project and allows for development of wider partner networks. While professional Champions (PDCs) were a highly effective means of delivering interventions, in both Deep Dive areas, most interventions occurred through embedded Champions.

- The Switch model acts as a 'resource multiplier' and facilitates local organisations in doing something (digital skills support) that they know they need to do, but often struggle with due to lack of expertise, focus and experience. Most participant organisations also wished to continue with digital inclusion beyond the end of the project. There was also recognition that local project teams had aided networking and sharing of learning even when networks had existed before the project was initiated.

- While evidence implied that volunteer digital champions (VDCs) could be very effective, a programme could not be delivered by volunteers alone. In Gwynedd there was a general shortage of suitable volunteers and although in Brighton & Hove volunteers seemed easier to find, they were not all suitable for tasks and turnover of volunteers required ongoing training and management effort.

- The majority of Learners were seeking flexible informal coaching and support, linked to specific services or outcomes and not looking to start a more formal skills development journey. While at the outset there had been an assumption that Digital Champions would form part of a 'skills escalator', referring Learners on to further training, the evidence implies this was not typically the case. In addition, it was clear that local teams of paid DCs needed to be flexible, sensitive and creative in order to meet the needs of partner organisations and their Learners. This was particularly true for older and more socially excluded people.

- Partner organisations had sought to use the projects as a way of developing the skills and confidence of their customer-facing personnel. This had been anticipated as a possibility through work on previous projects and was clearly confirmed in both project areas. While partners clearly wanted to support Learners, they also identified a need to develop their personnel, and felt that the project had been effective in achieving this. This was not equally true of all organisations, but even those with highly digitally skilled personnel saw value in the experience of the paid DCs as networkers and experienced trainers.

- Having a well-developed local authority digital strategy in place aids the effectiveness of a Switch digital inclusion project. A local authority is typically the organisation with most contact points and resources in an area. If they make digital inclusion a strategic priority it provides access to ICT and personnel at libraries, customer services points and other high footfall locations. Research Interviewees emphasised how little time and resources many front line personnel had, and the importance of having digital inclusion flagged within organisations as a priority that personnel should spend time on.

LEARNING FOR FUTURE PROJECTS

- Developing embedded digital champions (EDCs) must be a priority for any future project; they offer a very effective and potentially more sustainable means of achieving digital inclusion. It was also clear from interviews that having embedded champions – including volunteers – makes it more likely that work will continue beyond the end of a funded project.

- A Local Authority needs to be recognised as the most important partner in a project area; gaining their support and directly linking digital inclusion to strategic local authority goals has the potential to greatly increase the impact of a project. However, it also needs to be noted that there are often fairly rigid structures and sometimes boundaries and barriers to communication within Local Authorities - work to support sharing of information within the organisation and between departments can be very beneficial.

- The role of 'Switch' in developing specific digital skills among partners' frontline personnel should be explored. There appears to be a demand for this, but it is unclear how it would best align with inclusion work and integrate into a wider Switch programme. Most partners saw the value in developing the skills and confidence of their frontline personnel and local teams provided flexible support in doing this. However, there may be value in making it a more explicit part of future projects.

- While the managers of embedded Champions clearly saw the value of the work in supporting Learners and developing their personnel; most frontline champions did not feel that their work gained much formal recognition from their managers. This linked to a theme that emerged in interviews, of organisations being reportedly under pressure and digital skills and inclusion not necessarily being high on the priority list for senior managers and leaders.

- Reporting of activity was an ongoing challenge. While many partners were happy to support the Switch project, few were actively reporting the work they were doing. The role of the Digital Champions Network should be explored further. While many found it very valuable, most champions don't engage with it beyond initial registration and training. There would also seem obvious potential to use recording and reporting as part of a formal skills development proposition for frontline personnel. The key messages from DC interviews were that reporting required extra effort, and if they were going to do it then it had to feel relevant and require as little effort as possible.

- The title 'Digital Champion' and classification of Champions should be reviewed in order to find titles that people providing digital skills assistance associate themselves with more closely, and help project managers understand how, when and where they deliver inclusion support. Interviews emphasised how the role had

become an integral part of what frontline personnel do and describing it as a separate role was potentially confusing.

- Projects should seek alternatives to signposting sites that are lower cost and effort but allow onward referral to formal training for the minority of Learners that seek it. Interviewees implied that a simple printed contact sheet shared with partners would meet a large part of the need. It was also noted that if partners were encouraged to add appropriate metadata tags to their online content then Google or other search engines could probably provide a much cheaper and better service than our bespoke website.

- There is a need to brief partners on the limits of the basic Switch offer in terms of supporting high needs Learners and potentially developing this as an 'add on' to a project where funding is available. Interviews confirmed the diversity in terms of needs, personnel and Learners and implied that projects should commence with conversations that both reveal user needs and manage expectations regarding what a project can deliver.

Approach and Sources of Evidence

This study was undertaken in stages, with each stage building on the previous one in order to gain maximum insight into the effectiveness of Digital Champions without unnecessary duplication of work. These stages are outlined below:

1. **A review of existing data and documents relating to Digital Champions and the Gwynedd and Brighton & Hove projects is captured in a review document** drafted in October 2018. In total 28 documents or files were reviewed, there was a substantial overlap in terms of successive versions of the same document or data set. These focussed mainly on 'snapshot' surveys of DC activity and downloads of data from the DCN. It was clear that the projects had been successful in recruiting and training DCs from a range of organisations. It was much more difficult to quantify how effective these DCs had been in delivering interventions. This analysis is captured in two reports reviewing work up to October 2018 - one for Brighton & Hove, and one for Gwynedd.

2. **Analysis of more recent and more detailed sets of training and activity of data from the DCN and summary logs, as well as information relating to which DCs were active and which organisations they were linked to.** Analytics data regarding the signposting site was also reviewed. Reviewing all of this data and looking at behaviours over the complete timespans from initiation of projects to the sample point in October 2018 provided a more complete picture of what was happening. In particular it provided insights into use of the DCN, completion of training and levels of activity. It also allowed correlations between DC types and these behaviours to be analysed. Overall this gave a very good quantitative analysis of partner engagement, DC recruitment numbers and levels of engagement of partners in each area. However, again it did not provide quantitative data on training activity across each project. The reason for this was that only a minority of DCs were regularly reporting their activity.

3. **An online survey of DCs was carried out.** This targeted frontline personnel acting as DCs and their managers as well as more senior managers involved on digital inclusion strategies. It offered two different question sets: one tailored at front line personnel, the other at managers. Response levels were not high,

at around 10% of registered DCs, but adequate to gain insight into attitudes towards the DC role, the Switch project and drivers behind behaviours.

4. **Finally, a set of structured interviews was completed with a range of stakeholders**. This aimed to fill in some of the gaps in knowledge that remained, and to test some of the conclusions reached.

SWOT Analysis of the Switch project

STRENGTHS / OPPORTUNITIES (WHAT WORKED WELL?)

1. **The number of participant organisations was high with a diverse range of organisations**. In Gwynedd by October 2018 a total of 157 champions had been recruited, from around 31 different organisations. In Brighton & Hove by October 2018 a total of 305 champions had been recruited from around 39 different organisations. This provided the potential to reach a very wide range of communities and individuals.

2. **Participants felt the Switch projects had delivered the outcomes they had sought** and done so effectively. The online surveys showed that both managers and frontline personnel felt the work had effectively delivered the outcomes they had sought. In particular senior managers at partner organisations praised the skills and flexibility of the local CO team and paid DCs in terms of their expertise and flexibility in meeting a partner's needs.

3. **Embedded DCs were typically very effective**. The April 2018 Activity Snapshot survey reported DCs each helping on average 6 people week in Gwynedd and around 12 per week in Brighton & Hove. The 2018 online survey implied that embedded DCs in both areas were spending around 5 hours each week on digital inclusion work. Given the numbers of embedded DC's recruited in each area this has the potential to have a very significant impact if scaled across the local project area.

4. **Lasting positive change was achieved** where partners had embraced the Switch concept, trained staff or volunteers and actively engaged in networking in terms of skills and partnerships.

5. **Developing the digital skills and confidence of their frontline workers** was an important objective of the majority of managers and most felt Switch achieved

this. Interviews confirmed that for many organisations boosting frontline skills and confidence was a key first step in digital inclusion for service users.

6. **The support provided by the local team was valued.** Overall the response was clearly positive. However, the degree to which respondents valued the support varied with the organisation and project area. Brighton & Hove partners attributed less value to the support than those in Gwynedd and while most organisations valued it highly, some did not. Interviews showed that even where networks and skills were developed, the expertise of the professional DCs was valued as a source of additional advice. Professional DCs were also valued as 'super-networkers' who worked across the whole area and could connect people and organisations.

7. **Training uptake was broadly consistent with the projects aims.** In total 239 individuals in Brighton & Hove had completed at least one training course via the DCN by October 2018 (25% completed two or more courses); in Gwynedd 96 had done so (46% completed two or more courses). It is worth noting that the training was focusing on client outcomes, and consideration should be given to training aimed at developing partner organisation personnel.

8. The majority of managers indicated that they **planned to continue the work beyond the end of the project** with the remainder uncertain, rather than against continuation. Interviews supported this conclusion although they also showed that the ability to continue was linked to investment by partners of effort in embedded DCs and networking.

WEAKNESSES (WHAT WAS CHALLENGING?)

1. A large proportion of the DCs recruited may not have considered themselves DCs, and using the term may have caused confusion. While the title has been popular within the digital inclusion community, it does not necessarily sit well with partners and customer facing staff. These personnel may offer very effective digital support but may see their objective as delivering a service or other outcome for a service user, and see digital skills as a means to this, rather than the end point. This may merit a review of how the term Digital Champion is used and the way in which engagement is structured. Interviews confirmed this and the fact that although the 'role' of DC is fairly clear for PDCs and VDCs, it does not have hard boundaries for embedded DCs.

2. A key challenge identified was in reporting outputs and a **lack of quantitative data on outputs and outcomes**. Logging the support delivered relied upon DCs making a manual report of the sessions. While some DCs were regular users of the DCN, most of the DCs did not engage with the DCN regularly beyond initial recruitment and training. Evidence from local managers and Activity Snapshots implies many were active but were not logging their activity consistently. While obtaining 100% reporting of activity is unrealistic, it may be possible to improve reporting levels by working with partners and potentially incentivising reporting. This also links to the survey responses that indicated most training or interaction was informal and client-led and would not involve a formal 'course' or 'module'. In addition, at the outset the importance of the role of the DC within an organisation had not been fully understood and the DCN system was not configured to capture all data linking DC to organisation or in what context they were working (EDC, PDC or VDC). This made it more difficult to identify which DCs were most productive, in particular embedded vs. volunteer. Interviews implied this aspect of the project needs a review both in terms of how data is reported and how it is used. The reporting needs to be very low effort and those reports need to drive outcomes that participants feel are worth the effort of reporting. Even sharing the data back to frontline personnel and partners could make it feel more relevant and useful.

3. **Recognition of frontline personnel**. The online survey asked whether personnel felt that their work and training on digital inclusion gained them recognition in their workplace. The responses implied that although it was variable, generally these personnel were not gaining significant recognition for this work or gaining formal qualifications. Although there were some notable exceptions, most did not feel their work was well-appreciated. This implies that either senior level support was not strong, or was not being communicated to frontline personnel.

4. **For a minority of participants, the project was not delivering as much as desired**. Potential reasons for this include some partners not having fully exploited the resources available and/or having unrealistic expectations of what could be delivered, particularly to vulnerable Learners with very high needs. It may be possible to address this by understanding the journey of some of these partners and whether the Switch proposition could be adapted to meet their needs or is inherently unsuitable. For example, people with significant mental health problems or experiencing some form of crisis such as being homeless. Probing this through interviews indicates the likely reason for expectations not being met was a

failure to agree the anticipated outcomes at the outset and confirm they were realistic. Such discussions could be a useful addition to the partnership development work of future projects and should prevent misunderstandings.

5. In both areas the **value of the signposting tool was perceived as low** by most personnel. Although a minority found it very useful and web analytics showed it was being used, the majority of Digital Champions did not engage with it. This implies a need to re-think how referrals across a support network are achieved and look at lower cost alternatives to a dedicated website. Interviews confirmed this and implied that most frontline personnel did not perceive a need for the signposting sites and most Learners were not referred on to other providers. In terms of return on investment, feedback implied that simple newsletters or flyers could be of more value than a dedicated website. Most felt that it would be good if they could 'just Google it' which implies that work on ensuring provision is listed online – with appropriate tagging and metadata – might be a better investment than a bespoke website.

6. **Digital maturity and joined up thinking.** One of the key enablers for an effective Switch project is a wider digital strategy for the area. Having such a strategy puts the inclusion work in context and links it to local priorities and higher-level anticipated benefits and outcomes. Similarly, local strategic leadership is important in mobilising support and engagement. In Brighton & Hove the local digital strategy of the council was more mature, potentially driven by earlier roll-out of Universal Credit and this appeared to improve engagement.

7. **Engagement and commitment.** One of the themes that emerged from interviews was that participants often had little time or resource available to engage with digital inclusion. While managers and frontline personnel saw the need for, and valued, the Switch project, it was not one of their top priorities. Many were very willing to accept free support but did not feel able to dedicate their time or resources to the work. This implies that either the commitment of partners was weaker than had been hoped for or that this commitment was not being communicated from senior teams to working level.

HOW CAN OUR LEARNING HELP US IMPROVE?

1. **The analysis showed that embedded DCs are typically very productive** and that in both areas the primary source of embedded DCs was the Local Authority. This links to the finding that most managers were looking to boost the digital skills of their frontline personnel as well as help Learners. This implies an opportunity to maximise partner engagement and end benefits by developing propositions focused specifically at Local Authorities, their frontline personnel and the services they deliver. This would also potentially offer lasting benefits through transforming skills, processes and behaviours within the Local Authority.

2. **Working with Higher Education (HE) and Further Education (FE)**. The analysis implies that while the majority of people seeking support with digital skills want informal client-led coaching and teaching, a minority are looking for more formal skills-focused training. This implies a need to avoid developing bespoke offers to Learners within Switch and an opportunity to partner with local FE and HE providers as part of the Switch approach. This would allow Switch to focus more on basic skills and confidence while providing an easy 'handover' to FE and HE providers for more formal and structured training.

3. **Development of frontline skills in embedded DCs**. Developing the coaching and training skills needed by frontline personnel to help them deliver support was a primary focus of the projects. However, it is clear that many embedded DCs also needed training to develop their own basic digital skills and confidence. Although some frontline personnel did have very strong digital skills, many did not and needed significant support before they could support Learners effectively. This training seemed to be understood and valued by managers but did not seem to be resulting in more structured action to recognise and formally develop these basic skills in their personnel. Including skills assessment and training for frontline personnel to develop their basic digital skills as an optional 'add-in' for organisations could be a useful addition to future projects.

4. **Networking.** One of the objectives of the Switch approach was to develop local networks of providers who would support each other and gain an understanding of the Learners they also share. Discussions with local project leads imply that this was very successful for local managers and more senior personnel. However, the survey responses imply that for most customer facing personnel and less senior managers there was little awareness of what was happening. In future projects a more proactive approach to cascading news of what is happening across the

network to frontline staff could be useful as well as more Digital Champion focused events.

5. **The value of professional DCs as 'Consultants'.** Those interviewed were very complimentary on the role of the professional DCs and particularly their knowledge and ability to act as 'super-networkers'. There may be potential to expand this role on a consultancy basis to allow partners to pull in this expertise and local knowledge as part of their change strategies of service design work.

THREATS

- **Lack of resources.** One of the persistent themes in the questionnaire responses was lack of resources. The majority of partner organisations had not been asked to make a cash contribution to the local projects; but a large number felt that the resource demands, in terms of staff time for training and networking as well as delivering client support, were significant. Although they felt this represented a 'good investment' and they felt it was valuable if not 'vital' work, many were struggling to find the resource needed.

- **Lack of joined-up thinking.** While lack of resources was a persistent theme it was also obvious that getting more service users online would free up resources for most public sector organisations. When these issues are linked within the corporate strategy more resources go to inclusion, but for many organisations this does not translate into a strategy and plan that actually has a positive impact at working level.

- **Infrastructure obsolescence.** It was noted that hardware and software infrastructure in Libraries was becoming obsolete. This could make future projects more difficult. Examples included computers running Internet Explorer (now unsupported and not secure) as well as computers having very old versions of the MS Office Suite that could cause compatibility problems for users. There is also a broader issue of training people using devices and software they are familiar with and would use at home such as tablets, smartphones and Google Docs. This implies potential value in strategic discussions with partners regarding how their Learners will be accessing the internet and services in the future.

Quotes from the survey

MANAGERS

"The work has been successful in that we have seen our footfall in the Customer Service Centre reduce dramatically while our caseload remains (mostly) the same, with digital contact on the increase. It won't ever be fully achieved as we know there will be a small group of Learners who for various reasons are extremely unlikely to be able to contact us digitally."

"This is a large department with about 100 staff needing to learn new ways of engaging with customers, as such the skill levels of staff across the department varied, with some very confident with technology leading the trial and others needing more support and up-skilling. Our focus was of necessity focussed on helping customers to access our services digitally, we didn't have the resources to help with more basic digital skills"

"The impact has been greater than I would have initially estimated."

"Most of the support needed is motivated by DWP welfare system reforms and the 'Digital by Default' government strategy."

"Staff who have engaged have used the experience to touch base with their own digital confidence and skillset. It also helped reinforce messages about the need to become digital aware as an organisation."

"The training offered to staff members has been really useful."

"I hope it continues! Especially for other groups such as low income families and homeless people who we support with improving digital skills, the need in this group is huge and there currently isn't a huge amount of support for these groups in the city when it comes to digital inclusion, especially with universal credit. David and Josie have been great at signposting for further support when necessary and they have great enthusiasm for the project. The networking event I attended was definitely beneficial speaking to other organisations, this enabled me to get a better idea of what's going on in Brighton around digital inclusion and

where I could access support or signpost people to. I wish I had the time to attend the other events!"

"The project was successful as it ultimately resulted in increased digital contact and decreased face to face contact; customers with their own smartphones/tablets were pleased to find how easy it is to contact us and that they can do this from the comfort and privacy of home. The Digital Inclusion Networking meetings were very useful as well, as a diverse range of companies attend. We did identify a surprising number of customers who lack basic digital skills, we will need a strategy to identify and work with them in future, to avoid digital exclusion."

"The training, support, facilities and resources provided were really great, although helpful only to staff within homeless support services and their Learners where they had suitable digital facilities, internet and staff motivation/time/capacity."

"Digital Gwynedd has been essential for encouraging digital inclusion in the County. With support in training staff, and holding 'out-of-the-clock' sessions and maintaining a digital partnership in the County."

CUSTOMER FACING WORKERS

"Customers have commented on how much faster and more efficient the service is to interact with and for their needs to be met."

"There have been evident benefits for attendees in developing their skills as well as generating greater general wellbeing through socialising and sharing learning. It also benefits the wider community to have a facility that they can have regular access to and we have had a range of people coming to the sessions."

"The support is excellent and there if I need it. I do appreciate the help that is at hand, but rarely need to refer to it."

"I have received support when I have asked for it and been very appreciative that it is there for me as and when required"

"I have found it tremendously beneficial to me personally in terms of greater confidence and working with different people with very different needs."

"Whilst it is always a challenge, I do think my communication skills have improved and I have had some lovely and positive feedback from people attending the sessions."

"Providing a friendly and approachable customer service does encourage you to develop your digital knowledge and practical skills. A workshop or team building exercise with practised Digital 'eagles' would possible give greater confidence to those trying to assist Customers not to use the service"

"Always feel that support is readily available, only a call, email away."

"It has helped me get out, meet people and contribute to society."

"I think some areas which could discourage people include the immensity of the challenge/problem."

"Something that could encourage is the need and realisation that having volunteering on your record is incredibly vital for personal and professional development."

DIGITAL CHAMPIONS OUTPUTS REVIEW OCTOBER 2018 – DIGITAL BRIGHTON & HOVE

SUMMARY

The review of evidence implies that the Brighton & Hove project has been successful in achieving its intended outputs in terms of the recruitment of Digital Champions (DCs) and providing digital support to the residents of Brighton & Hove. The data shows that by October 2018 a total of 305 champions had been recruited from around 39 different organisations. It also showed that 239 of these DCs had completed at least one training course via the Digital Champions Network (DCN). Further, each month the signposting website was receiving visits from around 250 individuals.[1] While precise estimates are difficult, our projections imply that each year around 100,000 instances of individual help are now being provided by DCs the project has recruited and trained.[2]

In Brighton & Hove the Citizens Online (CO) team and professional DCs provide only a small proportion of the training or support sessions delivered. The team had one full time team leader and two part time paid DCs during Phase 2, who together provided on average 1.2 Full Time Equivalent (FTE) effort.

DCs embedded with partners provided most sessions. Of all participating organisations Brighton & Hove City Council (BHCC) were estimated to be delivering the most sessions across the network; BHCC libraries were the lead service but their Housing and Revenues & Benefits teams were also very active. Although Job Centre Plus (JCP) and DWP offices have not provided a significant amount of session data, anecdotal evidence suggests they also provided substantial amounts of training linked to the project.[3]

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[1] This is a rough estimate as cookie based analytics will count the same individual multiple times if they login from different devices, conversely different individuals using the same device will be counted once.

[2] Citizens Online's Activity Snapshot analysis shows a different and lower result. It's clear that estimating the real number of interventions occurring from a cohort of Digital Champions is incredibly difficult and sessions actual session records are open to extrapolation and interpretation a number of ways.

[3] While JCP/DWP is an active partner they have sensitivities about collecting and sharing data on sessions delivered.

This output data is consistent with what the project was intended to achieve in terms of training and recruiting DCs from a wide range of organisations to gain maximum reach. It is also in line with the intended delivery model which aimed to develop the desire and capacity for partners to deliver training and support, rather than simply delivering it via paid personnel from our project team.

Estimating the total number of sessions delivered by the project is difficult as many organisations involved in the work have a relatively loose connection with the Citizens Online project team. These organisations have had DCs trained, regularly offer support and may participate in networks and events, but many of them do not routinely report training sessions. Similarly, although a large proportion of DCs complete at least one online training course, only a minority regularly logged into the DCN after their induction and training period. The snapshot survey completed in April 2018 implies that many of the organisations that are not providing regular returns are active. If this snapshot data is projected, then it implies that the capacity of the delivery system is around 100,000 help sessions being provided through members of the network, excluding the paid DCs – although actual numbers are likely to be lower than this because not all DCs are 'active'. This projection from the snapshot survey also implied that in Brighton & Hove the Citizens Online team provided a smaller proportion of the total training sessions than in Gwynedd – in other words it has a 'higher gearing' than Gwynedd. The most obvious reason for this is the number of DCs registered in Brighton & Hove was around twice that of Gwynedd (305 vs. 157) at the point we analysed the data.

DIGITAL CHAMPIONS RECRUITED AND LOGGING INTO THE DIGITAL CHAMPION NETWORK

The total number of DCs is based on data extracted from the DCN as at October 2018. Every DC is invited to register on the system as part of their recruitment and training. The figure of 305 DCs excludes the two professional DCs and one local manager employed by Citizens Online. Where individuals have not provided details of employer or host organisation during registration, their e-mail address was used to identify the employer or host organisation, or the local manager has matched them to an organisation. Those listed as 'unclear' below had no declared organisation and a generic personal e-mail address that could not be linked to a partner organisation. The analysis implied that in total 39 organisations had engaged with the project (this total counts BHCC Libraries,

Housing etc. as part of BHCC and JCP as part of DWP). It should be noted that BHCC and DWP accounted for just under 70% of all Digital Champions registered on the network, with BHCC accounting for 60% in its own right, see Table 1 below.

Analysis of the time interval between first registration and most recent login implied that DCs tended to log in soon after registration; but that many did not log in again after this point. The evidence for this can be seen in the Figure 1 below where the clustering of most recent logins along the blue line (first registration) shows DCs that have not logged in since soon after registration. This interpretation is consistent with data on course completions and completion of training logs. It implies that while some DCs complete several courses and regularly update training records on the DCN, many DCs complete only the Digital Champion Essentials course and seldom log in to the DCN. We are unable to tell whether these DCs remain active or not, though it seems unlikely that as a group they are as active as those using the DCN regularly.

Figure 1: First registration and most recent login to DCN – Digital Brighton & Hove
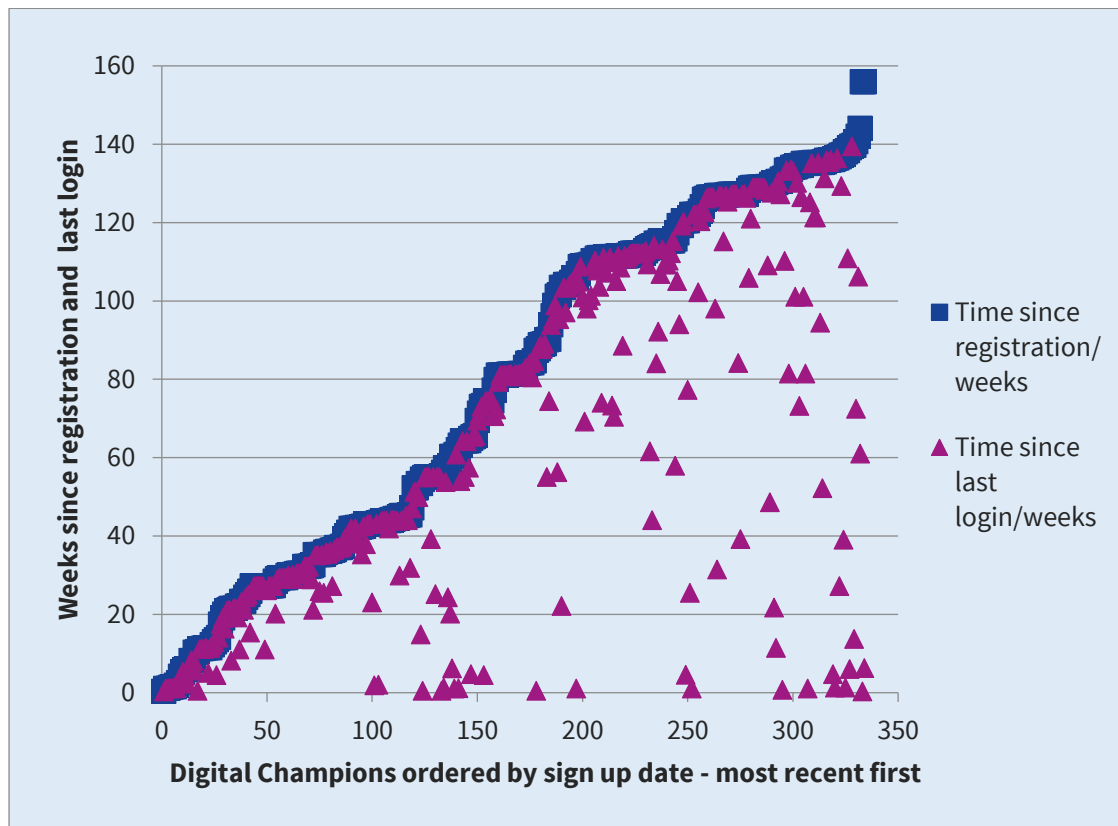
Table 1: Organisations represented and number of DCs Brighton & Hove

Organisation	DC Total
BHCC- Total (see breakdown in Table 2)	182
Department for Work & Pensions	26
Possability People	7
The Bridge Community Education Center	7
Due East	4
Brighton & Hove Bus and Coach Co.	3
Brighton Housing Trust	3
Brighton Unemployed Families Project	3
Change Grow Live	3
Emmaus Brighton & Hove	3
Halifax	3
Impact Initiatives	3
Red Cross	3
Volunteering Matters Lifelines	3
Digital Brighton	2
Pavilions	2
Possability People	2
The Carers Centre	2
Brighton City College	1
Citizens Advice Brighton & Hove	1
Diversity & Ability	1
East Sussex County Council	1
Emmaus Brighton & Hove	1
Hangleton and West Blatchington Food Bank	1
Lloyds Banking	1
Lower Bevendean Food Bank	1
Maker Club	1
Older People's Council	1
Possibility People	1
Riverside	1
Riverside St Patricks	1
Sanctuary Housing	1
The Fed Centre for Independent Living	1
The Whitehawk Foodbank	1
The Whitehawk Inn	1
Trust for Developing Communities	1
Varndean College	1

Organisation	DC Total
Whitehawk Inn	1
YMCA	1
Unknown	23
Total	**305**

Within BHCC the libraries service hosted the largest number of DCs, but it was clear that other teams had also engaged very actively - specifically Housing and Revenues & Benefits. Feedback from the local manager David Scurr confirmed that this engagement was part of a wider digital strategy that the Council was actively implementing.

Table 2: DCs within BHCC

BHCC team	DC total
Libraries	90
Other	51
Housing	18
Revenues and benefits	14
Customer Service Centre	3
Community Support Team	2
Digital First	1
Health and Adult Social care	1
Healthy Lifestyles	1
Seniors Housing	1
Total	**182**

COURSE COMPLETIONS

At the time of this evaluation, the data for total numbers of courses completed was also extracted from the DCN and is shown in Table 3 below. In total 239 individuals completed at least one training course via the DCN. From this data it can be seen that 65% of DCs completed the digital essentials course and 77% completed at least one course. It is likely that others will have attended face to face training events or seminars. In Figure 2 the same data is plotted in terms of the number of courses each individual completed as a bar chart. When considered together the data on course completions implies that while some individuals were prolific users of the DCN for training most will complete one course and this is most likely to be the Digital Champion Eessentials course. Further analysis of the

individuals completing large numbers of courses showed them to be a combination of paid employees of CO, embedded DCs and volunteers.

Table 3: Brighton and Hove DCN Course Completions

Course	Completions
Digital Champion Essentials	204
Using your role to help customers get online	33
Essentials for engaging with older people	27
Online security, banking and money	27
Using government services online	27
Making Digital Work	26
Digital fun: using the internet to help people love later life!	25
Helping someone with an accessibility need: working with people with learning difficulties and/or learning disabilities	20
Helping someone with an accessibility need: working with people with memory loss	20
Finding a job 1	18
Making and saving money online	17
Helping someone with an accessibility need: working with learners with a physical disability or dexterity issue	14
Finding a job 2	13
How to use the Internet to develop your professional profile	13
Helping someone with an accessibility need: identifying accessibility needs	12
Visual impairment and technology	11
Helping someone with an accessibility need: working with learners who are deaf or hard of hearing	7
Total	**515**

Figure 2: Number of courses completed by individuals in Brighton & Hove
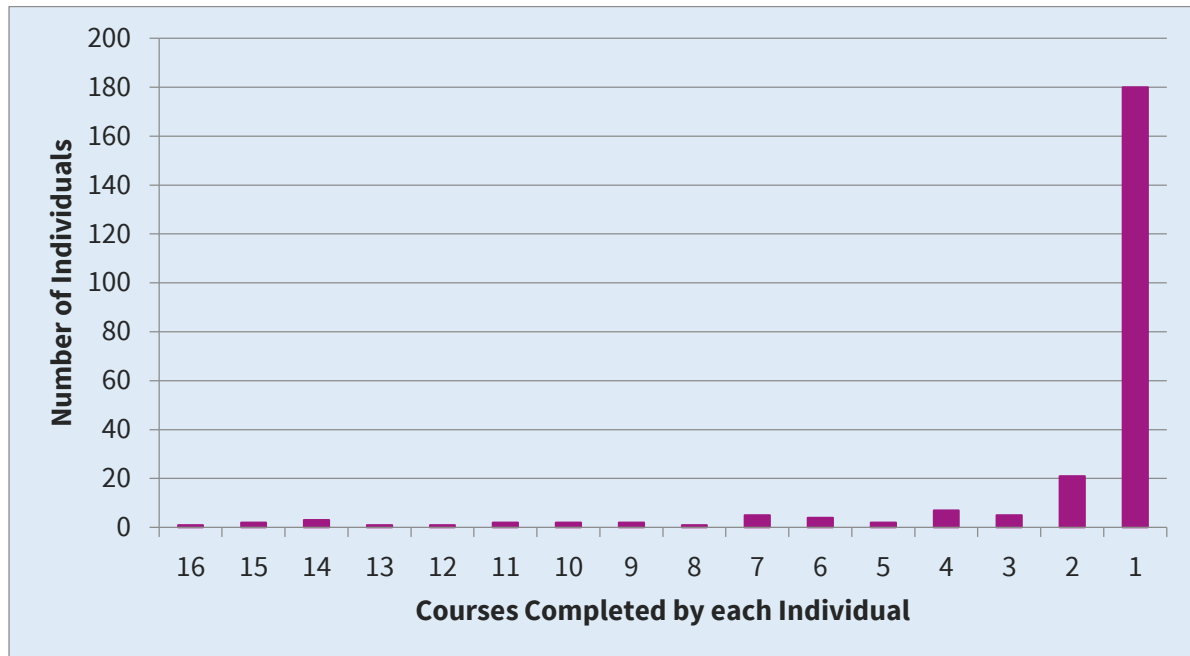
ACTIVITY LEVELS

In the course of monitoring local delivery it had become apparent that many sessions were not being recorded on the DCN Session Record or Tally systems. In order to fill this gap in knowledge a one-week Activity Snapshot survey was carried out in April 2018 which provided more insight into how many training sessions were being delivered and by whom. The snapshot nature of the survey and number of participants (34 responses out of 313 DCs registered) make projection of the data difficult; but this data does confirm the central role that BHCC is playing in delivering support. This is shown in Figure 3 below. The snapshot data implies that 361 people were helped by 31 DCs in Brighton in the week surveyed; excluding any work done by paid DCs employed by the project team. This implies on average around 10 people being helped per DC per week.

SIGN-POSTING WEBSITE USE   24

digitalbrightonandhove.org.uk

The use of a dedicated 'signposting' website was part of the project delivery model, with its role being to connect learners with support or more formal training. The web metric examined was 'users per month' – as opposed to page views or visits - as this was seen as the best guide to whether the site was being used as intended. Figures for users per month since the website went live have been plotted in Figure 4 below.

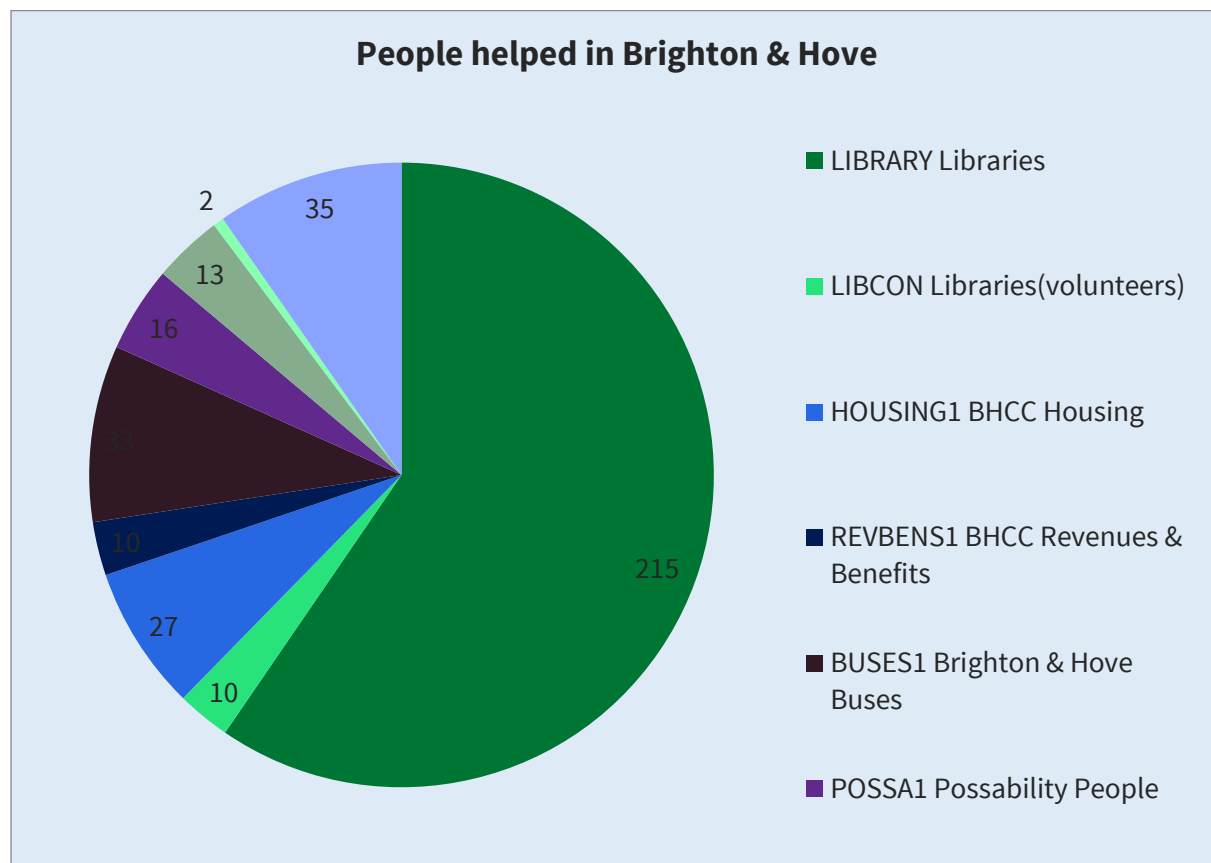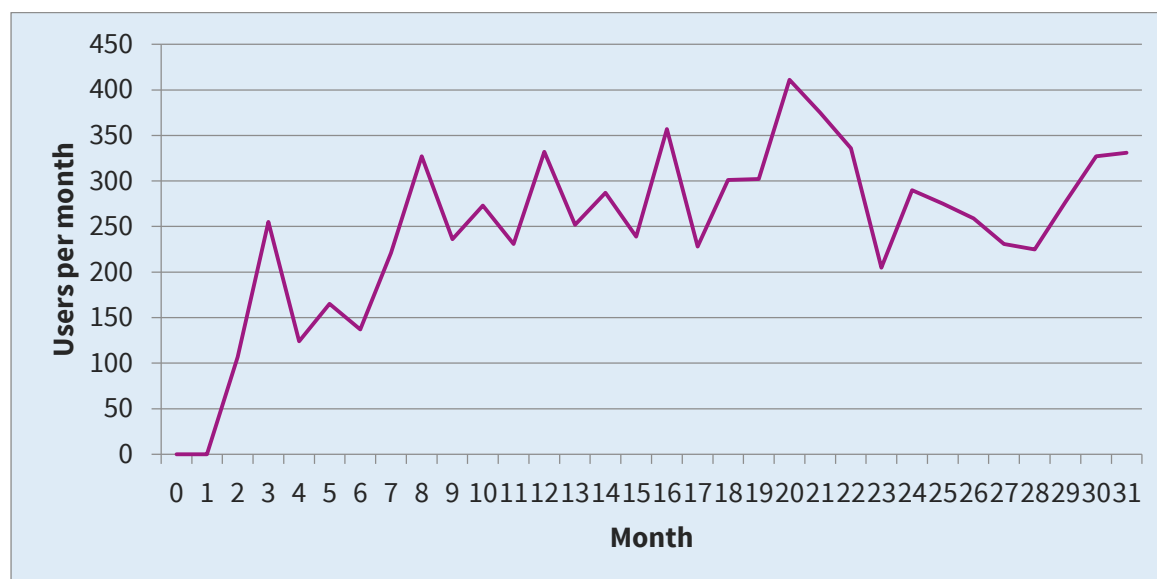Figure 3: April 2018 one-week Activity Snapshot survey

People helped in Brighton & Hove

Legend:
- LIBRARY Libraries
- LIBCON Libraries(volunteers)
- HOUSING1 BHCC Housing
- REVBENS1 BHCC Revenues & Benefits
- BUSES1 Brighton & Hove Buses
- POSSA1 Possability People

Figure 4: Users per month for digitalbrightonandhove.org.uk

DIGITAL CHAMPIONS OUTPUTS REVIEW OCTOBER 2018 – DIGITAL GWYNEDD

SUMMARY

The review of evidence implies that the Digital Gwynedd project has been successful in achieving its intended outputs in terms of the recruitment of Digital Champions (DCs) and providing digital support to the residents of Gwynedd. The data shows that by October 2018 a total of 157 champions have been recruited, from around 31 different organisations, and that 96 of them completed at least one training course via the DCN. It also shows that each month the signposting websites (Welsh and English language) are receiving visits from around 200 individuals.[4] While precise estimates are difficult, our projections imply that each year around 42,000 instances of individual help are being provided by DCs the project has trained.

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[4] This is a rough estimate as cookie based analytics will count the same individual multiple tomes if they login from different devices, conversely different individuals using the same device will be counted once.

This data is consistent with what the project was intended to achieve in terms of training and recruiting digital champions from a wide range of organisations to gain maximum reach. It is also consistent with the intended delivery model which aimed to develop the desire and capacity for partners to deliver training and support, rather than simply delivering it via paid personnel from our project team. It is also consistent with the intended model which aimed to develop the DCN as a nexus for training.

In Gwynedd the Citizens Online (CO) team and paid DCs provide only a small proportion of the total number training or support sessions delivered. Of all participating organisations the data suggests that Gwynedd Council has provided most sessions. Although JCP and DWP offices have been reluctant to provide data, evidence suggests they have provided substantial amounts of training linked to the project.[5] The Gwynedd CO team comprised one full time team leader and two paid part time DCs who contribute a combined 1.1 Full Time Equivalent (FTE) effort. This was very similar to Brighton which had one full time team manager and 1.2 FTE paid DCs. In Gwynedd the CO project team provided a significantly larger proportion of training sessions than in Brighton & Hove. The most obvious reason for this is the number of DCs registered in Gwynedd was around half that of Brighton & Hove (157 vs. 305).

Estimating the total number of sessions delivered by the project is difficult, as many organisations involved in the project have a relatively loose connection with it. While some organisations remain in close contact with the project team and report sessions, others do not. Similarly, although a large proportion of DCs complete at least one online training course, only a minority regularly log into the DCN after their initial induction and training. The snapshot activity survey completed in April 2018 implies that many of these organisations that are not providing returns are active. If this data snapshot data is projected, it implies that around 42,000 help sessions are being provided through members of the network, excluding the paid DCs.

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[5] While DWP/JCP is an active partner they have sensitivities to collecting and sharing data on sessions delivered.

DIGITAL CHAMPIONS RECRUITED AND LOGGING INTO THE DIGITAL CHAMPION NETWORK

The total number of Digital Champions is based on data extracted from the Digital Champion Network (DCN) as we expect every Digital Champion to log in to the system at least once as part of recruitment and training. The figure of 157 DCs excludes the professional DCs and local manager employed by CO.

The analysis implied that in total 31 organisations had engaged with the project (this total counts JCP as part of DWP). Where individuals have not provided details of employing or host organisation during registration, their email address was used to identify the employing or host organisation, or the local manager has matched them to an organisation.

Those listed as 'unclear' below had no declared organisation and a generic personal e-mail address that could not be linked to a partner organisation. It should be noted that Gwynedd Council accounted for just under half (47%) of all Digital Champions registered on the network - see Table 1 below.

Analysis of the time interval between first registration and most recent login implied that DCs tended to login soon after registration; but that many did not log in again.

The evidence for this can be seen in Figure 1 below where the clustering of most recent logins along the blue line (first registration) shows DCs that have not logged in since soon after registration.

This interpretation is consistent with data on course completions and completion of training logs and implies that while some DCs complete several courses and regularly update training records on the DCN, many DC's do just the Digital Champion Essentials course and seldom login to the DCN.

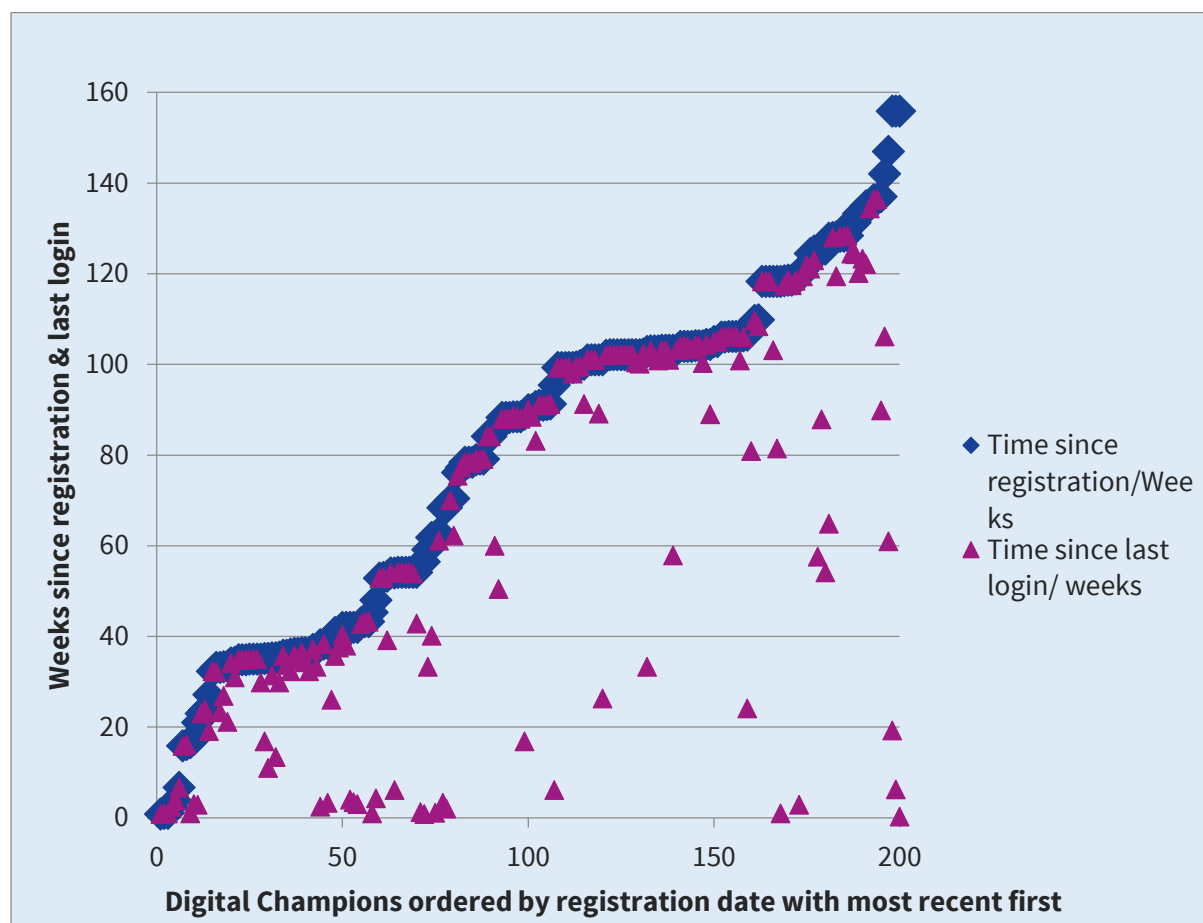Figure 5: First registration and most recent login to DCN – Digital Gwynedd

Table 1: Organisations represented and number of DCs – Digital Gwynedd

Organisation	DC Totals
Gwynedd Council	74
CAB	14
Cartrefi Cymunedol Gwynedd	9
Grŵp Llandrillo Menai	8
Coleg Menai	7
DWP	6
CL Volunteer	4
RVS	3
Welsh Gov	3
Y Dref Werdd	3
Cymgor Gwynedd	2
JobcentrePlus	2

| Organisation	DC Totals
Shelter Cymru	2
Wales COOP	2
Age Cymru	1
ARC Enterprises	1
Bangor University	1
Barnardos	1
Busnes Eryri Cyf.	1
Coleg Meirion Dwyfor	1
DU Test reg	1
gisda	1
gwynedd.llyw.uk	1
Hafal	1
Menter Môn	1
nedd.cymru.llyw	1
nedd.llyw.cymru	1
North Wales Housing	1
SOVA	1
Stepping Stones	1
Volunteer	1
Youth Justice Services	1
Grand Total	**157**

COURSE COMPLETIONS

The data for total numbers of courses completed was also extracted from the DCN and is shown in Table 2 below.In total, 96 individuals completed at least one training course via the DCN. From this it can be seen that just over 50% of DCs completed the Digital Champion Essentials course and around 60% completed at least one course via the DCN. It is likely that others will have attended face to face training events or seminars. In Figure 2 the same data is plotted in terms of the number of courses each individual completed as a bar chart. When considered together the data on course completions implies that while some individuals were prolific users of the DCN for training, most completed one course and this was most likely to be the Digital Champion Essentials course. Further analysis of the individuals completing large numbers of courses showed them to be a combination of paid employees of CO, embedded DCs and volunteers.

Table 4: Digital Gwynedd DCN Course Completions

Course	DC Number
Digital Champion Essentials	80
Using your role to help customers get online	26
Helping someone with an accessibility need: working with people with memory loss	18
Online security, banking and money	18
Helping someone with an accessibility need: working with people with learning difficulties and/or learning disabilities	17
Using government services online	17
Making and saving money online	16
Making Digital Work	16
Essentials for engaging with older people	15
Finding a job 1	14
Helping someone with an accessibility need: identifying accessibility needs	13
Digital fun: using the internet to help people love later life!	12
Helping someone with an accessibility need: working with learners with a physical disability or dexterity issue	12
Helping someone with an accessibility need: working with learners who are deaf or hard of hearing	11
How to use the Internet to develop your professional profile	11
Finding a job 2	10
Hanfodion Hyrwyddwyr Digidol	10
Visual impairment and technology	10
Defnyddio eich rôl i helpu cwsmeriaid i fynd ar-lein / Using your role to help customers get online	3
Total	**329**

Figure 2: Number of DCN courses completed by individuals
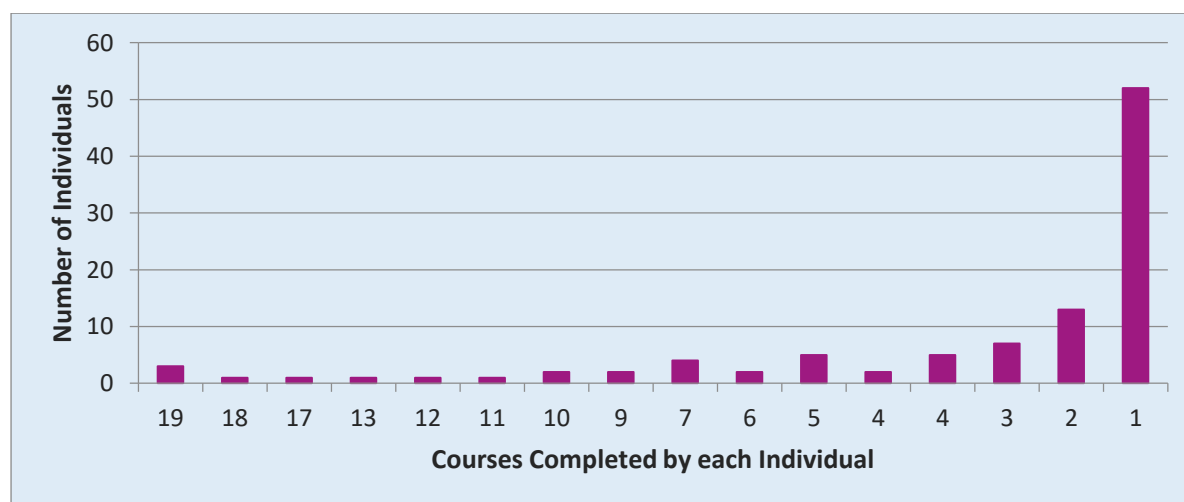
ACTIVITY LEVELS

In the course of monitoring local delivery, it had become apparent that many sessions were not being recorded on the DCN or the 'learner tally' system. In order to fill this gap in knowledge, a one-week Activity Snapshot survey was carried out in April 2018 which provided more insight into how many training sessions were being delivered and by whom. The snapshot nature of the survey and number of participants (14 responses out of 157 DCs registered excluding paid CO personnel) make projection of the data difficult, see Figure 3 below. The snapshot data implies that 86 people were helped by the 14 DCs in Gwynedd that reported in the week surveyed, excluding any work done by paid DCs employed by the project team. This implies on average 10 people being helped per DC per week.

If we assume that at least 100 of the 157 DCs in Gwynedd (the Council + CAB + DWP provide around this number) work at or near this level of productivity of ten people helped per week, around 52,000 help sessions are provided each year.[6] Using records from the DCN for the year August 2017 to August 2018 implies that CO paid DCs or volunteers delivered around 530 sessions each year. This ratio of around 100:1 for sessions delivered by embedded vs. paid DCs is quite different from the ratio seen in Figure 3 and is likely to be much closer to what is actually happening across the project area. It is consistent with the aspiration of the project which is to deliver support via partners in a sustainable way.

SIGN-POSTING WEBSITE USE

gwynedddigidol.cymru and *digitalgwynedd.wales*

The use of a dedicated 'signposting' website was part of the project delivery model, with its role being to connect learners with support or more formal training. The web metric examined was 'users per month' – as opposed to page views or visits - as this was seen as the best guide to whether the site was being used as intended. In Gwynedd the site was available in Welsh and English language versions and figures for both plus the total have been plotted in Figure 7 below.

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[6] This assumes a 52 week year and 10 sessions for 200 DCs.

Figure 6: April 2018 one week Activity Snapshot survey of activity

People helped

- COL Employed DC
- COL Volunteers
- Libraries
- Jobcentre
- Local Age UK branch
- Y Dref Werdd
- Council Staff CGWYNO
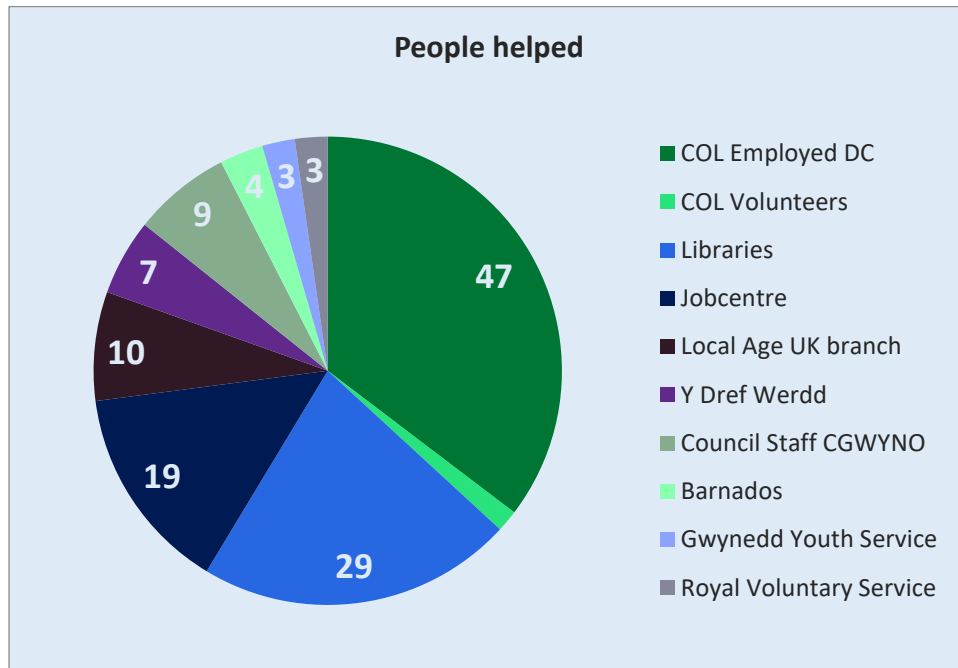- Barnados
- Gwynedd Youth Service
- Royal Voluntary Service

Figure 7: Website users per month Gwynedd