

# Barking & Dagenham Libraries Digital Inclusion Project

## 2025–2026

Evaluation Report  
April 2026



Empowering  
Communities



Improving  
Access



Building  
Skills



Creating  
Opportunities



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EKOTA

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# Acknowledgements

Ekota Academy, as the lead partner in securing the Digital Infrastructure Inclusion Fund by Department for Science, Innovation and Technology, in collaboration with Universal Services at the London Borough of Barking & Dagenham, extends its sincere thanks to all those who contributed to the successful design, delivery and evaluation of the Barking & Dagenham Libraries Digital Inclusion Project.

We are particularly grateful to the Digital Champions, whose dedication, time and compassion were instrumental in supporting residents to build confidence and develop essential digital skills. Their contribution has been central to both the reach and depth of the programme's impact.

We would also like to recognise the library managers and staff across all six library sites, whose collaboration, adaptability and commitment enabled effective delivery within busy community settings. Their responsiveness to residents' needs has been critical to the success of the programme.

Our thanks extend to colleagues across the London Borough of Barking & Dagenham, including Universal Services and Library Services teams, for their strategic leadership, operational support and continued partnership throughout delivery.

We would like to offer particular thanks to Zoinul Abidin, Head of Universal Services, for his leadership, guidance and support. His commitment to innovation within library services and to collaborative working has been instrumental in enabling this programme.

We also acknowledge the support of local councillors and community stakeholders, whose engagement has strengthened the programme's visibility and connection to local communities.

The development of the project, including the funding application, delivery model and supporting guidance for library staff and Digital Champions, was delivered through Ekota Academy's programme design and implementation approach, ensuring a structured, consistent and scalable model across all sites.

Finally, we recognise the leadership and contributions of Mizan Rahman (Chief Executive Officer, Ekota Academy), Muhammad Haque (Library Systems Officer, LBBD), and Aleya Chowdhury (Head of Fundraising and Business Development, Ekota Academy), whose combined strategic, technical and programme design input enabled both effective delivery and successful system integration.

This project reflects the strength of partnership working between the voluntary and public sectors, and a shared commitment to reducing digital exclusion and improving access to opportunities for residents across the borough.

# Joint Foreword

The Barking & Dagenham Libraries Digital Inclusion Project represents a significant and timely response to the challenges of digital exclusion across the borough. Delivered through a close and effective partnership between Ekota Academy and the London Borough of Barking & Dagenham, this programme demonstrates what can be achieved when local government and the voluntary sector work together with a shared purpose.

Through this collaboration, we have supported residents to access devices, connectivity and digital skills, helping people to build confidence, access essential services, and take greater control of their day-to-day lives in an increasingly digital world. Libraries have played a central role in this success, evolving as trusted, inclusive community spaces where residents feel supported and empowered.

What is particularly striking is the scale of delivery, and the depth of impact. This work has reached diverse communities across the borough, supported those facing the greatest barriers, and created lasting systems that will continue to benefit residents well beyond the life of the project. It is a strong example of how partnership-led delivery can drive meaningful change at multiple levels, individual, community and system-wide.

From Ekota Academy’s perspective, this programme reflects our commitment to responding to real need with practical, community-led solutions. We are proud of what has been achieved together and stand ready to build on this momentum, taking on the next challenge to further support residents and contribute to the borough’s continued growth and resilience.

From the Council’s perspective, this project highlights the strength of collaborative working and the importance of investing in accessible, frontline services. Under the leadership of Universal Services, this programme has successfully embedded a sustainable model within our library network, aligning with our wider priorities around inclusion, opportunity and service transformation.

We would like to extend our sincere thanks to library staff, Digital Champions, community partners and residents who have contributed to this programme. Their commitment, adaptability and dedication have been central to its success.

We look forward to continuing this partnership and building on these foundations to deliver even greater impact for the communities we serve.

**Mizan Rahman**  
Chief Executive Officer  
Ekota Academy



**Zoinul Abidin**  
Head of Universal Services  
London Borough of Barking & Dagenham



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# Executive Summary

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This report presents the evaluation of the Barking & Dagenham Library Digital Inclusion Programme, delivered by Ekota Academy in partnership with London Borough of Barking & Dagenham Libraries, with funding from the Department for Science, Innovation and Technology (DSIT).

The programme was designed to address digital exclusion by improving access to devices, connectivity and digital skills, while embedding sustainable delivery within existing library services. Delivery took place across six library hubs and wider community settings, supporting residents who were digitally excluded or lacked confidence in using technology.

The project has successfully delivered and, in several areas, exceeded its intended outputs and outcomes. A total of 720 devices were procured and integrated into a borough-wide device loan scheme, with 423 devices issued by March 2026, demonstrating strong and growing demand. In addition, 1,218 data packages were distributed, enabling residents to access online services and opportunities.

The programme engaged 4,726 residents, significantly exceeding the target of 3,000, representing an overachievement of approximately 54%. Feedback from 417 participants shows that over 97% reported increased confidence in using digital technology, while residents demonstrated practical application of skills, including accessing health services, applying for jobs, and managing finances online.

A key achievement of the project has been the system-level transformation within library services. Devices have been fully integrated into the library management system, supported by clear processes, guidance and staff training. Libraries now operate a sustainable device loan and digital support offer, shifting from short-term intervention to an embedded public service.

The programme also established a strong partnership model between the voluntary sector and local authority. Ekota Academy worked closely with LBBD to deliver a responsive, community-led approach, demonstrating the value of cross-sector collaboration in addressing digital exclusion. The programme also led to 1,337 new library memberships, significantly increasing engagement with local services.

The project aligns with local library and digital strategies by increasing access, supporting inclusion, and strengthening community engagement. Importantly, it has created a sustainable infrastructure, skilled workforce and delivery model that will continue to support residents beyond the funding period.

Overall, the programme demonstrates a high-impact, scalable model for digital inclusion, delivering measurable outcomes for residents while strengthening local service provision.

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## Methodology

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This evaluation used a blended qualitative and quantitative methodology to assess the delivery, reach and impact of the Barking & Dagenham Libraries Digital Inclusion Project during the period Nov 2025– Mar 2026.

Quantitative data was collected through participant registration forms, demographic surveys, feedback forms, attendance records, engagement logs and programme monitoring documentation. These tools enabled the project team to measure participation levels, demographic reach, digital engagement outcomes, device distribution, training delivery and overall programme performance. Copies of the data collection tools used are included within the Appendix section of this report.

Qualitative evidence was gathered through direct observation, stakeholder discussions and feedback conversations with participants, Digital Champions, LBBDD officers, library staff and Ekota Academy representatives. This approach provided deeper insight into participant experiences, barriers to digital inclusion, service accessibility and the wider social impact of the programme.

Additional verification activity included reviewing invoices, receipts, delivery records, timesheets and supporting financial documentation linked to programme expenditure and delivery outputs. Physical verification of project assets was also undertaken, including inspection of devices, asset labels and barcode systems used to manage and track equipment distributed through the programme.

Together, these methods provided a robust and evidence-based assessment of project delivery, impact and value for money.

## 2. Project Overview

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### 2.1 Background and Context

Digital exclusion remains a significant and persistent challenge within the London Borough of Barking & Dagenham (LBBDD), impacting residents' ability to access employment, education, healthcare and essential services. The borough is consistently ranked within the top 10% most deprived areas in England, with an unemployment rate of 6.8% compared to 3.9% nationally, alongside lower levels of digital skills and access.

Local evidence highlights the scale of digital exclusion. Approximately 15,000 residents remain offline, while 25% of residents lack essential digital skills, limiting their ability to fully participate in an increasingly digital society. These challenges are further compounded by income inequality, age, disability and wider social barriers, contributing to both device poverty and data poverty across the borough. Many households are

unable to afford appropriate digital devices or sufficient data connectivity, restricting access to critical online services and opportunities.

This project was developed in direct response to these challenges and is aligned with key strategic priorities at both local and national level. It supports the objectives of the London Borough of Barking & Dagenham Libraries Strategy, which focuses on transforming lives, promoting wellbeing, supporting learning and fostering inclusion through accessible community spaces. It also aligns with the LBB Information & Technology Strategy 2021–2028, which prioritises digital innovation, improved customer experience and equitable access to services.

At a national level, the programme supports the Department for Science, Innovation and Technology (DSIT) agenda to reduce digital exclusion by improving access to devices, connectivity and digital skills.

Prior to this programme, digital inclusion provision within libraries was limited. Only one library site (Barking Learning Centre) was registered as a National Device Bank & National Data Bank and able to distribute free data, and there was no coordinated borough-wide device loan scheme. Access to devices through national programmes was inconsistent and centrally allocated, limiting local responsiveness and scalability.

This project was therefore designed to address these gaps by establishing a borough-wide, integrated digital inclusion model, combining device access, connectivity and skills support, while embedding sustainable delivery within the existing library infrastructure.

## 2.2 Project Objectives

The project was designed to deliver a comprehensive and integrated digital inclusion programme, addressing key barriers to access, connectivity and digital capability within Barking and Dagenham.

The primary objectives were to:

- Increase access to digital devices by establishing a borough-wide device loan scheme across six library hubs, enabling residents to borrow laptops and tablets through a structured and accessible model
- Reduce data poverty by providing free mobile data packages to residents who are unable to afford connectivity, ensuring access to essential online services
- Improve digital skills, confidence and independence through the delivery of structured training sessions and one-to-one support, enabling residents to engage with digital tools effectively
- Support access to essential services and opportunities, including employment, education, healthcare and council services, by building residents' ability to use digital platforms
- Build local delivery capacity by recruiting and training Digital Champion volunteers and upskilling library staff to provide ongoing digital support

- Embed sustainable systems and processes within library services, including device management, data distribution, and guidance resources, to ensure continued delivery beyond the funded period
- Strengthen partnership working between the voluntary sector and local authority, demonstrating a collaborative, community-led approach to tackling digital exclusion

These objectives were supported by a framework of output and outcome KPIs, enabling robust monitoring, evaluation and reporting of progress and impact.

## 2.3 Delivery Model

The project was delivered through a multi-layered, community-based delivery model, combining infrastructure development, workforce capacity building, and direct resident engagement. The model was designed to address the three core barriers to digital inclusion, access to devices, connectivity, and digital skills, through an integrated and sustainable approach.

Delivery was anchored within six library hubs across the borough:

1. Barking Learning Centre
2. Dagenham Library
3. Marks Gate Library
4. Thames View Library
5. Valence Library Hub
6. Chadwell Heath Library Hub

Supported by outreach activity in community settings, including mosques and community centres. This ensured accessibility for residents who may not traditionally engage with library services.

The delivery model consisted of the following core components:

### Device Access and Infrastructure

A total of 720 laptops and tablets were procured and integrated into the library management system (SirsiDynix), enabling a structured and secure device loan scheme. Devices were catalogued, tracked and issued through the existing library system, with a standard loan period, user verification processes, and clear terms of use. This transformed device access from an ad hoc provision into a fully embedded, system-led public service.

### Connectivity Support

To address data poverty, free mobile data packages were distributed to eligible residents. In parallel, library hubs were supported to register as National Databank centres, enabling continued provision of free

connectivity beyond the project period. This ensured that both access and affordability barriers were addressed simultaneously.

### **Digital Skills Delivery**

A structured programme of digital skills training and drop-in support was delivered across all sites. Sessions covered essential skills including internet use, online safety, job search, accessing services, and basic IT skills. Delivery combined group-based learning with flexible one-to-one support, enabling residents to progress at their own pace.

### **Workforce Development and Volunteer Model**

The project recruited and trained 56 Digital Champion volunteers, significantly exceeding initial targets, alongside upskilling library staff. Digital Champions were embedded within library sites to provide frontline support, assist with device onboarding, and guide residents into training. This model increased delivery capacity and strengthened community trust.

### **Systems, Tools and Standardisation**

A suite of operational tools and resources was developed to support consistent delivery, including:

- Device loan guidance and tracking systems
- Data distribution processes
- Training materials and session plans
- A **Digital Library Guide** for residents, staff and volunteers

These systems ensured a standardised approach across all sites and supported effective monitoring and evaluation.

### **Adaptive and Demand-Led Delivery**

The model incorporated real-time monitoring and responsiveness, allowing resources to be flexibly allocated based on demand. Delivery was strategically concentrated in higher-footfall locations, particularly Barking Learning Centre and Dagenham Library, while outreach activity extended reach into underrepresented communities.

Overall, the delivery model combined scale, flexibility and sustainability, enabling rapid implementation while embedding long-term capability within library services. By integrating devices, data and skills within a trusted community infrastructure, the project established a replicable model for digital inclusion, with potential for adoption across other boroughs and local authority settings.

# Part 1 – Project Inputs



Finance



Human Resources



Partnerships



Assets/Equipment

This section outlines the key resources, investment and capacity that supported the delivery of the project during the reporting period. Inputs included financial investment, workforce capacity, partnerships, physical and digital assets, and supporting infrastructure required to deliver the programme effectively across all six library hubs.

## 3.1 Financial Resources

Financial resources were allocated in line with the approved budget and funder requirements, ensuring effective delivery, governance and compliance.

Key areas of expenditure included:

- Staffing costs, covering project coordination, delivery, monitoring and reporting, enabling effective day-to-day management and oversight
- Procurement of devices, including laptops and tablets to support the device loan scheme, with phased purchasing to manage cashflow and ensure value for money
- Purchase and distribution of mobile data (SIM packages) to address data poverty and support connectivity
- Marketing and publicity costs, including printed materials, outreach campaigns and branded resources to support engagement and awareness

Overall, financial inputs remained aligned with eligible expenditure categories and supported delivery at scale across all project components.

## 3.2 Human Resources

The project was supported by a multi-disciplinary workforce, combining strategic oversight, operational delivery and community-based support.

**This included:**

- **Senior Programme Management**, providing strategic leadership, governance and oversight of delivery against KPIs
- **Project coordination capacity**, managing procurement, stakeholder engagement, delivery planning, monitoring and risk management across all six library sites
- **Delivery staff**, facilitating digital skills sessions, one-to-one support and community drop-in activity
- **56 Digital Champion volunteers**, recruited, trained and embedded across library sites, significantly increasing delivery capacity and frontline support
- **Library staff**, supporting day-to-day operations, including device loans, resident engagement and integration with existing services
- **Technical expertise**, including input from the Library Systems Officer and Universal Services teams, supporting device configuration, asset management and system integration
- **Professional support**, including HR, legal, governance and compliance functions to ensure robust delivery

This combination of roles enabled effective programme delivery at scale while maintaining quality and consistency across all sites.

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### 3.3 Partnerships

Strong partnership working was central to the success of the project, enabling a coordinated and community-led approach.

Key partnerships included:

- London Borough of Barking & Dagenham Libraries, providing venues, staff support and integration within existing library systems
- Library site managers, supporting coordination, engagement and consistent delivery across all six hubs
- GP Federation, supporting outreach and engagement with residents, particularly those accessing health services
- External partners, including Digital Unite, Vodafone, Currys and community organisations, supporting delivery through resources, connectivity and outreach

These partnerships enabled the programme to be embedded within trusted community infrastructure, increasing reach, credibility and sustainability.

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### 3.4 Assets and Equipment

Grant funding supported the procurement, deployment and management of key assets required to deliver the project.

**This included:**

- **732 devices** (370 laptops and 362 tablets), procured and configured for the device loan scheme (12 devices allocated to Digital Champions to support outreach and delivery)
- **1,200 mobile data SIM packages**, supporting residents experiencing data poverty
- **Storage and charging infrastructure**, including 6 secure storage units and 6 charging units installed across library sites
- **Digital engagement equipment**, including large screens and a projector to support training delivery
- **Specialist equipment**, including a laser engraver to support engagement activities
- **Library and community spaces**, used to deliver training sessions and support
- **Digital assets**, including the **Digital Library Guide**, supporting residents, staff and volunteers

**All assets were integrated into the library system, enabling:**

- Structured borrowing and return processes
- Accurate tracking and monitoring
- Secure storage and management
- Continued use beyond the project period

This ensured assets contributed to both immediate delivery and long-term sustainability.

### 3.5 Other Inputs

In addition to financial, human and physical resources, several supporting inputs contributed to effective delivery:

- **Development of tracking and data systems**, including device loans, training attendance, volunteer activity and evaluation data
- **Governance and stakeholder engagement**, including regular meetings, reporting and oversight processes
- **Marketing and outreach activity**, including printed materials, digital promotion, lamp-post posters and bus stop digital content and community engagement at public places.
- **Production of branded materials**, supporting programme visibility and engagement
- **Delivery of a public launch event**, generating early awareness and community participation
- **Volunteer engagement activity**, including a Digital Champions recognition event, supporting retention and motivation

These inputs ensured that delivery was well-coordinated, visible within the community, and supported by robust monitoring and governance structures.

# Part 2 - Project Activities



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This section outlines the key activities delivered during the reporting period. All core activities were implemented in line with the project plan, with delivery completed across device access, data provision, digital skills training, and community engagement. Activity was underpinned by strong project management, partnership working, and a responsive, needs-led approach.

## 4.1 Overview of Delivery

During the reporting period, a comprehensive programme of activities was delivered across all six library hubs. This included the rollout of the device loan scheme, distribution of free data packages, delivery of digital skills training, and community outreach to increase awareness and engagement.

Delivery was phased to ensure systems, staff capacity and infrastructure were in place. Following mobilisation and setup, activity accelerated to full delivery, ensuring all planned outputs were achieved within the project timeframe of five months (Nov 2025 – Mar 2026).

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## 4.2 Engagement and Outreach

A coordinated outreach and communications campaign was delivered to raise awareness and drive participation across the borough.

This included:

- Leaflet and poster distribution across libraries, local shops and community spaces
- Use of branded materials to increase visibility and engagement

- Large-scale public advertising, including lamppost campaigns, bus stop digital screens, advertising within buses, and in-library digital displays
- Community-based outreach, including engagement in mosques and community centres

The project was formally launched at Barking Learning Centre, through a public launch event in January 2026, attended by residents, councillors, Digital Champions and stakeholders. The event included digital support drop-ins, interactive engagement activities, awareness-raising sessions, and speeches generating early interest and community trust.

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### 4.3 Training and Support Delivered

A wide-ranging programme of digital skills training and support was delivered across all library sites and community settings. In addition to the planned delivery, the programme was adapted in response to identified need, resulting in the delivery of 55 structured digital skills training sessions across the borough.

These sessions were not originally planned at this scale but were introduced following real-time monitoring of resident demand and engagement patterns. Attendance registers and session plans were developed and maintained to ensure structured delivery, consistency and effective tracking of participation.

#### **Training topics were tailored to resident needs and included:**

- Internet basics and navigating websites
- Email setup and communication
- Online job applications and CV development
- Accessing NHS services and health apps
- Managing online finances and paying bills
- Online safety, including scams and data protection
- Supporting children with online learning
- Basic IT skills (keyboard use, file management, uploading documents)
- Introduction to digital tools such as Canva and AI

This adaptive approach enabled the programme to respond effectively to demand, increase engagement levels, and ensure that training remained relevant and accessible to residents with varying levels of digital confidence.

In addition to structured sessions, regular drop-in support was provided, enabling residents to receive one-to-one assistance with tasks such as completing online forms, accessing services, and using devices.

This flexible approach ensured accessibility for residents at different skill levels and supported practical, real-life application of digital skills.

## 4.4 Digital Champion Programme

A key component of delivery was the recruitment and deployment of **Digital Champion volunteers**.

The original target of 30 volunteers was significantly exceeded, with **56 Digital Champions recruited and onboarded**, representing an increase of 85%.

Digital Champions were:

- Trained through structured induction sessions (online and in-person)
- Allocated across all six library sites
- Embedded within delivery to provide frontline support
- Supporting device users, training sessions and drop-in activity

This significantly increased delivery capacity and enabled more personalised, one-to-one support for residents, particularly those with low confidence or complex needs.

To support consistency, Digital Champion induction packs and guidance materials were developed and implemented across all sites.

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## 4.5 Systems and Operational Delivery

All devices were successfully configured, deployed and integrated into the library management system (SirsiDynix). Devices were catalogued, tracked and issued through a structured loan process, supported by secure storage and charging infrastructure at each site.

A Device Loaning Guidance document was developed to standardise processes across libraries, including issuing, resetting and tracking devices. Residents were able to borrow devices through an established process, supported by staff and Digital Champions.

In addition, a Digital Library Guide was developed as a key project resource. This provided:

- Step-by-step guidance for residents
- A structured tool for Library Staff and Digital Champions to support users
- A consistent approach to digital skills support across all sites

This ensured delivery was standardised, accessible and sustainable.

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## 4.6 Adaptive and Demand-Led Delivery

Delivery was continuously monitored and adapted in response to demand. Due to the limited timeframe and ambitious engagement targets, a flexible approach was adopted to maximise impact.

Monitoring identified that footfall and demand varied across sites, with significantly higher engagement at Barking Learning Centre and Dagenham Library. As a result:

- Delivery capacity was strategically reallocated
- Additional Digital Champions and staff were deployed to high-demand locations
- Outreach activity was extended into community settings to reach new audiences

Barking Learning Centre in particular operated as a central access point for residents experiencing higher levels of deprivation, including those seeking employment, accessing benefits, or facing wider social challenges. Dagenham Library also experienced consistently high demand.

This targeted approach enabled:

- Increased one-to-one support
- More responsive drop-in provision
- Tailored support for residents with complex needs

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## 4.7 Summary of Activities

Overall, all planned activities were delivered successfully, with several areas exceeding expectations.

This included:

- Full rollout of the device loan scheme
- Distribution of free data packages
- Delivery of structured training and one-to-one support
- Recruitment and deployment of Digital Champions beyond target
- High levels of resident engagement supported through effective outreach

The combination of structured delivery, strong partnerships and a responsive, needs-led approach ensured that activity remained aligned with project objectives while maximising reach and impact across the borough.

## Part 3 – Outputs



### 5.1 Overview of Progress

Significant progress has been made towards delivering all output KPIs set out in the project funding application. All core outputs have been fully achieved, with several areas exceeding original targets, demonstrating strong delivery performance within the project timeframe.

The project successfully delivered a borough-wide digital inclusion programme across six library hubs, including device access, data provision, workforce development and resident engagement. Delivery was supported by strong monitoring systems, enabling accurate tracking of activity, outputs and participation.

Outputs were not only achieved in line with the original plan but, in several cases, exceeded expectations due to high demand, effective outreach and adaptive delivery approaches. This includes exceeding targets for resident engagement and Digital Champion recruitment, as well as successfully embedding sustainable systems and infrastructure within library services.

### 5.2 Output KPIs and Evidence of Progress

#### KPI 1: Laptop and Tablet Distribution

**Target:** 720 devices available for loan across six library hubs

**Progress:** Fully achieved and exceeded

#### Evidence of progress:

- 732 devices procured and deployed, 720 devices available across 6 library hubs, with 12 devices allocated to Digital Champions to support outreach and delivery. In total 370 laptops and 362 tablet, procured and utilised, exceeding the original target of 720.

- Devices configured, catalogued and integrated into the library management system (SirsiDynix)
- Devices distributed across all six library sites, with approximately 120 devices per hub
- Secure storage and charging infrastructure installed at each site
- A standardised device loan system implemented, including eligibility criteria and a 4-week loan period
- 423 devices issued on loan by end of March, with 140 renewals, demonstrating sustained usage
- Devices used both for resident loans and to support training sessions and drop-in activity

This demonstrates strong delivery of the KPI and effective utilisation of assets.

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## KPI 2: Data Distribution

**Target:** 1,200 free data packages distributed

**Progress:** Fully achieved

Evidence of progress:

- 1,218 data packages (SIMs) distributed, slightly exceeding the original target
- Distribution delivered through Barking Learning Centre and Dagenham Library
- Eligibility criteria applied (18+, LBBB resident)
- All distributions recorded using structured tracking forms, including SIM reference numbers
- A Data Pack Guidance document developed to ensure consistency and accountability

This demonstrates controlled, targeted and accountable delivery of data support.

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## KPI 3: Digital Champions

**Target:** 30 Digital Champions recruited and active

**Progress:** Exceeded

Evidence of progress:

- 56 Digital Champions recruited and deployed, exceeding target by 85%
- Volunteers trained through structured induction sessions (online and in-person)
- Champions allocated across all six library sites
- Supported delivery of training sessions, device support and drop-ins
- Induction packs and guidance materials developed to ensure consistency

This significantly increased delivery capacity and strengthened community-based support.

## KPI 4: Staff and Volunteer Training

**Target:** 6 training sessions delivered

**Progress:** Exceeded

### Evidence of progress:

- 7 training sessions delivered between January and March 2026
- Training covered:
  - Delivery approach and facilitation
  - Use of devices and systems
  - Supporting residents with digital skills
- 15 library staff and 56 Digital Champions trained
- Sessions supported consistent delivery and strengthened workforce capability
- Post-training feedback (37 responses) indicated high levels of confidence and satisfaction



This demonstrates strong progress in workforce development and capability building.

## KPI 5: Resident Engagement

**Target:** 3,000 residents engaged in digital skills training

**Progress:** Exceeded

### Evidence of progress:

- 4,726 residents engaged, exceeding target by over 54%
- Engagement delivered through:
  - 55 Structured training sessions
  - One-to-one support and drop-ins
  - Outreach in libraries, mosques and community venues
- Wide range of topics delivered, including:
  - Basic digital skills
  - Online safety
  - Employment support
  - NHS App and essential services access
- Engagement driven through large-scale outreach and public awareness campaigns



This demonstrates strong reach, demand and impact across the borough. This was further supported by the unplanned delivery of 55 structured digital skills training sessions, introduced in response to demand. This contributed directly to exceeding the engagement KPI by 54%.

## KPI 6: Digital Library Induction Pack

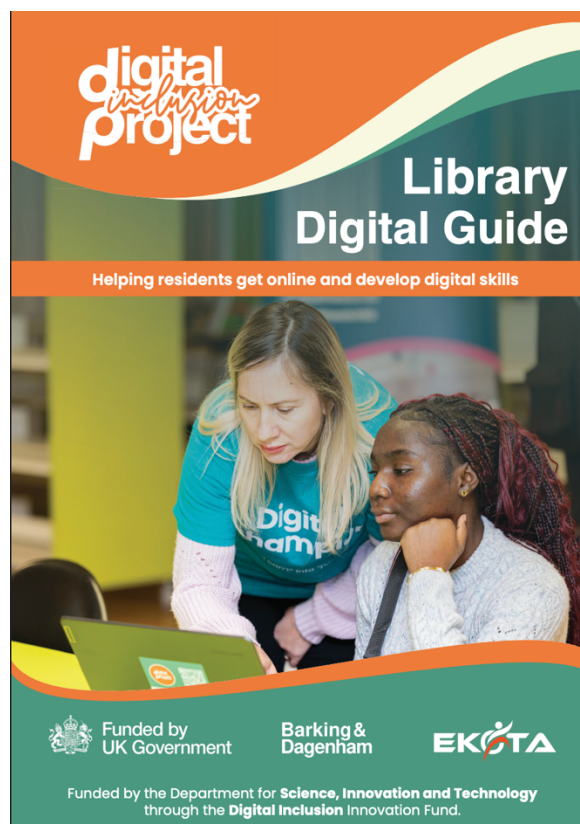
**Target:** Development of a structured induction resource

**Progress:** Fully achieved

### Evidence of progress:

- A Digital Library Guide / Induction Pack was developed and implemented
- Used to support:
  - Digital Champion and staff training
  - Delivery of digital skills sessions
  - Resident engagement and onboarding
- Provided structured guidance on:
  - Device usage
  - Digital skills delivery
  - Supporting new library users
- Enabled consistency across all six library sites

This resource has been embedded into delivery and supports long-term sustainability.



## KPI 7: Libraries Registered as National Databank Centres

**Target:** 5 libraries registered

**Progress:** Fully achieved and strengthened

### Evidence of progress:

- 5 additional library hubs registered as National Databank centers these are:
  - Valence Library, Dagenham Library, Chadwell Health Library, Thames View Library, Marks Gate Library
- Barking Learning Centre was already registered and used as a pilot site
- Data distribution processes implemented and embedded across delivery sites

- Ekota Academy established a direct partnership with Vodafone, enabling continued access to data packages beyond the funded period
- Reduced reliance on centralised device and data allocation systems
- Libraries now have greater local control over device and data provision

This represents a significant shift from a reliance-based model to a locally managed and sustainable delivery model, strengthening long-term impact.

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## 5.3 Summary of Outputs

Overall, the project has met or exceeded all output KPIs, demonstrating strong delivery performance within a compressed timeframe.

Key areas of overachievement include:

- Device provision exceeding target (720 to 732 devices)
- Digital Champion recruitment exceeding target by 85%
- Resident engagement exceeding target by over 54%
- Data distribution exceeding planned volumes

These results were achieved through:

- Strong partnership working
- Effective outreach and engagement strategies
- Adaptive, demand-led delivery
- Efficient use of resources and assets

The outputs achieved provide a strong foundation for sustained digital inclusion activity across the borough and demonstrate the project's success in delivering at scale.

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## 5.4 Library Impact Overview – Engagement and Device Loans

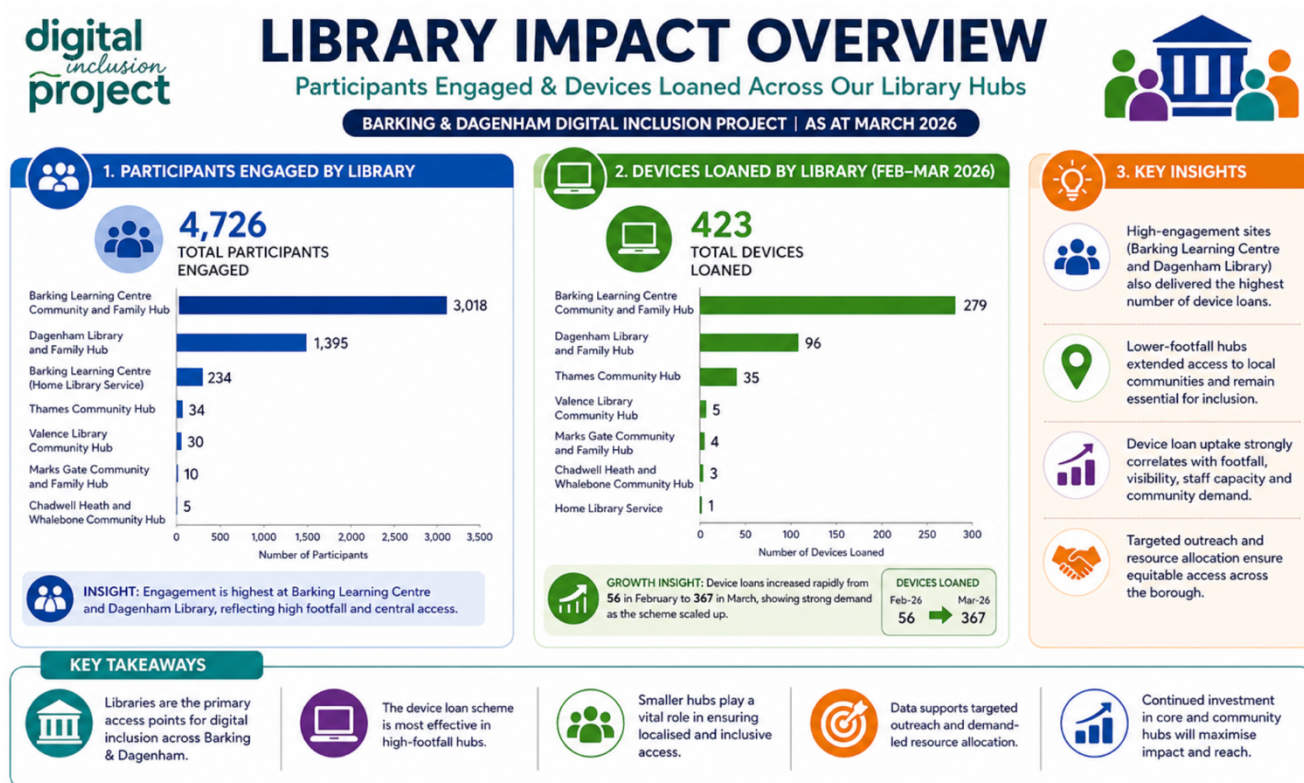
The programme delivered significant impact across library hubs, with clear variation in engagement levels and device loan uptake reflecting differences in footfall, visibility and local demand.

A total of 4,726 residents were engaged across all sites. Engagement was concentrated in key hubs, with Barking Learning Centre and Family Hub (3,018 participants) and Dagenham Library and Family Hub (1,395 participants) accounting for the majority of reach. These locations benefited from higher footfall, central accessibility and established community presence. Smaller hubs, including Thames, Valence,

Marks Gate and Chadwell Heath, recorded lower engagement levels, though they played an important role in extending access to more localised communities.

The device loan scheme showed a similar distribution pattern. By March 2026, a total of 423 devices had been issued, with the highest uptake at Barking Learning Centre (279 devices) and Dagenham Library (96 devices). Other locations, including Thames Community Hub (35 devices) and Valence Library (5 devices), demonstrated more modest but still meaningful levels of demand.

## Infographic Library Impact Overview



Notably, device loans increased rapidly over a short period, rising from 56 devices in February to 367 in March, reflecting successful system implementation and growing awareness among residents.

Overall, the data highlights a strong correlation between engagement levels and device uptake, indicating that high-footfall libraries are critical to delivery scale. At the same time, smaller hubs contribute to equitable access across the borough. These insights reinforce the importance of targeted outreach, resource allocation aligned to demand, and sustained investment in both central and community-based delivery locations.

## Part 4 – Outcomes & Achievements



### 4.1 Overview of Participant Demographics

To understand the reach and inclusivity of the programme, demographic data was collected from participants through registration and monitoring processes. A total of 4,726 residents engaged with the programme, with 3,091 participants providing detailed feedback data.

The infographic below provides a summary of participant characteristics across age, gender, employment status, disability and socio-economic background. This data demonstrates that the programme successfully reached a broad and diverse cross-section of the borough, including individuals experiencing digital exclusion linked to unemployment, low income, limited digital skills and wider social barriers.

Importantly, the data also reflects a trust-based and inclusive approach to engagement, with a significant proportion of participants choosing “prefer not to say” for sensitive questions. This indicates that residents felt comfortable accessing support without pressure to disclose personal information.

# Infographic - Participant Demographic Overview



## Barking & Dagenham Libraries Digital Inclusion Project



PARTICIPANT DEMOGRAPHICS OVERVIEW | MARCH 2026



**4,726**  
Total residents engaged



**35-44**  
Highest engagement age group (17.4%)



**23.8%**  
Not in employment (largest group)

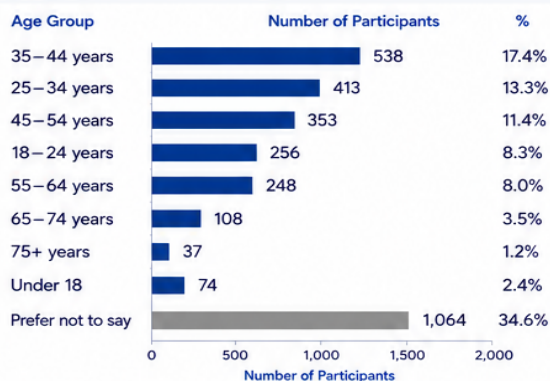


Broad, inclusive reach across our community



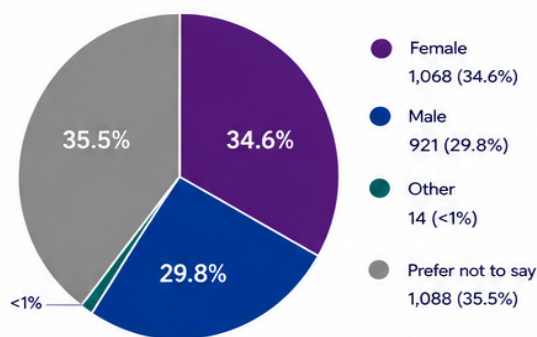
Data collection surveys were completed by **3,091** participants. The demographic insights on this page are based on these survey responses.

### 1. AGE DISTRIBUTION



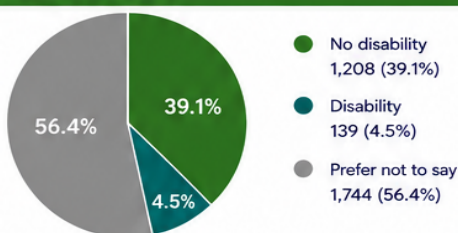
**INSIGHT:** Strong engagement from working-age residents, particularly those aged 25-44.

### 2. GENDER



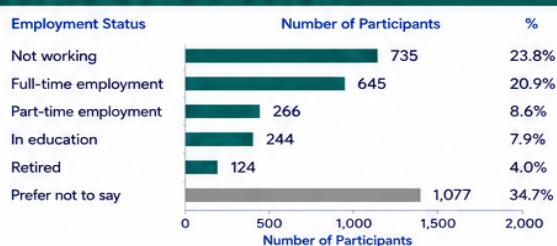
**INSIGHT:** Participation is broadly balanced across genders, with high levels of non-disclosure.

### 3. DISABILITY



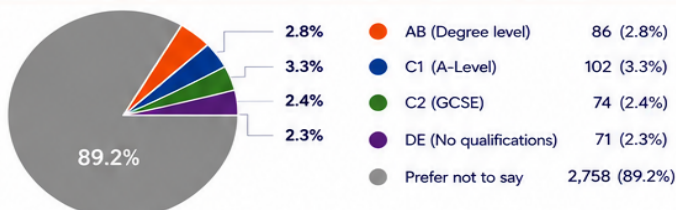
**INSIGHT:** Targeted engagement ensured inclusion of residents with additional needs.

### 4. EMPLOYMENT STATUS



**INSIGHT:** A significant proportion of participants are not in employment, highlighting the link between digital exclusion and opportunity.

### 5. SOCIAL GRADE (INDICATIVE - BASED ON EDUCATION)



**INSIGHT:** High levels of 'prefer not to say' reflect a trust-based, inclusive data collection approach, prioritising participant comfort and choice.



**KEY TAKEAWAY**  
Our programme reaches a diverse range of ages, genders, abilities and socio-economic backgrounds, ensuring digital inclusion is accessible to all.

### 4.1.1 Key Insights

The demographic profile highlights several important findings that inform both the success of the project and future delivery:

- Strong engagement from working-age residents, particularly those aged 25–44, reflects the demand for digital skills linked to employment, education and accessing services.
- A significant proportion of participants were not in employment, reinforcing the link between digital exclusion and economic disadvantage.
- The programme achieved broad reach across genders and backgrounds, demonstrating accessibility and inclusivity in delivery.
- High levels of “prefer not to say” responses suggest that a flexible, non-intrusive approach to data collection helped build trust and encourage participation.
- Engagement from individuals with disabilities and complex needs highlights the importance of accessible, community-based digital support.

Overall, the data confirms that the programme successfully reached those most at risk of digital exclusion, while also engaging a wider cross-section of the community. This reinforces the value of delivering digital inclusion support through trusted local settings such as libraries, using an approach that is both inclusive and responsive to need.

This level of reach and diversity demonstrates strong alignment with LBBD’s priorities around reducing inequality, improving access to services and supporting inclusive economic participation.

### 4.1.2 Supporting Residents with Disabilities

The programme also provided targeted support to residents with disabilities, including individuals who were partially sighted or blind. Monitoring data indicates that 4.5% of participants (212 individuals) identified as having a disability, while a further proportion (56.4% prefer not to say) preferred not to disclose this information, suggesting that accessibility needs may be more widespread.

Within this cohort, approximately 16 participants required more intensive, tailored support due to visual impairments. Digital Champions and library staff delivered personalised, one-to-one assistance, introducing accessible features such as voice activation, screen readers and audio-assisted navigation. Participants were supported to complete practical tasks including sending emails and accessing online services, enabling them to use devices more independently.

This targeted support ensured that residents with additional needs were not excluded from digital opportunities and were able to build confidence at their own pace. It also demonstrates the programme’s commitment to inclusive delivery, ensuring equitable access to digital services for all residents, including those who may require enhanced support.

### 4.1.3 Ethnicity Profile of Participants

Ethnicity data was collected as part of participant monitoring to understand the inclusivity and reach of the programme across Barking & Dagenham’s diverse communities. A total of 3,091 participants provided ethnicity data (excluding “prefer not to say” where relevant).

*“The programme achieved strong engagement across diverse communities, with particularly high participation from Black and Asian residents, demonstrating effective reach into groups most affected by digital exclusion”.* Infographic Image: Ethnicity breakdown by Participants (3,091)



## PARTICIPANT ETHNICITY PROFILE

Reflecting the diversity and inclusivity of programme reach



TOTAL RESPONDENTS

**3,091**

(Completed this section)

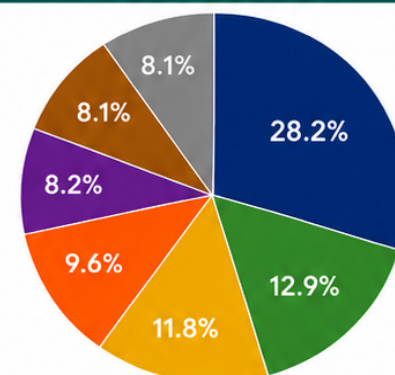


The programme has engaged a **wide range of ethnic communities** across Barking & Dagenham.

#### BREAKDOWN (TOP GROUPS)

ETHNICITY	NO. OF PARTICIPANTS	%
Black – African	872	28.2%
Asian – Bangladeshi	397	12.9%
White British/Irish	366	11.8%
Asian – Indian	298	9.6%
Asian – Pakistani	254	8.2%
White – Eastern European	249	8.1%
Prefer not to say	249	8.1%

#### TOP 7 GROUPS – % SHARE



TOP 7 GROUPS – REPRESENT

**85.0%**

of all respondents who completed this section.

#### SMALLER BUT IMPORTANT GROUPS INCLUDED

ETHNICITY	NO. OF PARTICIPANTS	%
Asian – Other backgrounds	98	3.2%
Black – Caribbean	81	2.6%
White – Other backgrounds	53	1.7%
Other ethnic backgrounds	39	1.3%
Middle Eastern / North African backgrounds	33	1.1%



These smaller groups together represent **9.9%** of respondents, highlighting the breadth of community reach.

#### KEY INSIGHTS



Strong engagement from Black and Asian communities, who together represent over **58%** of respondents.



The ethnicity profile reflects the diversity of Barking & Dagenham, demonstrating broad community reach.



Engagement extends beyond traditionally targeted groups, including Eastern European, Caribbean and Middle Eastern communities.



A proportion of participants chose “prefer not to say”, reflecting a respectful and inclusive approach to data collection.



This diversity highlights the effectiveness of delivering services through trusted local institutions such as libraries.

#### 4.1.4 Key Insights Participants on Ethnicity Profile

##### 1. Strong engagement from Black and Asian communities

The largest proportion of participants identified as Black African (28%), followed by significant representation from Asian communities (over 30% combined across Bangladeshi, Indian, Pakistani and other groups). The programme successfully reached communities that are often disproportionately affected by digital exclusion, aligning strongly with equality and inclusion priorities.

##### 2. Reflective of local borough diversity

The ethnic profile broadly reflects the diverse population of Barking & Dagenham, demonstrating that delivery through libraries provided an accessible and trusted entry point for a wide range of residents.

##### 3. Engagement beyond traditionally targeted groups

While the programme focused on digital exclusion, participation extended across:

- Long-established communities
- Migrant and Eastern European residents
- Multi-ethnic groups

This indicates broad community relevance, not just targeted intervention.

##### 4. Trust and inclusivity in data collection

A proportion of participants selected “prefer not to say” (8.1%), which is relatively low compared to other categories (e.g. disability, social grade). Participants felt more comfortable sharing ethnicity data, likely due to:

- Clear communication
- Trust in delivery partners
- Community-based setting

The ethnicity profile demonstrates that the programme achieved strong engagement across a wide range of communities within Barking & Dagenham, with particularly high participation from Black and Asian residents. This reflects both the borough’s demographic composition and the programme’s success in reaching communities most affected by digital exclusion. The diversity of participants highlights the effectiveness of delivering services through trusted local institutions such as libraries, ensuring accessibility for residents from different cultural, linguistic and socio-economic backgrounds. Overall,

the data confirms that the programme was inclusive, representative and responsive to the needs of the borough's population.

### 4.1.5 Overview of Outcomes against KPI's

The project has delivered strong and measurable outcomes aligned with the original application and Outcome KPIs.

Evidence gathered through participant surveys (417), stakeholder feedback (32), and monitoring data demonstrates significant improvements in digital confidence, access to services, and overall inclusion.

Outcomes have been achieved and, in several areas, exceeded expectations, reflecting the effectiveness of the delivery model, targeted engagement, and strong partnership working. Below sets out our outcomes KPI 1-5. *(Beneficiary Impact KPI 1-5 Infographics to the right)*

## IMPACT ON BENEFICIARIES

Measurable outcomes achieved against our 5 key KPIs

**EVIDENCE BASE**  
417 Participant Surveys  
32 Stakeholder Feedback  
Monitoring Data

OUTCOMES ACHIEVED OR EXCEEDED  
**5/5**  
KPIs

**STRONG IMPACT**  
Improved digital skills, access to services, online safety and community inclusion.

**KPI 1**

**IMPROVED DIGITAL SKILLS AND CONFIDENCE**

TARGET

**75%**  
of participants report improved skills and confidence

PROGRESS EXCEEDED

**97.2%**  
feel confident or very confident after support

KEY IMPACT AREAS

- 48.2% Can now send emails
- 47.5% Use the internet safely
- 32.9% Create strong passwords
- 24%+ Use online services (NHS, Council, etc.)

“ It has really built my confidence... I can now send emails and even detect fraud. ”

**KPI 2**

**INCREASED USE OF DEVICES & DATA FOR ESSENTIAL NEEDS**

TARGET

**70%**  
use devices/data for employment, education or health

PROGRESS ACHIEVED

**78.2%**

TOP USES REPORTED

- 48.0% Applying for jobs online
- 36.9% Accessing NHS services
- 26.6% Managing finances & bills
- 30.9% Communicating with family & friends
- 18%+ Supporting children with schoolwork

“ I can now apply for jobs and manage everything online. ”

**KPI 3**

**IMPROVED ACCESS TO SERVICES & REDUCED DIGITAL EXCLUSION**

TARGET

Increased access to online services and reduced digital isolation

PROGRESS EXCEEDED

**81%\***  
of stakeholders say the project has helped reduce digital exclusion

PARTICIPANT IMPACT

- 53.7% Will use the internet more often
- 45.6% Feel more confident using technology
- 34.3% Can access important services independently
- 20.4% Can now look for jobs or training online
- 18.2% Improved social connection through technology

**1,337**  
NEW LIBRARY MEMBERSHIPS CREATED

A significant increase in access to library services and community resources.

**KPI 4**

**IMPROVED ONLINE SAFETY AWARENESS**

TARGET

Improved awareness of online safety and risks

PROGRESS ACHIEVED

**67.6%**

KEY LEARNING AREAS

- 47.5% Learned how to use the internet safely
- 20.1% Feel safer online
- Improved understanding of:
  - Scams & fraud detection
  - Password security
  - Data protection & safe browsing

“ I now feel confident spotting scams and protecting my information. ”

**KPI 5**

**INCREASED WORKFORCE CONFIDENCE & CAPABILITY**

TARGET

30 Digital Champions and 12 staff demonstrate improved confidence and skills

PROGRESS SIGNIFICANTLY EXCEEDED

**97.2%**  
of volunteers feel confident supporting residents

WORKFORCE HIGHLIGHTS

- 56 Digital Champions recruited (+85% above target)
- 15+ Library staff trained and engaged
- 94.5% Rated training as useful or very useful
- 97% Felt supported in their role

A stronger, more confident workforce driving sustainable digital inclusion in our libraries.

## 4.2 Outcome KPI 1 – Improved Digital Skills and Confidence

**Target:** 75% of participants report improved digital skills and confidence

**Progress:** Exceeded

**Evidence of Progress:** Survey data shows clear improvements in both confidence and practical skills:

- 97.2% of respondents reported feeling “confident” or “very confident” after support
- 48.6% reported being “very confident”, with a further 48.6% “confident”
- Participants reported gaining practical skills including:
  - Sending emails (48.2%)
  - Using the internet safely (47.5%)
  - Creating strong passwords (32.9%)
  - Using online services such as NHS and council platforms (24%+)

Participants consistently reported increased independence and reduced reliance on others.

*“It has really built my confidence... I can now send emails and even detect fraud.”*

## 4.3 Outcome KPI 2 – Increased Use of Devices and Data for Essential Needs

**Target:** 70% of users access devices/data for employment, education or health

**Progress:** Achieved

**Evidence of Progress:** Participants reported using devices and connectivity for a wide range of essential activities:

- Applying for jobs online (48.0%)
- Accessing NHS services (36.9%)
- Managing online finances and bills (26.6%)
- Communicating with family and friends (30.9%)
- Supporting children with schoolwork (18%+)

In addition:

- 23.3% reported using devices specifically for job search

- Participants also used devices for education, CV building, and attending interviews

This demonstrates strong alignment with the intended outcome of enabling access to key services and opportunities.

*“I can now apply for jobs and manage everything online.”*

---

#### 4.4 Outcome KPI 3 – Improved Access to Services and Reduced Digital Exclusion

**Target:** Increased access to online services and reduced digital isolation

**Progress:** Exceeded

**Evidence of Progress:** Participants reported meaningful improvements in independence and access:

- 53.7% said they will use the internet more often
- 45.6% feel more confident using technology
- 34.3% can now access important services independently
- 20.4% can now look for jobs or training online
- 18.2% reported improved social connection through technology

**Stakeholder feedback further reinforces this:**

- 81% of stakeholders reported the project has helped reduce digital exclusion
- 84% would recommend continuing the programme in libraries

These findings demonstrate both individual and community-level impact, particularly in reducing isolation and improving access to essential services.

In addition, the programme generated significant wider system impact. A total of 1,529 new library memberships were created as a direct result of engagement activity.

This represents a substantial increase in residents accessing library services, many for the first time, and demonstrates how digital inclusion can act as a gateway to broader community resources, learning opportunities and support services.

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#### 4.5 Outcome KPI 4 – Improved Online Safety Awareness

**Target:** Improved awareness of online safety and risks

**Progress:** Achieved

**Evidence of Progress:** Participants demonstrated increased awareness and safer online behaviours:

- 47.5% reported learning how to use the internet safely
- 20.1% reported feeling safer online
- Participants showed improved understanding of:
  - Scams and fraud detection
  - Password security
  - Data protection and safe browsing

This was reinforced through structured training sessions and practical support.

***“I now feel confident spotting scams and protecting my information.”***

## 4.6 Outcome KPI 5 – Increased Workforce Confidence and Capability

**Target:** 30 Digital Champions and 12 staff demonstrate improved confidence and skills

**Progress:** Significantly Exceeded

**Evidence of Progress:**

- 56 Digital Champions recruited (+85% above target)
- 15+ library staff trained and engaged
- 97.2% of volunteers reported feeling confident supporting residents
- 94.5% rated training as useful or very useful
- 97% felt supported in their role

This significantly strengthened delivery capacity and created a sustainable support model within libraries.

## 4.7 Summary of Outcomes

Overall, the project has exceeded its intended outcomes, delivering measurable improvements in:

- Digital confidence and skills
- Access to essential services
- Employment and education opportunities

- 
- Online safety awareness
  - Community participation and inclusion

These outcomes demonstrate strong alignment with DSIT priorities and provide clear evidence of meaningful and lasting impact across the borough.

# Part 5 - Financial Performance and Value for Money



## 5.1 Overview of Financial Performance

Overall, financial inputs remained broadly in line with the approved budget and eligible expenditure categories. The project successfully delivered all outputs and outcomes within the agreed five month funding envelope between Nov 2025-March 2026, demonstrating effective financial planning, control and delivery.

The total project cost was £410,215, covering personnel, equipment, operational delivery and associated costs. Expenditure was strategically allocated to maximise impact, with the largest proportion of funding (49.1% / £201,200) invested in materials and equipment, reflecting the project’s core focus on addressing device and data poverty through the provision of laptops, tablets and connectivity.

A further 34.5% (£141,340) was allocated to personnel and subcontractor costs, ensuring sufficient capacity to deliver high-quality, community-based digital inclusion support across all six library sites. Remaining costs included other project costs (9.4% / £38,500), overheads (6.5% / £26,775) and travel and subsistence (0.6% / £2,400), demonstrating a lean and efficient delivery model.

The programme also delivered wider system value, including 1,529 new library memberships, increasing utilisation of existing public assets and strengthening the long-term value of the investment.

## 5.2 Financial Management and Delivery Challenges

As the project operated on a reimbursement basis, an initial cashflow challenge was identified during the mobilisation phase.

To mitigate this and ensure delivery remained on track, Ekota Academy secured a £150,000 upfront loan from the London Borough of Barking & Dagenham. This required additional governance processes and agreement finalisation, resulting in a short delay at the start of the project. However, once in place, this arrangement enabled procurement and delivery to proceed at pace.

This approach demonstrates strong partnership working, trust and collaboration, alongside robust financial management to maintain delivery momentum within agreed timelines.

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### 5.3 Budget Management and Resource Allocation

While overall spend remained within budget, targeted adjustments were made to optimise delivery and maximise impact:

- Staff time and project management input were higher than initially anticipated
- Salary allocations remained unchanged, with internal redistribution of resources
- Delivery capacity was increased through effective deployment of staff and volunteers
- Daily rates and time allocation were adjusted to maximise efficiency

These adjustments ensured sufficient workforce capacity to deliver across all six sites, without exceeding the approved budget.

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### 5.4 Procurement and Cost Efficiency

Procurement was undertaken through a phased approach due to early financial constraints and cashflow considerations. While this extended timelines slightly, it enabled:

- Competitive pricing negotiations across suppliers
- Full procurement of required device quantities
- Strategic allocation of resources based on demand and delivery readiness

As a result:

- 720 devices were delivered in line with project targets
- An additional 12 devices were secured through cost savings and supplier negotiation, providing flexible capacity to support Digital Champions and delivery

This demonstrates strong cost control, effective procurement planning and maximisation of available funding.

## 5.5 Value for Money

The project demonstrates strong value for money, with a high level of outputs and outcomes delivered relative to investment.

### Key achievements include:

- 4,726 residents engaged (38% above target)
- 720 devices deployed, plus additional flexible devices
- 1,218 data packages distributed
- 56 Digital Champions recruited (85% above target)
- 1,337 new library memberships generated
- Sustainable infrastructure and delivery systems established across all six libraries

The financial profile further supports this, with the majority of funding directed towards frontline delivery and tangible assets, while maintaining low overhead and operational costs.

Importantly, investment in devices and infrastructure represents long-term assets, ensuring continued benefit beyond the funded period and reducing future reliance on external provision.

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## 5.6 Financial Summary

The project has:

- Delivered all agreed outputs and exceeded key KPIs
- Maintained strong financial control within approved budgets
- Demonstrated flexibility and responsiveness in resource allocation
- Achieved cost efficiencies through procurement and partnership working
- Generated significant additional value through increased library usage and community engagement

Overall, the project represents a cost-effective, scalable and sustainable model for digital inclusion delivery, with clear evidence of both immediate impact and long-term value for residents and the wider borough.

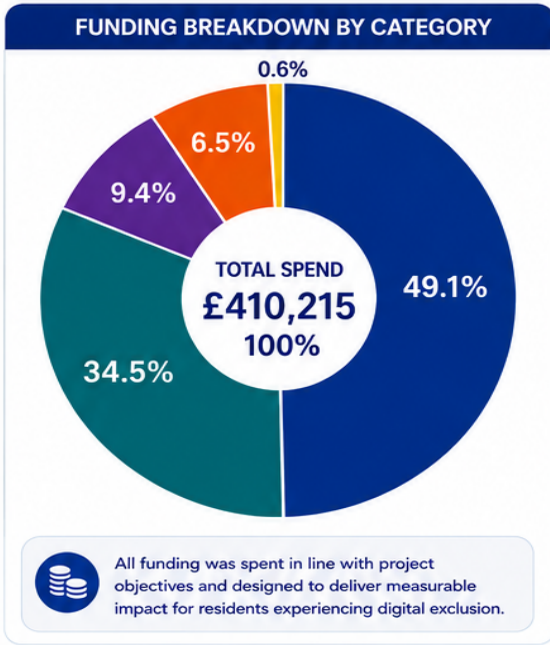


# Barking & Dagenham Libraries Digital Inclusion Project



FINANCIAL SUMMARY | HOW FUNDS WERE USED | MARCH 2026

<p><b>TOTAL INVESTMENT</b> <b>£410,215</b> 100% of grant utilised</p>	<p><b>FULLY UTILISED</b> All funds were allocated to delivery activities</p>	<p><b>DELIVERING IMPACT</b> Resources directed towards residents, communities and digital inclusion</p>	<p><b>SUPPORTED DELIVERY</b> Across 6 library hubs in Barking &amp; Dagenham</p>	<p><b>PROJECT PERIOD</b> January 2025 – March 2026</p>
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CATEGORY	AMOUNT	% OF TOTAL
<b>Materials &amp; Equipment</b> (Devices, Data, Hardware)	£201,200	49.1%
<b>Personnel &amp; Subcontractor Costs</b> (Staffing & Delivery)	£141,340	34.5%
<b>Other Costs</b> (Engagement, Governance, Insurance, Compliance, Evaluation)	£38,500	9.4%
<b>Overheads</b> (Management, Admin, Utilities)	£26,775	6.5%
<b>Travel &amp; Subsistence</b> (Staff Travel & Subsistence)	£2,400	0.6%
<b>TOTAL ESTIMATED COST</b>	<b>£410,215</b>	<b>100%</b>

### INVESTMENT PRIORITIES

- Nearly half of the budget (49.1%) invested in materials & equipment, ensuring residents have access to the technology they need.
- Over a third of funding (34.5%) invested in staffing & delivery to provide high-quality, personalised support.
- Low overheads (6.5%) demonstrate an efficient and responsible approach to managing public funds.
- Minimal travel costs (0.6%) reflect a community-based delivery model.
- Other costs (9.4%) support essential project functions, engagement and impact measurement.

### WHAT THIS INVESTMENT DELIVERED

 <b>720</b> Devices provided to residents	 <b>1,218</b> Data packages distributed
 <b>6</b> Library hubs equipped	 <b>4,726+</b> Residents supported across the project
 <b>56</b> Digital Champions recruited	 <b>100+</b> Digital skills sessions and community events

### KEY FINANCIAL INSIGHTS

- The largest investment was in materials & equipment (49.1%), enabling direct impact through devices and connectivity.
- Significant investment in people (34.5%) ensured high-quality, face-to-face digital inclusion support across all library sites.
- Other costs (9.4%) covered vital engagement, governance and compliance activities.
- Overheads remain lean (6.5%), ensuring more resources reach residents and front-line services.
- Very low travel costs (0.6%) highlight efficient, localised delivery.

This investment has been used effectively to deliver real impact, reduce digital exclusion and empower residents with the skills, devices and confidence to thrive online.

**Stronger Communities. Better Connected.**

## Part 6 - End of Project Review



The project has successfully delivered the intended changes set out in the original application, with strong and consistent evidence of impact across digital confidence, access and participation. In addition to meeting targets, the programme has driven system-level and service transformation within Barking & Dagenham Libraries, establishing a sustainable model for digital inclusion.

A key achievement has been the creation of a borough-wide device loan service, enabling residents to borrow laptops and tablets from all six library hubs. This required not only procurement of devices but the development of new operational processes, including terms of use, loan periods, and staff guidance. Devices were physically prepared and integrated into the library system through barcoding, cataloguing and registration, ensuring they could be tracked and managed in line with existing library processes.

This was supported by the integration of devices into the SirsiDynix Integrated Library System, which underpins all library operations. While the system is traditionally used for managing books and collections, it was successfully adapted to manage digital devices as loanable assets. Due to the nature of the devices, additional controls were required, including in-person verification, restricted borrowing to LBBDD residents, and manual processing at library sites. This created some early delays as processes were tested and refined. However, once embedded, the system enabled secure, accountable and efficient device management.

The effectiveness of this approach was demonstrated in practice. For example, a device that was misplaced in the community (misplaced by a library borrower in the park, found by the police) was safely returned after being identified through its barcode and system record, highlighting the strength of the tracking and accountability processes put in place.

Beyond systems, the project represents a significant milestone in the strategic partnership between Ekota Academy and the London Borough of Barking & Dagenham (LBBD). The partnership began through Ekota Academy's management of Valence Library and participation in the Libraries Steering Group led by LBBD Universal Services. This programme marked the first large-scale collaborative delivery, testing the strength of this partnership in practice.

The collaboration proved highly effective. LBBD provided substantial support through staff time, operational input, and financial assistance, while Ekota Academy contributed delivery capacity, community engagement and programme leadership. This joint approach enabled responsive delivery and demonstrated the value of voluntary sector and local authority collaboration in addressing complex challenges such as digital exclusion.

At an individual level, monitoring and feedback show that residents progressed from limited or no digital engagement to independently completing everyday tasks, including accessing services, managing finances and communicating online. At a community level, the project has increased engagement with library services, strengthened local capacity and improved access to resources.

Overall, the project has not only delivered its intended outcomes but has embedded lasting systems, strengthened partnerships, and created a sustainable model for ongoing digital inclusion delivery across the borough.

## Part 7 – Sustainability and Future Impact



The project has been designed and delivered with a strong focus on long-term sustainability, ensuring that benefits continue beyond the end of DSIT funding.

A key legacy is the establishment of a borough-wide device loan scheme, supported by 720 laptops and tablets embedded within the library system. Each of the six library hubs now holds approximately 120 devices, fully integrated into the Barking & Dagenham's Library system 'SirsiDynix system' and available for ongoing loan.

Early usage data demonstrates strong demand, with 423 devices issued and 140 renewals by the end of March 2026, confirming the viability of this model as an ongoing service.

In parallel, five additional library hubs have been registered as National Databank centres, strengthening the borough's ability to continue providing free connectivity to residents. Ekota Academy has also established direct relationships with data provider Vodaphone, registered to receive free data for continued distribution, enabling continued access to SIM packages beyond the funded period.

Sustainability is further supported through workforce development. A total of 56 Digital Champions have been trained and embedded across library sites, alongside upskilled library staff, ensuring continued delivery capacity. Weekly drop-in sessions and structured support will continue, providing residents with ongoing access to digital assistance.

All delivery systems, including tracking tools, guidance documents, and the 'Digital Library Guide', have been embedded into operational practice, ensuring consistency and scalability.

Overall, the project has transitioned from a funded intervention to an embedded public service, with infrastructure, partnerships and capability in place to sustain and expand delivery.

## Part 8 - Learning and Knowledge Gained



The delivery of this programme has generated extensive learning at both operational and organisational level. As a large-scale, multi-site project delivered within a compressed timeframe of five months, it provided valuable insight into the infrastructure, systems and capacity required to deliver sustainable digital inclusion services.

A key area of learning relates to organisational infrastructure and workforce planning. The scale of delivery required a higher level of staffing capacity than initially anticipated, alongside strong coordination across multiple sites. As delivery progressed, it became clear that effective staff management, recruitment and support were critical to maintaining quality and consistency.

Ekota Academy adapted by strengthening its internal systems and bringing in external professional support, including:

- An external provider to manage Human Resources, supporting recruitment, staff management and workforce processes
- Specialist support to ensure GDPR compliance, strengthening data protection and governance

These changes improved operational resilience and ensured the organisation was equipped to manage delivery at scale.

The programme also highlighted the importance of recruiting staff with the right skill set, particularly strong communication and interpersonal skills. In some cases, differences in communication styles created challenges in stakeholder engagement and delivery. These were addressed through senior management intervention, relationship-building and clear communication, ensuring delivery remained consistent and collaborative.

Staffing challenges, including sickness and absence, also required adaptive responses. To maintain delivery, Ekota Academy mobilised its sessional and freelance workforce, ensuring continuity of service

and achievement of project targets. This demonstrated the importance of having a flexible and responsive staffing model.

A significant area of learning was the management of volunteer capacity at scale. The recruitment of 56 Digital Champions exceeded expectations but required the rapid development of systems to support onboarding, communication and engagement. In response, structured processes were introduced, including:

- Standardised induction sessions
- Clear guidance and role expectations
- Ongoing support and supervision

Ekota Academy also became a registered organisation for processing DBS checks, enabling more efficient onboarding of volunteers working with vulnerable residents. Safeguarding policies and procedures were embedded within all volunteer inductions, strengthening safe and effective delivery.

Feedback from staff and volunteers provided further insight into delivery challenges and learning. For example:

“Sometimes people came in needing help with things beyond digital... we had to learn how to support and signpost appropriately.”

**(Amina, Barking Learning Centre)**

“It could be challenging when we had fewer staff available, but the flexibility helped us keep things running.”

**(James, Dagenham Library)**

“We adapted by going out into the community when footfall was low... that really helped engagement.”

**(Sara, Thames View Library)**

Timely feedback from stakeholders through regular meetings was critical in identifying issues early and implementing remedial actions, ensuring the programme remained on track and responsive to emerging challenges.

At a delivery level, the project reinforced the importance of flexibility and real-time adaptation. Demand varied across locations, and the ability to adjust resources, locations and delivery methods was essential to achieving targets.

Overall, the programme has strengthened Ekota Academy’s organisational capability, including workforce management, governance, volunteer coordination and partnership working. These learnings provide a strong foundation for future delivery and position the organisation to successfully manage larger-scale programmes in partnership with local authorities and funders.

## Part 9 - Case Studies and Impact Stories



The project has generated powerful and deeply personal impact across the borough, with residents describing not only improved skills, but a renewed sense of independence, dignity and connection.

A defining feature of the programme was the ability for residents to borrow devices and use them at home, allowing them to learn at their own pace in a familiar and comfortable environment. This removed a significant barrier often associated with digital learning, where time-limited sessions can restrict confidence-building.

As outlined in the *Library Digital Guide*, residents were supported step-by-step to access devices, learn essential skills, and build confidence over time. This approach ensured that learning was not rushed, but embedded through real-life use.

One resident shared:

*“Having the laptop at home made all the difference... I could take my time, practise, and not feel rushed or embarrassed.”*

This flexibility enabled deeper engagement and more sustained learning outcomes.

Yasmin (38, Barking Learning Centre) initially struggled to engage with her children’s school systems, often missing important updates. After receiving support and borrowing a device, she was able to

practise at home and build confidence gradually. She now regularly communicates with her children’s school and actively supports their learning.

Similarly, Peter (62, Valence Library) described how having access to a device outside of structured sessions transformed his learning experience:

*“Before, I needed someone next to me all the time... now I can try things myself at home and figure it out.”*

For residents seeking employment, device access was critical. Hasan (27, Valence Library) used a loaned laptop to apply for jobs, update his CV and search for opportunities independently. The ability to work from home meant he could apply consistently, improving his chances of securing employment.

Beyond practical outcomes, the project also had a strong emotional and social impact. John (67, Dagenham Library), who previously felt isolated, described how learning to video call family members helped him reconnect:

*“I can now video call my family... it means a lot to me.”*

The structured support model, as outlined in the ‘Staff and Digital Champion’s Guide’, emphasised guiding residents rather than doing tasks for them, helping build long-term confidence and independence .

This approach ensured that residents were supported in the moment, and equipped with the skills to continue independently.



# Part 10 - Recommendations for Future Delivery and Scale



Based on delivery experience, stakeholder feedback, and evaluation findings, the following recommendations are proposed to strengthen future digital inclusion activity and support scalability across LBBD and other boroughs:

## 1. Strengthen On-Site Delivery Capacity

- Ensure a dedicated Digital Inclusion staff member (part-time or full-time) is available at each library location.
- This would provide consistent support for residents, improve session continuity, and reduce pressure on existing library staff and volunteers.
- Dedicated roles would also enable more proactive outreach and follow-up support.

## 2. Expand and Sustain Targeted Awareness Campaigns

- Continue and scale high-visibility local advertising, including:
  - Lamp posts
  - Bus stops
  - Billboards across the borough
- Introduce a regular feature in the borough newsletter to promote:
  - Device loan schemes
  - Free data provision

- Digital skills support sessions
- Consistent messaging will ensure sustained awareness and reach residents who may not actively engage with libraries.

### **3. Strengthen Partnerships with Schools and Families**

- Develop formal partnerships with local schools to support digitally excluded parents and guardians.
- Deliver targeted training to help families:
  - Access school communication platforms
  - Engage with homework systems and updates
- This will improve educational engagement and reduce intergenerational digital exclusion.

### **4. Increase Integration with Council Digital Services**

- Deliver targeted campaigns to support residents to:
  - Register for online council services
  - Access and manage services independently
- Libraries can act as trusted access points to support digital transformation across council services.

### **5. Enhance Collaboration with Health Services (NHS)**

- Establish partnerships with NHS providers to support residents to:
  - Download and use the NHS App
  - Book appointments
  - Order repeat prescriptions
- This would directly improve access to healthcare and reduce pressure on frontline services.

### **6. Develop Standardised Digital Learning Resources**

- Produce official, easy-to-follow video tutorials covering:
  - NHS App usage
  - Council services access
  - Basic digital skills (email, job search, online safety)
- These resources should be:
  - Accessible online and in libraries
  - Multilingual where possible
- This will support self-directed learning and reduce reliance on one-to-one support.

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## 7. Expand Device Provision to Meet Demand

- Increase the number of loan devices to reflect high demand, particularly for:
  - Employment
  - Education
  - Access to essential services
- Consider longer-term loan options for residents with sustained need.

## 8. Embed Digital Inclusion Within Wider Support Systems

- Strengthen referral pathways between schools, voluntary sector organisations, libraries, Community Navigators and:
  - Housing services
  - Financial advice services
  - Employment support providers
- This will enable a more holistic response to residents presenting with complex needs.

## 9. Build Volunteer Capacity and Progression Pathways

- Expand the Digital Champion model with:
  - Ongoing training and development
  - Clear progression routes (e.g. into employment or further volunteering)
- This supports sustainability while building local skills and community ownership.

## 10. Maintain and Scale the Proven Delivery Model

- Formalise the existing delivery approach into a replicable toolkit, including:
    - Session plans
    - Guides
    - Monitoring frameworks
    - Device loan processes
  - This will enable consistent, high-quality delivery across new locations.
-

## Part 11 - Unexpected Impacts & Challenges



The project generated a number of unexpected positive impacts, providing valuable insight to inform future delivery.

A key positive impact was the breadth and diversity of demand, with engagement extending beyond the initially anticipated target groups. Residents from a wide range of backgrounds accessed support, highlighting the scale and depth of digital exclusion across the borough.

The project also delivered system-level transformation, shifting from a reliance on externally allocated resources to a locally managed and sustainable model. Libraries now have greater control over device access and data distribution, with infrastructure and processes in place to support continued delivery beyond the funded period.

Community engagement exceeded expectations, with consistently high attendance and strong satisfaction levels. Particularly, some participants progressed into Digital Champion roles, demonstrating increased confidence, skills development and a growing sense of community ownership.

However, the project also highlighted important challenges. Delivery teams reported that many residents presented with complex and urgent needs, including financial hardship, housing instability and experiences of fraud:

“People came in needing help beyond digital... often in urgent situations.”

This placed additional pressure on staff and volunteers and highlighted the importance of stronger integration with wider support services.

Unexpected operational challenges included:

- Initial staffing and capacity pressures during mobilisation
- Staff sickness & absence
- Stakeholder readiness and lack of understanding in Library roles

- Uneven demand across library sites, requiring adaptive delivery
- Technical and system integration delays, particularly during early implementation
- Limited in-house HR capacity, which led to Ekota Academy to outsource HR support, ultimately strengthening organisational capability.

In response, delivery was adapted through targeted outreach, flexible resource allocation and strengthened operational systems.

Overall, these impacts demonstrate that while challenges were present, they led to stronger systems, improved delivery approaches and a more resilient model, capable of responding to complex and evolving community needs.

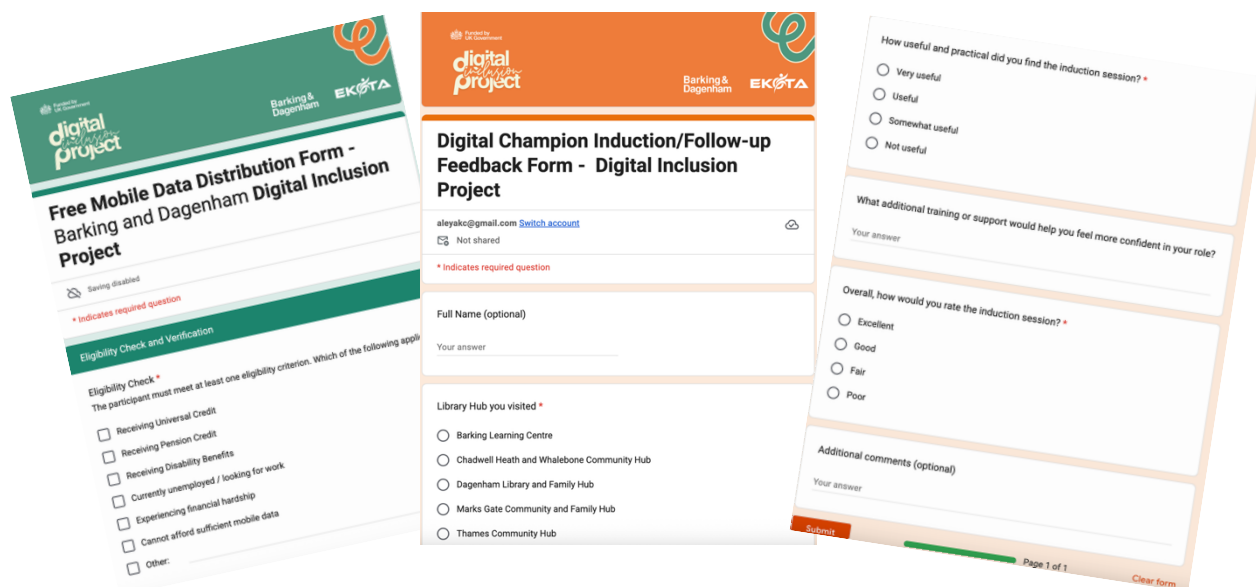
## Data Collection Challenges and Learning

The programme was mobilised within a compressed timeframe following funding approval and signed grant agreements in November 2025. As a result, participant monitoring systems and data collection processes were developed and refined during live delivery across multiple library and community locations.

During the early stages of delivery, initial registration and engagement forms were primarily designed to record participation activity and did not consistently capture detailed demographic profiling information. As delivery expanded, the project team reviewed and strengthened data collection tools to improve consistency, quality and reporting capability.

This process involved testing revised forms, identifying operational gaps, updating monitoring templates and cascading revised guidance to front-line staff, volunteers and Digital Champions. Due to the pace and scale of mobilisation, it was not always possible to retrospectively capture complete demographic information for all participants engaged during earlier phases of delivery.

Consequently, while the programme engaged 4,726 residents overall, detailed demographic and survey information was captured for 3,091 participants who completed the full monitoring sections. Despite these operational challenges, the evaluation team considers the available dataset sufficiently robust and representative to assess programme reach, delivery and impact across the borough.



## Partnership Learning and Delivery Adaptation



A key area of learning from the programme related to partnership readiness and differing levels of operational capacity across voluntary and community sector (VCS) organisations involved in delivery and engagement activity.

While the programme was designed to work collaboratively through libraries, community partners and local voluntary sector organisations, it became evident during mobilisation that not all partners operated at the same pace in terms of programme management, outreach delivery, reporting capability and operational responsiveness. Several organisations expressed concerns regarding the responsibility attached to engagement targets, particularly the expectation of reaching approximately 500 residents per library location within a compressed delivery timeframe.

In practice, this meant that some originally identified partners were unable to commit fully to engagement and promotional activity beyond initial discussions, with only a limited number of organisations able to sustain active involvement throughout delivery. In addition, establishing new partnership relationships with organisations that had not previously worked together required significant relationship-building, trust development and ongoing coordination. Given the limited delivery period, this proved challenging to achieve at the pace initially anticipated.

The London Borough of Barking and Dagenham (LBBDD) played an important facilitative role in supporting communication, coordination and relationship management between partners. This highlighted the importance of local authority leadership in convening and nurturing collaborative working across the VCS sector, particularly within fast-paced externally funded programmes.

As a result of these operational realities, the programme delivery model was adapted during implementation. This included undertaking a more rigorous recruitment drive for Digital Champions, increasing the use of sessional staff, strengthening direct outreach activity and revising engagement methodologies to ensure participation targets and borough-wide reach could still be achieved successfully.

## Part 12 - Conclusion



Overall, the Digital Inclusion Project has successfully delivered against its intended outputs and outcomes, demonstrating clear and measurable impact across digital access, skills development and community engagement. The programme has supported residents to build confidence, increase independence, and improve access to essential services, contributing directly to improved wellbeing and quality of life.

The project aligns strongly with the London Borough of Barking & Dagenham’s corporate priorities, particularly in relation to:

- Reducing inequality and supporting residents facing disadvantage
- Improving access to employment, education and skills
- Enhancing health outcomes and access to services
- Strengthening community resilience and social inclusion
- Supporting the borough’s digital transformation agenda

By addressing device poverty, data poverty and digital skills gaps, the programme has enabled residents to engage more effectively with council services, NHS provision, employment opportunities and education pathways. This has reduced reliance on in-person services while supporting the borough’s ambition to deliver more accessible, efficient and inclusive digital services.

A significant legacy of the project is the transformation of libraries into active digital inclusion hubs, embedded within the community and equipped to deliver ongoing support. With 720 devices now integrated into the library system, trained staff and Digital Champions in place, and structured delivery processes established, the borough now has a sustainable infrastructure to continue addressing digital exclusion beyond the funded period.

The project also demonstrates the strength and value of partnership working between the voluntary sector and local authority. The collaboration between Ekota Academy and LBBDD has shown how community-led organisations can complement council services, extend reach, and deliver high-impact outcomes for residents. This model supports the council’s wider approach to working in partnership to deliver services more effectively.

Importantly, the delivery model developed through this programme is scalable and replicable, offering a practical framework that can be extended across additional locations or adapted to support other priority groups. The integration of systems, training resources, and community-based delivery provides a strong foundation for future investment.

In conclusion, this project represents a strategic investment in the borough's residents, communities and future digital infrastructure. It has not only delivered immediate impact but has created the conditions for long-term, sustainable change. Ekota Academy is well positioned to continue working with LBB and wider partners to build on this success, supporting the borough's ongoing commitment to inclusion, opportunity and digital innovation.

The programme has also provided important learning through both its successes and challenges. The breadth of demand and the complexity of need encountered highlight the critical role of locally delivered digital inclusion services, particularly in supporting residents facing multiple forms of disadvantage. Challenges relating to capacity, systems and delivery pressures were addressed through adaptive management and partnership working, resulting in stronger operational processes and a more resilient delivery model. These insights provide a valuable foundation for future scaling and continuous improvement.

## Strategic Alignment Overview & Conclusion

The Barking & Dagenham Libraries Digital Inclusion Project demonstrates strong alignment with the London Borough of Barking & Dagenham's Corporate Plan 2023–2026, contributing across all seven priority areas.

The programme directly supports residents during the Cost of Living Crisis by providing free access to devices and data, reducing financial barriers and enabling access to benefits, employment and essential online services. It strengthens support for those most vulnerable through targeted delivery to digitally excluded residents, including low-income households and individuals with additional needs.

The project contributes to improved health and wellbeing by enabling residents to access NHS services online, increasing independence and reducing isolation. It also supports education, skills and employment, delivering structured digital skills training and enabling residents to engage with learning and job opportunities.

Through delivery in libraries, the programme advances inclusive growth and regeneration, ensuring residents from diverse communities can participate in the digital economy. It also contributes indirectly to safer, cleaner and greener neighbourhoods by enabling access to council services and reducing the need for travel.

Additionally, the programme supports housing stability and homelessness prevention by enabling access to housing services, advice and early support.

Overall, the project directly delivers against five of the seven corporate priorities and contributes to all seven, demonstrating its role as a key enabler of borough-wide outcomes, reducing inequality and strengthening long-term community resilience.

# ALIGNMENT TO LBBD CORPORATE PLAN 2023–2026

How the Digital Inclusion Project is delivering for our residents

7 PRIORITIES. 7 DELIVERED. CREATING A FAIRER, STRONGER, MORE CONNECTED BOROUGH

CORPORATE PRIORITY (2023–2026)	HOW THE PROJECT CONTRIBUTES	KEY EVIDENCE & IMPACT	ALIGNMENT
<p><b>1</b></p> <p>Residents are supported during the current Cost of Living Crisis.</p>	<ul style="list-style-type: none"> <li>Free devices and data reduce household costs</li> <li>Support accessing benefits, budgeting tools and cost of living support online</li> <li>Libraries offer warm, safe spaces with digital access</li> </ul>	<b>4,726+</b> residents engaged <b>720</b> devices distributed (+12 additional secured) <b>1,218</b> data packages provided	<b>DIRECTLY DELIVERED</b>
<p><b>2</b></p> <p>Residents are safe, protected, and supported at their most vulnerable.</p>	<ul style="list-style-type: none"> <li>Targeted support for digitally excluded, low-income and vulnerable residents</li> <li>Safeguarding through trained staff and volunteers</li> <li>Support accessing essential services (housing, benefits, NHS)</li> </ul>	<b>212</b> participants (4.5%) identified with disabilities <b>56</b> Digital Champions recruited Inclusive and safe delivery across all library hubs	<b>DIRECTLY DELIVERED</b>
<p><b>3</b></p> <p>Residents live healthier, happier, independent lives for longer.</p>	<ul style="list-style-type: none"> <li>Supported use of NHS apps and online health services</li> <li>Reduced digital isolation, particularly among older residents</li> <li>Increased confidence and independence online</li> </ul>	Support accessing NHS App, appointments and prescriptions Residents report increased confidence, wellbeing and independence	<b>DIRECTLY DELIVERED</b>
<p><b>4</b></p> <p>Residents prosper from good education, skills development and secure employment.</p>	<ul style="list-style-type: none"> <li>55 digital skills training sessions delivered</li> <li>Support with CVs, job applications and online learning</li> <li>Parents supported to engage with school systems</li> </ul>	<b>55</b> digital skills training sessions delivered Support for employment, education and lifelong learning	<b>DIRECTLY DELIVERED</b>
<p><b>5</b></p> <p>Residents benefit from inclusive growth and regeneration.</p>	<ul style="list-style-type: none"> <li>Enabled participation in the digital economy</li> <li>Increased access to opportunities across diverse communities</li> <li>Strengthened use of local assets (libraries) to drive inclusion</li> </ul>	Diverse participation across all communities <b>6</b> library hubs delivering borough-wide reach	<b>DIRECTLY DELIVERED</b>
<p><b>6</b></p> <p>Residents live in, and play their part in creating, safer, cleaner and greener neighbourhoods.</p>	<ul style="list-style-type: none"> <li>Enabled access to council reporting tools and local services online</li> <li>Reduced need to travel through digital access</li> <li>Supports civic engagement and participation</li> </ul>	Access to environmental reporting and information Residents able to access services and information online	<b>INDIRECTLY SUPPORTED</b>
<p><b>7</b></p> <p>Residents live in good housing and avoid becoming homeless.</p>	<ul style="list-style-type: none"> <li>Support accessing housing applications and services</li> <li>Help to access housing advice and support systems online</li> <li>Enables earlier intervention through access to information</li> </ul>	Support to access council housing and homelessness prevention services Improved access to advice and support	<b>INDIRECTLY SUPPORTED</b>

PROJECT SNAPSHOT – AT A GLANCE

**4,726+** residents engaged

**1,337** new library memberships

**720** devices distributed (+12 additional secured)

**1,218** data packages provided

**55** digital skills sessions delivered

**56** Digital Champions recruited



OVERALL IMPACT

The Digital Inclusion Project is directly delivering against 5 of the 7 LBBD Corporate Plan priorities and contributing to all 7, tackling inequality, supporting independence and creating long-term opportunities for all residents.

**5 DIRECTLY DELIVERED**  
**2 INDIRECTLY SUPPORTED**  
**7 OUT OF 7 PRIORITIES ADDRESSED**

STRATEGIC DOCUMENT ALIGNMENT

- LBBD Corporate Plan 2023–2026
- LBBD Libraries Strategy
- LBBD – 2028: A Place & Technology Strategy 2021–2028
- UK Government Digital Inclusion Priorities



Stronger communities. Better connected. Fairer opportunities for all.  
 Delivering today, building a digital legacy for tomorrow.

# Appendices

1. Barking and Dagenham Digital Inclusion Project - Participation Form used to capture data: <https://forms.gle/33PcCcEDMUcUiXQY6>
2. Digital Inclusion Project - Participant Feedback & Evaluation Form used to capture data: <https://forms.gle/C7wnMYkJXmnWYwQ79>
3. Digital Inclusion Project - Digital Champion Feedback Form used to capture data: <https://forms.gle/ykvtvbPtKsqcGbQg6>
4. Free Data Sim Distribution Form, used to monitor data <https://forms.gle/pS5XHJZ6t3u3EA7t6>
5. DIP Stakeholder Feedback & Evaluation Form used to monitor data <https://forms.gle/1f7J4rBgMAnnFnPUA>
6. Digital Inclusion Project Photo /video Album  
Content shows the breadth and depth of the people, participants, publicity materials, equipment, tools used during the project, videos of interviews captured at the launch event  
<https://www.amazon.co.uk/photos/share/tKotO1US42c4wgd54u4D7DPt9xsGTnrYKCWWmjx5jBf?pageIndex=2>
7. Library Digital Guide - [https://ekotaacademy.com/wp-content/uploads/2026/04/Digital-Guide-Final\\_VS.pdf](https://ekotaacademy.com/wp-content/uploads/2026/04/Digital-Guide-Final_VS.pdf)
8. Staff & Digital Champions Guide - [https://ekotaacademy.com/wp-content/uploads/2026/04/Staff-and-volunteer-Guide-Final\\_VS.pdf](https://ekotaacademy.com/wp-content/uploads/2026/04/Staff-and-volunteer-Guide-Final_VS.pdf)
9. Ekota Resources – Digital Inclusion Project <https://ekotaacademy.com/digitalinclusionproject-resources/>

## References

- **LBBB Corporate Plan 2023–2026** (*primary alignment*)
- **LBBB Libraries Strategy** (*community hubs, access, inclusion*)
- **LBBB Information & Technology Strategy 2021–2028** (*digital access, transformation*)
- **UK Government Digital Inclusion / DSIT priorities**
- **Monitoring software**
  - **Airtable** – cloud based platform, that combines the ease of a spreadsheet with the power of a relational database.
  - SirsiDynix Integrated Library System
  - Google Works | Google sheets | Google Forms
- **Instagram channel showcases posts**, <https://www.instagram.com/ekotaacademy>