Designed by experts to meet the specific needs of the community

Community

Ongoing and sustainable

100% Digital Leeds

A community-based approach to digital inclusion.

The 100% Digital Leeds model, December 2022.

Content

Background to the development of the model

Leeds City Council was awarded funding as part of the Local Government Association's Digital Pathfinders Programme. The 100% Digital Leeds team, part of the council's Integrated Digital Service, was funded to write and publish a model that other councils could follow to increase digital inclusion.

The community-based approach sets out the stages and steps that can be followed by council officers leading digital inclusion. The model will help local councils to implement their own version of the 100% Digital Leeds community-based approach.

100% Digital Leeds is one of the most successful digital inclusion programmes in the country. Initiated by a Leeds City Council Scrutiny Board inquiry in 2015, the council continues to invest in a permanent team to lead the digital inclusion programme and drive the digital inclusion agenda across the city. The team works with over 200 organisations, teams, settings, and services. They have brought over £2million into the city, increasing the capacity of third sector organisations and building the digital inclusion ecosystem across Leeds. As well as speaking at dozens of national conferences, roundtables, and forums, the 100% Digital Leeds team have shared aspects of their approach with almost 100 councils on an individual basis. For the first time, this model sets out the 100% Digital Leeds community-based approach to digital inclusion so that all councils can adopt, adapt, and apply the principles in their area.

Leonardo Tantari, Chief Digital and Information Officer, Leeds City Council and NHS (Leeds) West Yorkshire ICB: "It is often said that no one should be left behind as we advance technically and technologically, but this does not happen by magic. It requires sustained investment to ensure there is consistent leadership and focus on digital inclusion as a city priority. I'm immensely proud of the outcomes that the 100% Digital team are generating for our city. Their work is imperative and fundamental to meet the ambitions of Leeds. We must work together across all organisations and sectors to ensure digital is about more than just deploying new technology. We must ensure that everyone is included, engaged, motivated, skilled, confident, equipped and involved in our collective digital journey."

Tom Denman, Productivity Adviser – Digital Innovation, Security and Behavioural Insights, Local Government Association: "The Local Government Association has funded this project recognising the value seen in the 100% Digital Leeds Programme. In recent years this model has developed into an example of best practice in the sector, strengthening the outcome of digital inclusion initiatives for residents, partners and communities in Leeds and beyond. Hence, why we funded Leeds City Council to utilise their expertise to scale a model to other councils that enables them to replicate and build a community of support that is integral for residents to benefit from being online. The sector-led 'council to council' element of the Pathfinder enabled us to help a cohort of councils test the concepts of the model while simultaneously providing them with support to lead the growth of the capacity and ability of their communities of practice to best tackle digital exclusion."

Ensuring the approach and model works for councils other than Leeds

As part of the writing process, 100% Digital Leeds brought together five councils for a series of workshops where they sense-checked the model to ensure the approach would be workable in different contexts.

At each workshop the councils were taken through a presentation on one of the stages and the group were asked to discuss:

- How does this compare to your existing approaches?
- What seems like a good fit for you?
- What might not work for you?
- What's missing?

The workshops gave the councils the opportunity to go through the model and consider how they would adopt and implement the approach in the context of their council. Feedback from the councils informed and influenced the development of the model to ensure it can be used by as many different councils, and in as many different contexts, as possible.

Debbie Fagan, Digital Inclusion (Health) Officer, East Riding of Yorkshire Council: "The learning from this LGA Pathfinder with 100% Digital Leeds has really helped set us on the right path in realistically reducing digital exclusion in the East Riding. This is a clear and practical toolkit which we have been able to adapt from a city to an extensive rural setting successfully. Whilst this toolkit covers every aspect of implementing an enabling-communities approach, you can also use it as a 'pick and mix' to just use the elements you need. It's very flexible. As a lone Digital Inclusion Officer covering a large area, this toolkit has become my constant 'go to', and whilst we don't have a team it always gives me practical deliverable support."

Laura Waller, Digital Services and Inclusion Lead, Coventry City Council: "The 100% Digital Leeds community-based approach has enabled the insightful and effective conversations required to develop strong partnership working to deliver digital inclusion initiatives that meets the community's needs. The key advantage of the model is that it provides flexibility

within its structure to allow us to work in a person centred and holistic manner with different communities."

Melanie Rawles, Libraries Development Manager for Plymouth City Council and Co-ordinator of Plymouth Digital Inclusion Network: "No single organisation can solve the issue of digital exclusion. The 100% Digital Leeds community-based approach is the ideal framework to demonstrate the great progress that can be achieved when we work together with and within communities."
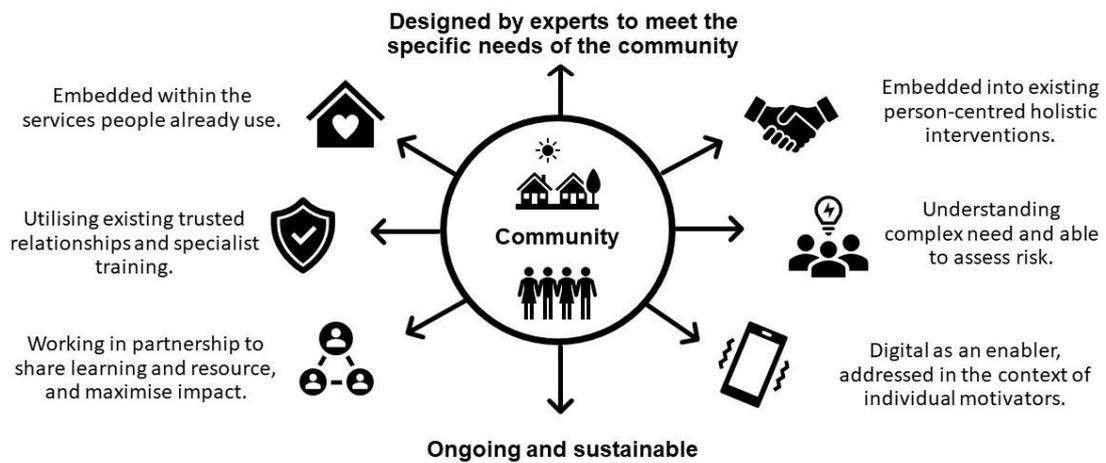
An introduction to the community-based approach to digital inclusion

Digital exclusion is an indicator of wider factors that determine social exclusion. Individuals will always be (and become) digitally excluded due to factors outside of their direct control. People will move in and out of employment, develop long-term health conditions, experience poverty, or face unexpected lifestyle and societal changes. To ensure people have the support they need when that happens, the focus of the community-based approach is to strengthen the place to empower the person. The approach builds the digital inclusion ecosystem, increasing the support available for people when and where they need it.

This approach brings together key partners to design digital inclusion interventions based on the needs of a particular community. This could be a geographical community such as a ward or a town, or a community of interest such as unpaid carers, older people, or people with learning disabilities. Partners are brought together to co-produce bespoke solutions, building partnerships and bridges between services and organisations that serve particular communities. These interventions are embedded within existing support mechanisms around that community.

The community-based approach to digital inclusion has a number of defining features:

- Digital inclusion is embedded within the services people already use.
- Interventions utilise existing trusted relationships and specialist training.
- Interventions utilise existing deeper understanding of complex need and ability to assess risk.
- Partnership working is embraced to share learning and resources and maximise impact.
- Support is delivered through existing person-centred holistic interventions.
- Digital is framed as an enabler, addressed in the context of individual motivators.
- Interventions are designed by experts to meet the specific needs of the community.
- Support is ongoing and sustainable.

Designed by experts to meet the specific needs of the community

Embedded within the services people already use.

Embedded into existing person-centred holistic interventions.

Utilising existing trusted relationships and specialist training.

Understanding complex need and able to assess risk.

Community

Working in partnership to share learning and resource, and maximise impact.

Digital as an enabler, addressed in the context of individual motivators.

Ongoing and sustainable

The defining principles of the community-based approach.

The benefits of taking a community-based approach to digital inclusion

The community-based approach to digital inclusion is co-designed by experts, using and building upon existing strengths and assets to create interventions that are bespoke, sustainable, and able to scale and flex in response to changing needs. People working with and within communities, who have ongoing trusted relationships with those who are more likely to be digitally excluded, deliver the digital inclusion support in a way that is person-centred and takes in to account a person's holistic needs:

- People get support at a place where they feel safe.
- People get support from someone they know and trust.
- People get support from someone who understands their situation.
- People are supported to do the things that are important to them.
- People are supported to learn at the pace that's right for them.
- People are supported to access the right equipment and connectivity.
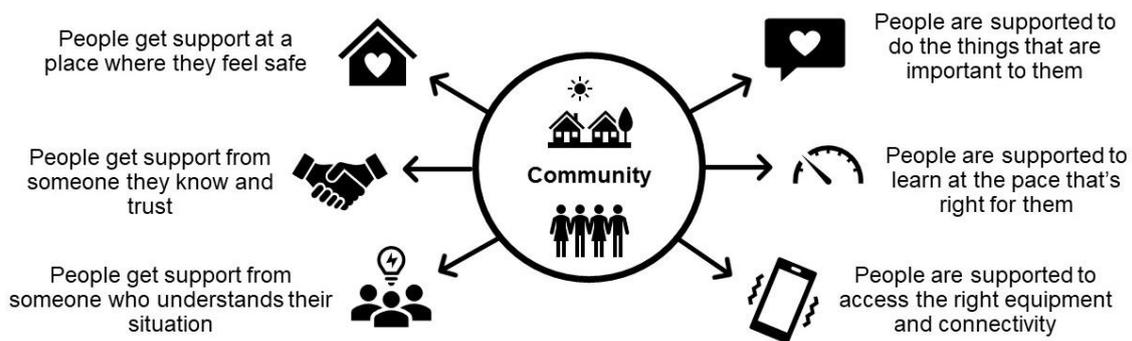
Benefits of the community-based approach.

This helps to ensure that everyone can make an informed choice as to how and when they engage with, and participate in, an increasingly digital society, in the right way for them.

How the 100% Digital Leeds team facilitates the community-based approach

The 100% Digital Leeds team strengthens the digital inclusion infrastructure across the city by bringing together organisations in a place or serving a particular community to address challenges at scale. They build digital inclusion capacity and confidence within organisations and across sectors.

The 100% Digital Leeds team guides and supports partners at every stage of their development journey, working with the organisation to maximise opportunities for increasing digital inclusion. They also bring organisations together to learn from each other, especially from those who are further along their digital inclusion journey.

When working with an individual organisation the 100% Digital Leeds team delivers a series of collaborative consultation workshops with staff teams from the organisation. As many staff as possible are included in the workshops so that understanding of digital inclusion is shared across all levels and not confined to delivery staff or volunteers.

The workshops are designed to take the organisation on their own digital inclusion journey that includes:

- Understanding the barriers to digital inclusion.
- Identifying how those barriers affect their service users.
- Identifying opportunities to remove barriers within existing service delivery.
- Identifying gaps in current offer and any additional resources needed.
- Working out how to fill the gaps and ensure delivery of digital inclusion becomes business as usual.
- Regularly re-examining barriers, continuing to expand understanding of current or changing user needs, and building capacity to meet those needs.

Once a plan for a digital inclusion intervention has been identified, the team works with the partner to overcome any barriers the organisation faces to developing and delivering that intervention. This includes, but is not exclusive to:

- Working to identify and secure external funding.

- Supporting workforce digital skills and confidence.

- Sharing expertise to identify the right digital equipment and technical solutions.

- Linking with national initiatives such as The Good Things Foundation's [National Databank](), Barclay's [Digital Wings](), and Hubbub's [Community Calling]() scheme.

- Linking with local partners to share knowledge and experience.

- Inviting to one of the 100% Digital Leeds [digital inclusion networks]().

- Supporting easy signposting by including the resulting support in the [Leeds Digital Community Support Directory]().

The workshops also help the 100% Digital Leeds team to learn more about the digital inclusion challenges faced by organisations and their service users. Understanding this lived experience informs the 100% Digital Leeds approach to digital inclusion.

The model as a series of stages and steps

The model is set out into four stages:

1. Focus and partnerships.

2. Barriers, assets, and opportunities.

3. Forming and implementing a plan.

4. Measuring and demonstrating success.

Each of the stages is broken down into a series of steps. It is important to stress that for every stage of the community-based approach, you do not have to follow the steps in the order in which they are presented here.

For the steps below, for example, you might start with Step 2 and identify one or more key partners before you have identified a target community. Those partners may be already working with and representing a particular community. That will inform your decisions and the work you do as part of Step 1.
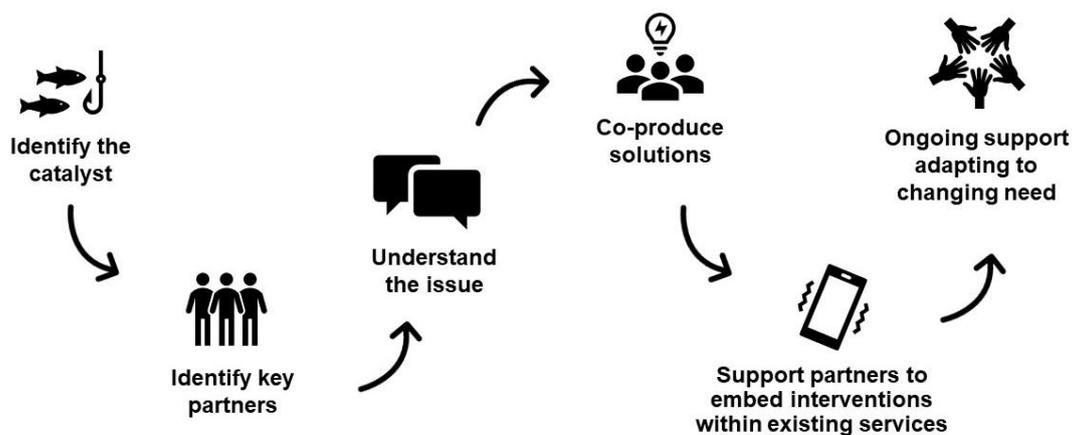
From identifying the catalyst to implementing a sustainable solution.

Stage 1: Finding the focus and partnerships

Introduction

The community-based approach to increase digital inclusion fosters collaboration between key partners, from across sectors, supporting a particular community. This could be a geographical community or a community of interest. Each organisation's role is dependent on its assets and capacity. Each organisation supports the partnership in a way that is mutually beneficial, to achieve shared objectives and positive outcomes.

Partner organisations embed digital inclusion within their existing offer, developing as their service offer develops. Interventions are sustainable because they are designed around, and embedded within, existing systems and services. To engage those partners, and keep them engaged, help partners to understand how and why they should support digital inclusion for their community. An organisation's role should depend on their existing assets, their capacity, and their relationship with the community.

Stage 1 Step 1: Identify the target community

There is no accurate measure or dataset that can define whether someone is digitally included or excluded. Digital inclusion/exclusion is a spectrum rather than a binary indicator, and everyone will move back and forth along that spectrum as their life changes and society changes around them.

However, national research over many years has identified the societal and demographic factors that indicate which groups or communities are more likely to be digitally excluded. These include older people, people living in poverty and in lower income groups, people with disabilities and long-term health conditions, people with fewer educational qualifications, people experiencing homelessness, people whose first language is not English, and many more.

In numerical and percentage terms, these population groups will differ in size across different councils and communities. In a community-based approach a target community should be identified by partners as much as by statistics.

Council officers leading digital inclusion should:

- Put digital inclusion into a meaningful and easily understood context for potential partners.
- Frame digital inclusion as an issue that partners can see themselves as having a role in addressing.
- Find shared priorities.
- Follow the enthusiasm, especially if the issue comes from a partner themselves.
- Initiate wider discussions to share learning, insights, and good practice.

To accelerate the work with and within communities, the list above should be turned into practical actions:

- Start with a community more likely to be excluded. Talk to organisations working with that community to get a deeper understanding of the specific barriers to inclusion for

those people. Understanding their lived experience will help you to collaborate on interventions that will be meaningful and effective for the community.

- Focus on a current issue or challenge facing the organisation or community that is being exacerbated by digital exclusion. Contextualise the discussion to include digital inclusion as part of the solution. Position digital inclusion as an enabler to achieving existing priorities and outcomes.

- Go to an existing partnership or network. Embed digital inclusion into an existing project aimed at a specific community in a way that adds value.

- Start with a pilot to demonstrate value. Work with a keen partner to test and learn, find a way forward, and demonstrate value to stakeholders and other potential partners.

Stage 1 Step 2: Identify and engage key partners

Having identified the target community, the next step is to identify and engage key partners from across sectors. These should be organisations and services who:

- Are working with and within the community.
- Have staff and/or volunteers who have relationships of trust with the community.
- Have specialist skills, training, or insights to understand the needs of the community and respond to the challenges they face.
- Have trusted places and spaces that the community already access for support.

To engage those partners, and keep them engaged, help partners to understand how and why they should support digital inclusion for their community. That shared understanding will form the basis of mutually beneficial and supportive relationships. Most of the organisations you speak to will not be specialists in digital inclusion and many may not currently offer any digital inclusion interventions. Initially, they may not see supporting digital inclusion as their job, or a job they can do. The expertise they bring includes their trusted relationships and reach into the digitally excluded community, and their insights into the needs, specific barriers, and solutions for that community.

Elements to consider when looking to identify partners.

Every potential partner organisation that you speak to will have their own service priorities. These will rarely include digital inclusion. Your role is to help the organisation see the potential to build digital inclusion into their existing assets, and to see the benefits of embedding digital inclusion within their existing service offer to achieve existing priorities. Improved digital inclusion will allow communities to be more independent, so the benefits will be felt by the organisation and by the people they support.

Working together with partners that support the same community, you should help organisations understand their potential role and why they should play that role by:

- Co-producing solutions and ensuring any role work is mutually beneficial. Speak to staff at all levels to get a range of insights from across the organisation, looking at needs and barriers at both the community and organisational level.

- Getting buy-in from staff at all levels. If frontline staff understand how the work will make their lives easier in the long run, they are more likely to deliver. They will also know what might get in the way of an intervention working in practice.

- Looking for solutions that support partners' existing charitable aims and outcomes and Key Performance Indicators, remembering that third sector partners are usually not core funded. Support them to identify and apply for funding where possible.

- Recognising partner organisations and their workforce are also likely to face barriers to digital inclusion. Support them to progress on their own digital inclusion journey.

- Connecting partners supporting the same community to share learning, resources, and good practice.

- Celebrating and sharing success.

- Signposting partners to new opportunities to help them understand how they might increase their reach, resources, or capacity to support digital inclusion.

Stage 1 Step 3: Define the roles that partners can play

In the community-based approach it is not up to one single organisation to do everything – but every organisation has a role to play. An organisation's role should depend on their existing assets, their capacity, and their relationship with the community. Their role may develop as your partnership develops, as you work with the organisation to build their digital inclusion confidence and capacity, and when they feel able to do more.

There are four main roles within the approach. Some organisations may take on more than one of these roles. For example, different teams in the same organisation can have different roles or a single team may play multiple roles. Every organisation should be able to take on at least one of these roles:

- **Information**: Offering insights into the community including lived experience, research, data, strategic support, articulating needs and identifying risks, informing the development of the intervention.

- **Delivery**: Offering direct support to increase digital inclusion, in a location, through outreach work, or remotely.

- **Signposting**: Identifying digitally excluded individuals in the community and signposting to digital inclusion delivery partners or inviting partners to deliver services for their community.

- **Resource**: Offering supportive funding, training, equipment, or other resources that can be used to build capacity in a place or for a particular community.

You should work with the partner organisation to define the role(s) they can play now. What assets or insights do they have that will help the approach to be more effective and have more impact? Working collaboratively, you can refine and further define the broad headings in the list above. As you continue through the stages and steps in this model you should eventually come up with specific actions that can be implemented by an individual organisation.
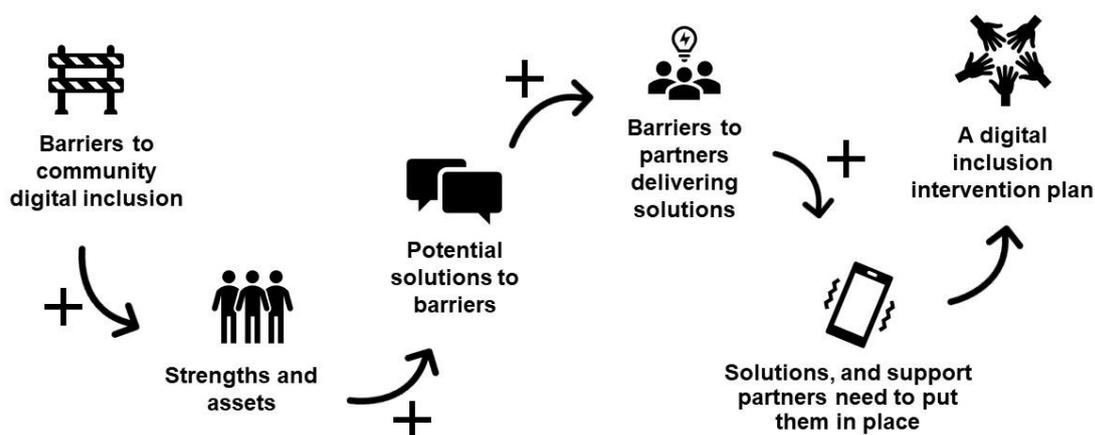
For example:

- **Identifying need:** At an individual rather than a community level, identify when a person would potentially benefit from support to increase their digital inclusion.

- **Signposting:** Tell people about the digital inclusion support that is available within and for the community.

- **Providing connectivity or devices:** Offer free Wi-Fi in a building, make equipment available to use in a building, lend or gift equipment to use outside of the building, gift data SIM cards.

- **Providing digital skills support:** Deliver the support in one-to-one or group settings, arrange planned sessions on topics that are meaningful to the community, deliver ad hoc support when someone presents with a specific need, offer formal or informal support, delivered by the workforce, volunteers or peer support.

- **Advocating for digital:** Positive conversations, person-centred, look for easy wins, focus on the benefits of digital, model behaviours and attitudes to increase motivation.

- **Embedding digital within existing services:** Maximise opportunities for people to be exposed to and engage with digital tools, technology, and services to increase confidence.

As you build the partnership, and the relationship develops, you should continue to work with the organisation to discuss what more they could do if they had more support or more capacity. The introduction to the community-based approach set out how 100% Digital Leeds facilitates this approach with organisations who are on their own digital inclusion journey.

Stage 2: Identifying the barriers, assets, and opportunities

Introduction

By this stage, you will have identified a target community and started to talk to some of the key organisations and services working with and within that community. Those partners should understand why they are well placed to support the digital inclusion of the community they work with and within, why they should play that role, and what that role might look like. Stage 2 will help you to move those discussions on to practicalities. You will start by identifying the barriers to digital inclusion for that community. Then you will look at partners' existing assets that can be built upon. Finally, you will identify opportunities for partners to do more to support digital inclusion. Every organisation can play a role in reducing or removing one or more of the digital inclusion barriers faced by a community. This ensures that everyone is engaged and playing an active role in increasing digital inclusion for the chosen community.

Barriers to community digital inclusion

Strengths and assets

Potential solutions to barriers

Barriers to partners delivering solutions

Solutions, and support partners need to put them in place

A digital inclusion intervention plan

The flow from barriers to intervention

In most cases, there will not be a straightforward or linear journey from identifying digital inclusion barriers to designing and implementing meaningful solutions. Your discussions with partner organisations will include:

- Barriers to community digital inclusion.

- Potential solutions to those barriers.

- Actual solutions that could be implemented.

- Strengths and assets of the partner organisation.

- Barriers to partners delivering solutions.

- The support partners need to put solutions in place.

- A digital inclusion intervention plan.

You should regularly revisit these discussions and areas of work. As the approach and the relationships develop you will identify additional barriers, propose and test new solutions, and organisations will continue to build their digital inclusion confidence and capacity.

Stage 2 Step 1: Workshop ideas with partners

The first step is to gather information and insights that can be used to turn the bullet point list above into actions that can be applied within the community-based approach. This can be done by running a series of collaborative consultation workshops and more informal conversations with organisations.

By bringing together experts in digital inclusion (you) and experts in the needs of a community (your partners) the workshops will help you build an accurate picture of the specific digital inclusion needs of a particular community.

The workshops should be:

- A two-way exchange of insights through a wide-ranging discussion, rooted in the main barriers to digital inclusion.
- A discussion tailored to resonate with the organisation and include as many staff as possible, from different levels of the organisation.
- If more than one organisation is at the workshop, it should start with a broad discussion at the partnership level and drill down to discuss the issues with each partner.

In the context of the target community, your workshops should:

- Bring together theoretical knowledge with practical experience.
- Explore how the four barriers above are experienced differently by different communities.
- Ensure digital inclusion is considered in the context of wider needs.

In the context of the partner organisation, your workshops should:

- Position digital inclusion as an enabler to achieving partners' existing priorities and current offer.
- Explore the barriers to digital inclusion faced by partners themselves.

- Ensure staff at all levels can raise issues and air their concerns.

As the digital inclusion lead, you will come to workshops with:

- Theoretical knowledge.
- Learning from previous digital inclusion projects.
- The ability to challenge stereotypes and assumptions about digital inclusion.
- Knowledge of aids and solutions.

The partner organisation(s) will come to the workshop with:

- Practical, current experience.
- Specialist skills, training, and insights.
- Understanding of holistic needs.
- The ability to challenge stereotypes and assumptions about communities.
- Knowledge of wider barriers and risks.

The workshops should help everyone to understand:

- What digital exclusion looks like for this particular community.
- Which barriers are faced, to what extent, and to what consequence.
- Potential practical next steps:
    - What digital inclusion support could look like for each partner.
    - How digital inclusion could fit with each partner's current service offers, plans, and priorities.
    - What support each partner needs to play an effective role (or a more effective role) in the community-based approach to digital inclusion.

You will be the digital inclusion expert in this discussion. You should be setting the context, sharing a general understanding of digital inclusion, and setting out the foundations for future partnership working within the community-based approach.

You should bring to the discussion:

- An outline explanation of the community-based approach.
- Digital inclusion facts and figures, both for the general population and in a context that resonates for the partner or community.
- An overview of general barriers to digital inclusion.
- Examples of effective solutions to those barriers.
- Examples of good community support for digital inclusion.
- Some ideas for quick wins to get partners started, such as examples of existing support available to signpost to and resource that can be tapped in to.
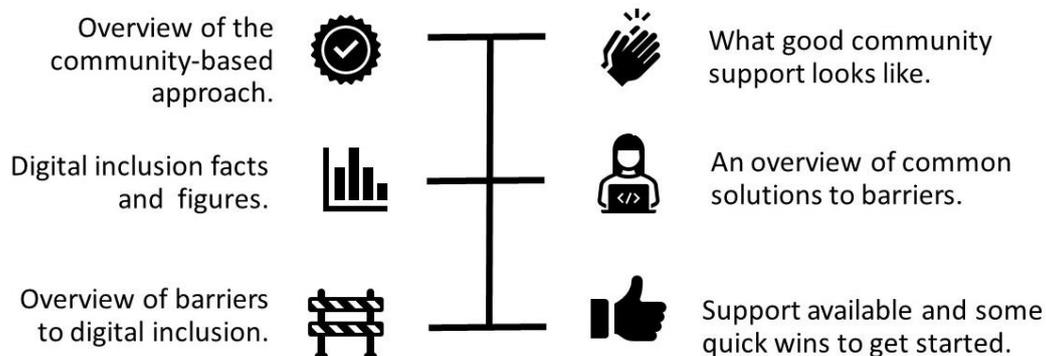
Overview of suggested workshop content.

The partners should take this general information and view it through the lens of both the community they work with and within, and their existing organisational offer.

As you discuss each of those topic areas you should ask the partner organisation:

- After hearing the theory, what resonates?
- What does digital exclusion look like for the community they support?
- What are the practical implications of this digital exclusion?
- How might the community benefit from being supported to be digitally included?
- What do you already do to help people overcome barriers?

- What do you see your role in the solution to be?

- Which solutions could you see working for you?

- What could you start doing right now?

Stage 2 Step 2: Identify the barriers

By working together and sharing insights, expertise, and experience as part of the above-mentioned workshops, you will build a more accurate picture of the barriers to digital inclusion faced by your target community.

The four main barriers to digital inclusion are widely accepted as:

- **Motivation**: People not knowing the kinds of things they can do online and how digital can benefit them and make their lives easier.
- **Skills**: People not knowing how to practically use digital tools, technology, and services.
- **Confidence**: People not having confidence in their own abilities. Worrying about digital being risky or unsafe.
- **Connectivity**: People not having access to Wi-Fi or adequate data. People not having a device, or the right device.

Each community will experience barriers to digital inclusion differently. A community may face one, some, or all of the above barriers. Each of the barriers can be faced to a greater or lesser extent, making some barriers more impactful than others.

In addition to specific digital inclusion barriers, a community can face more general barriers which will make an impact. This includes barriers like learning disabilities, sensory impairment, mobility issues, memory issues, long-term health conditions, caring responsibilities, or language issues.

Through your discussions with partners, you need to share and deepen your collective understanding of how those barriers apply to a particular community. Ensure the conversation stays focused on the needs of people and the strengths of the delivery partners. It should start from a place of understanding and agreement, and with the recognition that barriers may be faced by the partners themselves as well as communities.

As digital inclusion lead you should provide partners with a general picture of the barriers to inclusion. The partners will use their knowledge and experience of the needs of the communities they work with and within to take that general picture and reflect on the specific barriers faced by the target community.

Stage 2 step 3: Identify assets to build upon

We have already explained that every organisation has a role to play in the community-based approach. This step involves working with each organisation to define their role based on their existing assets. The workshops should help you to identify the existing strengths and assets of each delivery partner. These will usually not relate directly to digital inclusion because the organisation may not be actively supporting digital inclusion at this point. But they will have assets that make them a key partner for this work. Together, you will explore how digital and digital inclusion can be built onto those existing assets and embedded within their existing services.

For example, the strengths and assets of a partner organisation may include:

- Systems that facilitate a person-centred approach.
- People who form trusted relationships with people from the community.
- People with the capacity to spend time with people who need support.
- Services that could be enabled or delivered more effectively through digital means.
- Trusted places and spaces.
- Digital equipment.
- Existing digital inclusion offer.
- Parts of the service that particularly attract people more likely to be digitally excluded.
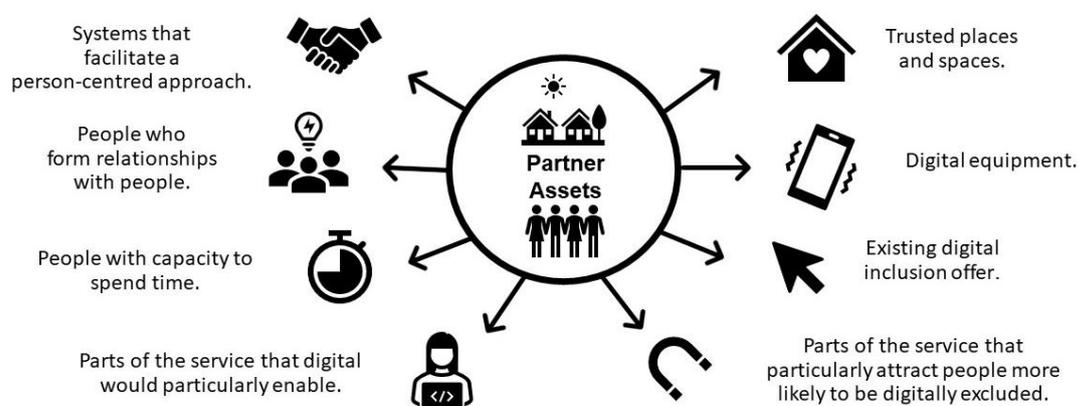
Recognising the strengths of partners.

Stage 2 step 4: Identify opportunities for potential digital inclusion interventions

As the discussion develops, the list of assets can be adapted and applied to a digital inclusion context, so that the list above looks more like the list of potential digital inclusion intervention ideas below:
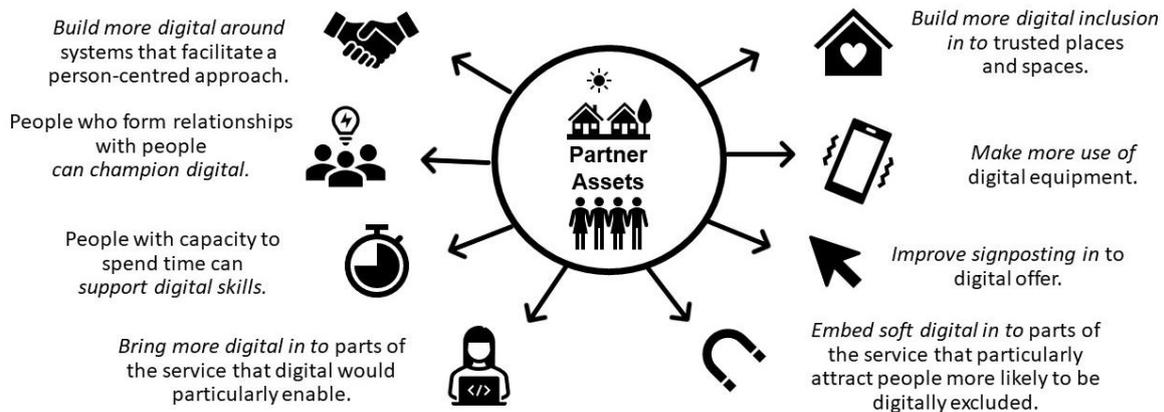
- Include more digital within the systems that facilitate a person-centred approach.
- People who form trusted relationships with people from the community can champion digital and digital inclusion.
- People with the capacity to spend time with people who need support can offer help with digital skills.
- Bring more digital into services that could be enabled or delivered more effectively through digital means.
- Deliver more digital inclusion interventions in trusted places and spaces.
- Make more use of digital equipment to support digital access.
- Improve internal signposting to existing digital inclusion offers.
- Embed 'softer' digital inclusion engagement and activities into parts of the service that particularly attract people more likely to be digitally excluded.

Discussion should be strengths-based and should consider capacity, opportunity, and relationship with the community. For example, any front-line delivery roles within an organisation could include some digital inclusion activities within their existing duties.

This could include one or more of the following:

- Identifying digital inclusion needs and barriers.
- Signposting to existing support within the organisation or elsewhere within the community-based approach.
- Providing connectivity in the form of loaning or gifting digital equipment.
- Providing connectivity in the form of opening-up access to Wi-Fi or gifting data.

- Providing digital skills support.

- Championing and advocating for the benefits of digital.

- Embedding digital within existing services and activities.

Build more digital around systems that facilitate a person-centred approach.

People who form relationships with people *can champion digital*.

People with capacity to spend time can *support digital skills*.

Bring more digital *in to* parts of the service that digital would particularly enable.

Partner Assets

Build more digital inclusion *in to* trusted places and spaces.

Make more use of digital equipment.

Improve signposting *in* to digital offer.

Embed soft digital *in to* parts of the service that particularly attract people more likely to be digitally excluded.

Examples of embedded digital inclusion.

You can put these activities and interventions in the context of your previous discussions about the barriers to digital inclusion. You can also start to refine what the support looks like at a particular organisation and link the solutions to specific barriers.

For example:

- **Motivation**: Linking digital inclusion to personal motivations and life goals. Framing digital as an enabler for accessing people and services – the right services for that person, at that time. Supporting access, independence, and wider social determinants.

- **Skills**: Embedding ad hoc digital skills support into existing programmes. Offering digital skills support in safe welcoming spaces delivered by trusted people. Supporting people to use the digital tools most useful to them.

- **Confidence**: Providing support from someone who knows the person and who can consider risks and potential benefits. Building on relationships with a trusted person in a safe place. Allowing people to explore digital at their own pace.

- **Connectivity**: Providing wifi and equipment in spaces and communities. Loaning equipment and gifting data to those who need it most. Making digital equipment available for use throughout wider services.

To maximise opportunities, your discussions should move beyond existing assets and start to look at the next steps on the organisation's digital inclusion journey. There is no 'right' way to support the overcoming of a particular barrier. Part of your role is helping partners understand the breadth of options available to them and which might work best for them. Longer-term ambitions may require additional resources, but the planning and discussions to define those ambitions should start now. You should help organisations to understand the benefits of embedding digital inclusion into all of their future projects and initiatives.

Your collaborative conversations should explore:

- Are any of the roles within the community-based approach more important than others for this community?
- Where are the gaps in support?
- Where could support be built in?
- What could be done with additional support or resources?
- What would that support look like?
- What could your organisation do if you had more?

You do not need to know the details at this stage of how an individual organisation would deliver a particular digital inclusion intervention as part of any funding bid. It is more important to know which organisations have ambitions to do more to maximise the digital inclusion opportunities for their community. When you have a greater understanding of the possibilities, you will be in a stronger position to look for funding opportunities and to move quickly with partners who are ready to take advantage of them when they arise.

Stage 3: Forming and implementing a plan

Introduction

By this stage of the community-based approach, you should have identified your key partners and your target community. With your partners you should have started to discuss the barriers, assets, and opportunities to increase digital inclusion for the community. By now partners should have an idea of the potential scope of their digital inclusion role and the benefits of playing that role. The discussions should have generated a wide range of ideas. Some will focus on tackling one or more of the barriers, while others may focus on new ways of working within an organisation or across sectors. Some ideas will lead to quick wins in the short-term, whereas others may require more investment to realise significant change in the medium or longer-term. In Stage 3 of the approach, you will take those ideas and turn them into plans.

Stage 3 step 1: Move from the general ideas to specific ideas

100% Digital Leeds uses a version of the [Design Council's Double Diamond](#) in our digital inclusion discussions with partners. This enables us to shift the focus throughout the process from the specific to the generic and back again. Helping partners to explore the full range of options before choosing a way forward means they are more likely to take the right path for them, rather than the first path they see. As it says at the above link, the representation of the Double Diamond shows, "Two diamond shapes starting with the initial challenge or problem statement to the left, moving through a definition of the problem to be addressed in the centre and ending with the solution to the right. The diamond shapes represent how divergent and convergent thinking fit within each stage."
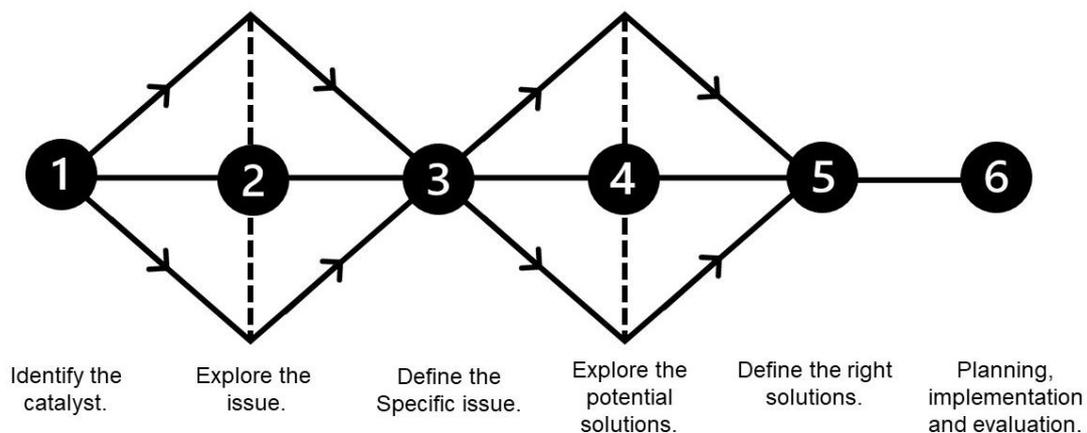
The co-production double diamond.

You can use any framework or model. The important point to note is that you should structure your discussions with partners so that you move through the following stages:

- **Identify the catalyst**: during Stages 1 and 2 of the community-based approach you should have defined the specific reasons why you have chosen this community and these partners.

- **Explore the full breadth of the potential issue**: during the earlier stages you will also have discussed why digital inclusion is important in general terms, the impact of digital exclusion, and the challenges to increasing digital inclusion for any place or community.

- **Define the specific issue**: during Stage 3, make sure the general discussion has shifted to focus on digital inclusion and exclusion for **this** place and **this** community.

- **Explore the full range of potential solutions**: recognise and reflect on all of the different ideas that might work.

- **Define the solutions that should work best in this case**: work collaboratively to agree which ideas and interventions are most likely to achieve the results you want to see.

- **Plan and implement**: agree how, when, where, and by whom these ideas and interventions will be implemented.

When discussing the assets and roles of partners at this stage, you should use the approach outlined above to move from the general to the specific. Do not restrict your discussions to digital inclusion activities or interventions that are already in place. Instead, explore ways in which existing assets can be used to support digital inclusion, or where digital inclusion can be embedded within existing services. The solution should be as easy as possible for the partner whilst having the maximum positive impact for the people they support.

For example, a partner organisation may have one or more of the assets below. You should help them to consider how these could be used to support the community-based approach to increase digital inclusion:

- **Places**: community centres, waiting rooms, community cafés.
- **Connectivity**: public access Wi-Fi, underused equipment, phones, tablets, or laptops left in drawers.
- **Existing service offers with a digital element**: these might not be seen as digital inclusion activities, but helping people with Universal Credit or employment, advising people on their housing options, supporting people to interact with council or government services, will all have a digital element.

- **Existing service offers without a digital element**: explore how digital inclusion can be embedded into activities such as luncheon clubs for older people, memory cafés, stay and play sessions for families, food banks, walking groups, peer support groups and more.
- **Capacity**: staff or volunteers, befrienders, case workers and support workers who spend time forming trusted relationships with people.
- **Systems**: any process or way of working that facilitates a person-centred holistic approach.

Stage 3 step 2: Agree the order in which things will happen

At this point it is important to get off to a strong start. This will make it easier to maintain momentum. Start by following these principles:

- Make the most of what you've got and use what you have to demonstrate the need for more.
- Break down complex issues into smaller more manageable chunks and approach them at a pace that supports the development of digital inclusion understanding, capacity and confidence of partners.
- Pilot your approach, start small, develop, test, learn, and celebrate success. This will enable you to minimise risk and learn from what works and what doesn't. It will also help you to demonstrate value.
- Follow the enthusiasm to maintain the momentum. If you find yourself pushing against a closed door move your energy to an open one.
- Think big from the start so you have plans in your back pocket, then when you are in a position to scale you will understand the potential.

Quick wins	Short term	Medium term	Long term	Sustainability
Start now, using current resource.	Easy, fast, free additional resource.	Pilots, sharing learning, additional resource needed.	Full implementation, often with additional resource needed.	Digital inclusion is embedded within core offer.
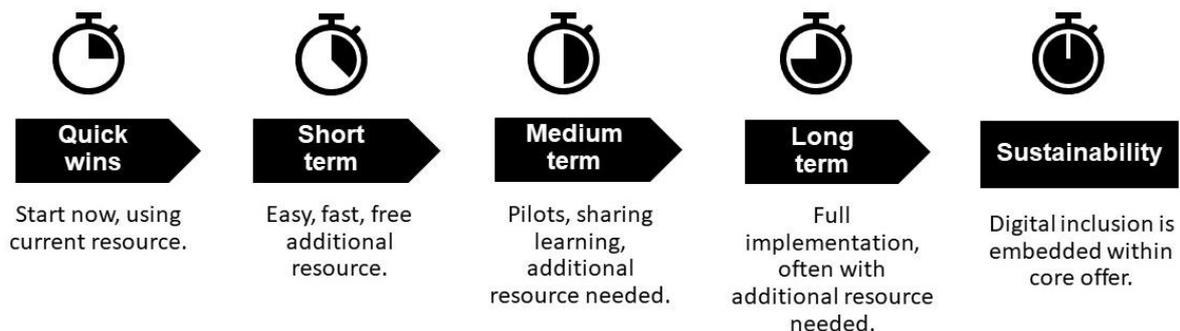
From quick wins to sustainability.

In your discussions with individual partners, and with multiple partners working collaboratively on the approach, you should rank the actions in your plan by ease, speed, impact, and risk.

You can add each action to a timeline based on:

- **Quick wins:** things partners can do now using current resources.
- **Short-term:** things partners can easily start with minimum effort, usually utilising free or easily accessible additional resources.
- **Medium-term:** things that need some resource and capacity to develop but will help inform next steps such as small-scale pilots.
- **Longer-term:** things that need a deeper level of understanding and additional resource and capacity to plan, develop and deliver to full implementation.

At all stages you should consider sustainability. The rationale for embedding digital inclusion within core service offers is that it is more sustainable when considered part of 'business as usual'. In each place, with each partner, and for each community you should see the approach as a journey:

- Lay the foundations by starting with general digital inclusion and focus on the main barriers.
- Identify the catalyst and the context for digital inclusion with and within your chosen community.
- Build on the strengths, assets, and insights of your partners to address specific needs.
- Ensure your interventions are sustainable so that you can respond to changing needs.

Stage 3 step 3: Agree practical actions across the timeline

This step moves from ideas in a timeline to practical actions. You should bring your digital inclusion ideas and expertise to the discussions. You should know what has worked elsewhere, what offers and support are available from local, regional, or national partners, and how they could be implemented within your approach. Here are a range of example actions across the timeline.

Quick wins

Simple actions that can be implemented with a partner's current resources, capacity, and confidence:

- Make sure people know if you have free wifi. Encourage people to use it, publicise login details without people having to ask, and offer to help people connect if they need support.

- Encourage people to charge their devices in your building. Fuel prices mean people are worried about the cost of charging their devices at home. Make it clear that they can use your sockets to plug in and can wait in your building while their devices charge.

- Signpost to other services and provision. Libraries usually have free wifi and PCs with internet access for anyone to use. Which organisations offer digital skills support or lend equipment for your chosen community? There may be organisations local to you or working with your community that can expand on your offer, or have services that complement your offer or add value to it. Some organisations will have staff with specialist skills and expertise in working with people with specific needs. You can also signpost to national organisations, such as AbilityNet which offers free digital inclusion support for people with disabilities and older people.

- Tell people about cheaper home broadband deals. Check Ofcom for the latest deals, especially social tariffs for people in receipt of certain benefits.

- Tell people about free online learning platforms such as Learn My Way, Make It Click, Digital Wings, Digital Unite, Google Work Place.

Short-term

Low commitment actions, developing and making the most of easy to access resources:

- Join local or national digital inclusion networks. It's free to join the Online Centres Network and membership includes access to their staff training and development offer, best practice toolkits, funding opportunities and the National Databank.

- Start gifting data. Schemes like Vodafone's Charities Connected and Good Things Foundation's National Databank help charities to give free data SIM cards to those who need it.

- Find small amounts of funding to buy any essential equipment, but don't be tempted to buy too much without really understanding what is needed.

- Support staff to work in a more informed way. Good Things Foundation, Digital Unite and other organisations offer Digital Champions training for staff and volunteers.

- Look for the good fit and follow the enthusiasm. If a partner or team is more responsive, or quicker to see how digital inclusion fits with their work or the value it could bring, start there and run with it.

- Start measuring the impact and outcomes. Collect mini case-studies and pen-portraits of how digital inclusion is making a difference to individuals, organisations, and communities.

Medium-term

Actions building on resources as they develop, with some (but not too much) effort:

- Pilot new ideas where there is enthusiasm. Try something, no matter how small. Gather learning to find out what works and what doesn't. Gather impact to demonstrate value and also to evidence why something is worth doing and why the partners are a good fit.

- Share learning and roll out as widely as possible across teams, across the organisation, across the partnership, across the community and the place. Celebrate success, share outcomes, and share approaches.

- Embed digital inclusion within upcoming plans and projects. What's already in the pipeline? Make sure digital inclusion is built in. Especially if there is funding involved.
- Build capacity by using initial outcomes to find more partners and funding. Find others that might not be doing the same thing but are looking for the same outcomes or working with the same community. Apply for small amounts of short-term funding to support pilot activity, buy more equipment, appoint new staff or extend the hours of existing staff.

Long-term

Consider how you will maximise impact, identify new opportunities and be ready to take advantage of them to scale the work:

- Don't think about digital inclusion in the abstract. Think about the outcomes that can be achieved more efficiently and effectively through digital and digital inclusion. Then you are not looking for digital inclusion funding to support your work. You can look for funding that supports social inclusion and cohesion, health inclusion and transformation, employment and employability, and so on.
- Think about the other strategies that you are supporting through digital inclusion, rather than focusing solely on a digital inclusion strategy. Make sure digital inclusion is seen as an enabler to achieve a wide range of priorities and strategies.
- Dream big and have your ideas formed and ready to go. Opportunities come up all the time when you look for them. You need to understand what is possible in order to move quickly and take full advantage of them when they arise.
- Prioritise spending on people over equipment. Digital inclusion staff within organisations can spend time building capacity, finding ways forward, demonstrating outcomes, applying for and bringing in more funding.

As you develop your plans you will start to see actions and areas of work that can be measured, evaluated, and reported to show the impact of your approach.

Stage 4: Measuring and demonstrating success

Introduction

By this stage of the community-based approach, you should be working with one or more partners and focusing on one or more geographic communities or communities of interest. In the previous stage, you should have created one or more plans with actions that achieve quick wins alongside developments over the short, medium, and longer term. Stage 4 of the approach looks at how to evaluate your work and define your measures of success.
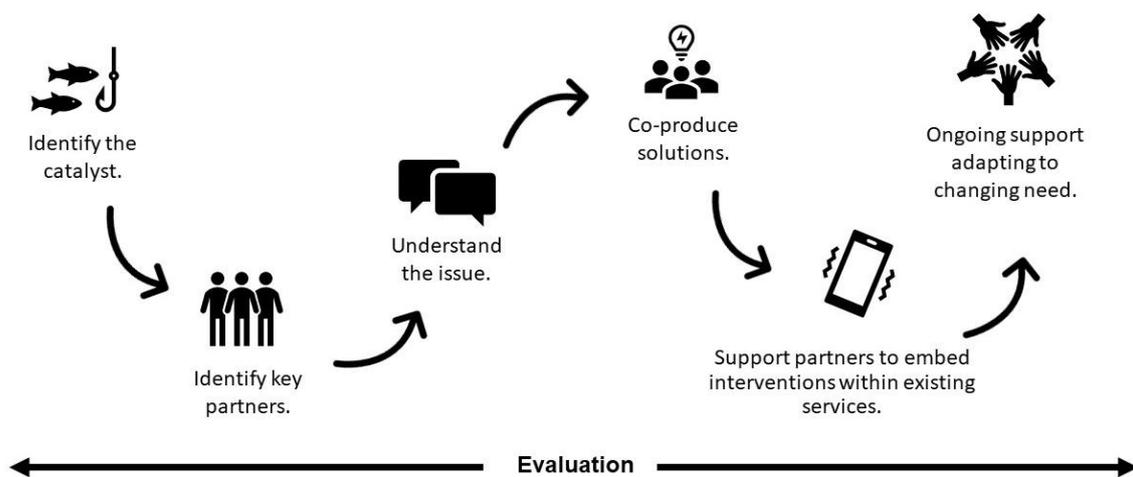
Evaluation should be considered throughout the length of the programme

Stage 4 step 1: Avoid the pitfalls

Some metrics and indicators are almost impossible to measure in a meaningful or accurate way. Others are easier to measure but may not reflect the impact of your digital inclusion programme. These numbers are often the ones requested by strategic leads and in reporting. As digital inclusion lead you should consider avoiding these measures. You will need to be able to explain why they are not accurate or useful.

The number of people digitally included or excluded

There is no single, nationally accepted definition of digital inclusion or exclusion at a community or population level. There are also no accurate measures or datasets that define whether someone is digitally included or excluded at an individual level. Digital inclusion/exclusion is a spectrum rather than a binary indicator, and everyone will move along that spectrum as their life changes and society changes around them. An individual can face multiple barriers to inclusion, each of which needs to be addressed. A person can be digitally included by one measure and excluded by another. They may be digitally included at a point in time and then become excluded again. For example, many families felt they were digitally included until schools closed during the first Covid lockdown. The government issued over one million devices to help families who were suddenly digitally excluded because they had to home-educate their children.

Regional or national data

Some online tools use national datasets and modelled data to indicate whether people living in a certain area are more likely to be digitally excluded. Heatmaps and reports such as these may be useful to give you an idea of the scale of the issue in your area. They could help you to set the issue in a broad context or help you to present a quick overview of the challenge to other stakeholders. However, these tools cannot be used to identify whether an individual or

community is actually digitally excluded. They also cannot be used to track the progress you are making. The next update of those datasets will not show the impact of any interventions you deliver within those communities. You could target your work specifically to digitally include people living in poverty and older people. You could have great success in engaging and including those communities. But the national heatmaps and datasets will still use income levels and age to indicate that people are more likely to be digitally excluded in the areas where you have worked.

The number of devices gifted or loaned

Where it might at first appear like there is a binary measure associated with a single barrier, the reality is often more complicated. For example, someone either has a device or they haven't. If you gift or lend devices, you can count and report those transactions. But those numbers do not necessarily equate to increased digital inclusion. For example, if the device is refurbished it might be too old to run the latest operating system so certain apps can't be installed. If the device is a smartphone, it could leave the owner to complete tasks which are more suited to a laptop. The device may be too small for the visually impaired owner to properly see. Or the person may now have a device, but do they have the connectivity, the skills and confidence, and the motivation to use it? Unless you ask and answer wider questions such as these, and make sure wider support is in place, you cannot tell whether the device owner is more digitally included as a result of the gift or loan.

Digital skills surveys

Where there are accepted baselines that a particular barrier could be measured against, these are invariably generic and don't fit well with the principles of the person-centred, community-based approach. The Essential Digital Skills Framework "defines the skills needed to safely benefit from, participate in and contribute to the digital world of today and the future". Having all of those skills may be one measure of digital inclusion. The only way to baseline and track skill levels is to survey people and communities. This is hard enough when those

surveys need to be rigorous, repeated regularly, and reported. It is even more difficult when working at scale and at a fast pace. Even if someone has all of the digital skills they may still be digitally excluded if they cannot afford a device and connectivity. Or they may have all of the skills now but may lose them as they age or develop long-term health conditions. Other people may not want or need to learn all of the digital skills. Any survey may serve to highlight the things the person doesn't know and may demotivate them. Imagine applying this framework and these metrics to a care home resident approaching end-of-life who wants to use a tablet to video-call their loved ones. Should that person be asked to complete surveys and learn all of the Essential Digital Skills so they can be measured and recorded? In the community-based approach you would measure the impact and the outcomes of their digital inclusion journey, however short that may be. You would ensure it is person-centred, meaningful, and achieves the positive impact they want to see in their life.

Illustrating those pitfalls in practice

100% Digital Leeds delivered a 12-month dementia pathfinder project. National data told us that older people and people with long-term health conditions are more likely to be digitally excluded. Our local data told us there are around 9,000 people in Leeds living with dementia. We used the community-based approach to develop and deliver the pathfinder.

Even within that defined population of people living with dementia, there was no way to know:

- What percentage of people are digitally excluded?
- Who would benefit from a free or loaned device?
- Who could be encouraged to use free access to the internet in community venues?
- Who would benefit from digital skills support sessions?
- How many people need mediated access and ongoing support?

To answer these questions, we would need to look at digital inclusion at a personal rather than a population level. But even if we survey all of the people concerned and ask questions across all of those indicators, people's answers would change depending on:

- The type of questions being asked.

- The person asking them.

- When they are asked.

- The interventions that are being offered.

- The people/services who are offering those interventions.

To get more accurate insights that will identify the people who need help to become digitally included at an individual level, we need to develop a deeper understanding by working with and within communities. That is why the community-based approach works with partner organisations from across all sectors who already reach, understand, and have a trusted relationship with local people most likely to be digitally excluded. We use the approach to support these intermediary organisations to better understand the barriers to digital inclusion. Then we continue to work with them to adapt their interventions to help more of their service users become more digitally included.

The outputs and outcomes that we recorded and reported to evidence the success of the dementia pathfinder project included:

- The number of partner organisations, teams and services that took part in the project. These included citywide organisations such as Carers Leeds as well as local dementia cafes and peer-support groups.

- The digital inclusion infrastructure that was strengthened by developing new services and interventions delivered by a wider range of partners.

- The number of people living with dementia who engaged with the project, as well as their friends, family, and carers.

- The number of people who were more digitally included by the end of the project. We did not say that people who took part were fully digitally included (because that is impossible to define and measure). We said they were **more** digitally included than

they were at the start of the project. This was evidenced by the range of new digital tools, technology and services that people were using by the end of the project.

- The positive impact reported by the people who used those new digital tools, technology, and services. We collected pen portraits and case studies of individual impact that were meaningful to the people involved. The examples included carers using virtual reality headsets to reduce anxiety for the people they care for or using voice technology for medication reminders. We also conducted surveys that showed changes at a population level, including 22% of participants developing their digital skills and confidence to book GP appointments online.

Stage 4 step 2: Decide what you will measure and evaluate

At an individual level digital inclusion is an enabler to help people achieve their goals, and those goals should be defined by the individual. They will range from the deeply personal to wider lifestyle and social/societal goals. For some of the people who are furthest from inclusion, progress towards those goals will not be quick or easy and will rarely be a linear process free from setbacks.

Digital exclusion is an indicator of wider factors that determine social exclusion. As such, success is more effectively measured at a project and programme level rather than an individual level. Individuals will always be (and become) digitally excluded due to factors outside of their direct control. To ensure people have the support they need when that happens, the focus of the community-based approach is to strengthen the place to empower the person. The digital inclusion ecosystem that you build through this approach should increase the support people need, in the places they need it. Case studies and examples of impact for individuals across a range of outcomes and communities can help to illustrate this strengthened digital inclusion ecosystem.

The approach advocates working with organisations so that the digital inclusion support they offer can change to best meet a person's needs as their life changes or their situation develops. This means that your plans should be designed to increase organisational capacity, infrastructure, understanding and collaboration. This culture shift within organisations and teams will see them prioritise digital inclusion interventions alongside their other services. Organisations will understand that digital inclusion can improve outcomes for individuals and communities, as well as helping them to deliver their services more efficiently and effectively.

More widely, digital inclusion is an enabler to delivering a range of other strategies and priorities. In those cases, the success of the community-based approach will be seen over a

much longer-term. The measures and Key Performance Indicators of those strategies will be achieved more easily, more effectively and for more of the population if digital inclusion is addressed within that wider context. The success of increased digital inclusion will be reflected in Population Health Management data, employment and employability surveys, reduced re-offending rates, usage statistics for Council, NHS and Government digital services, and other indicators.

You should choose metrics that reflect the range of activities within your approach. Acknowledge that outcomes will be achieved in the short, medium, and longer term.
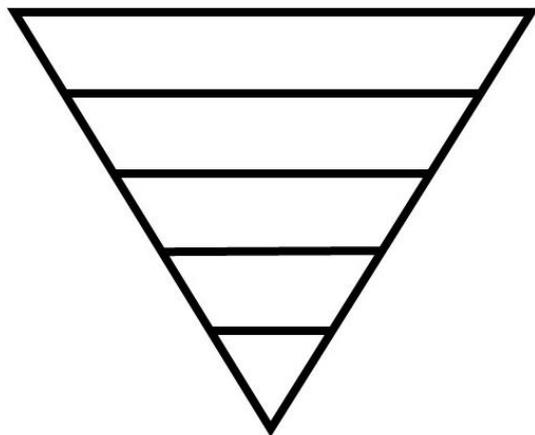
City capacity to support digital inclusion:
Amount of resource to develop interventions.

Scale of support being delivered:
Amount of support available.

Behaviour change:
People using a particular tools or services.

Impact on the city:
How this helps support efficacy and efficiency.

Impact on people:
What difference this makes to an individual's life.

Measuring impact, from a structural to an individual level.

Your evaluation should help you to understand, improve, and evidence the efficacy of your digital inclusion programme. The metrics you set, the data you collect, and the insights you develop can be used in different ways:

- **To understand what is working**: Is the intervention effective? Is it having the intended outcome? Could it be improved?

- **To replicate and scale**: What should you be doing more of? Could learning from this intervention be replicated elsewhere? Where are your resources best used and having the most impact?

- **To demonstrate value**: What is the impact of your intervention? What is the justification for upscaling? Why should extra resources be committed?
- **To inform next steps**: Can you identify any patterns or gaps that will show you what to do next?

You can ask these questions and consider the most relevant indicators at all levels of the community-based approach. They apply equally well to your work with a single partner and community, or a network of partners, or your entire programme working with multiple partners across different communities.

Increase in capacity

Level: city, sector, or organisation.
Numbers: £ investment, dedicated staffing, partners.
Case studies: strategic or organisational change.

Increase in support

Level: city, sector, or organisation.
Numbers: delivery partners, skills sessions, devices, staff trained.
Case studies: organisational, barrier.

Behaviour change

Level: workstream.
Numbers: people using a particular digital tool or service.
Case studies: change in usage.

Impact on people

Level: workstream, individual.
Numbers: direct surveying.
Case studies: how being digitally included has improved a situation.

Measuring impact at different levels.

Stage 4 step 3: Work with your partners to design an effective evaluation framework

You will rely on your partners to record and report the effectiveness and impact of the approach. You should work with them to make any evaluation as easy as possible. Tailor the evaluation to each specific workstream so that you are not asking for anything unrelated to the work they are doing. Only ask for information essential to the project evaluation and make the reporting period as short as possible. Consider any information that is already being gathered by partners that could be used to inform your project. Find an easy way for partners to hand over the information and use the information to help partners develop their offer and their services.

Share the impact of the work quickly and publicly. Show your work in progress rather than waiting until you have a final report. You will build momentum and enthusiasm if people can see how their evaluation is being used on a regular basis. Publish interim reports, statistics, newsletters, social media posts, examples of successful initiatives within the wider approach, opportunities for learning if something has not gone as planned, pen portraits that show the impact on individuals, organisations, and the wider community.

Sharing people's stories through case studies can bring to life the potentially abstract issue of digital inclusion. Stories can have a bigger impact than numbers, although numbers are necessary to show scale. Gather potential case studies as you go and ask partners to share any stories which might have value. You should try to collect case studies that illustrate impact in a wide range of contexts. Start with quantity over quality and ask for short and simple pen portraits. You can follow-up and ask for more detail on the ones that illustrate an outcome or objective that you really want to highlight. Interview people to collect longer case studies, rather than asking for written contributions. Talking to people allows you to get the information you need and to explore any new areas of interest that come up during the conversation. Ask partners to speak on your behalf. Inviting partners to speak at meetings

and webinars can be a powerful advocacy tool. It can also encourage other potential partners to come forward to take part.

Across all aspects of your evaluation and reporting:

- Be clear what you hope to achieve by applying the community-based approach in a particular context.
- Publish that at the outset.
- Use it as a frame of reference for everyone to refer to throughout the project.
- Measure and report your progress against those outcomes and objectives at regular intervals.
- Make sure that every element of your subsequent evaluation and reporting supports the wider narrative that you established at the outset.

Finally, your evaluation should inform the development and delivery of your wider digital inclusion programme. You should build an evidence base that includes case studies and testimonials from your existing partnerships and relationships, as well as the impact and outcomes for your communities. This will put you in a stronger position to expand your digital inclusion programme by working with more partners and more communities.

Appendix: Examples of the 100% Digital Leeds community-based approach in practice

100% Digital Leeds applies the community-based approach across multiple strands of our digital inclusion programme. The links below show how we use the approach in different contexts. These include our work with communities of interest, geographical communities, and individual organisations.

Health participation: A community-based approach to support digital inclusion for improved digital health participation, with Digital Health Hubs at the heart.

Reducing reoffending: Working with HMP Wealstun and other partners to improve the digital support offer available in prison and to prison leavers upon their release.

People experiencing homelessness: Working with partners supporting people experiencing homelessness to explore, develop, and implement digital inclusion interventions that meet the needs of homeless communities.

Supporting care homes: Working with care homes across the city to improve outcomes for residents through digital inclusion, in response to the current and emerging needs of care home providers and their residents.

Autism and Learning Disability Digital Inclusion Network: Working with partners, people with learning disabilities and autistic people to build a citywide infrastructure that helps remove barriers to digital inclusion.

Older People's Digital Inclusion Network: Working with third sector partners across the city to improve digital inclusion and participation for older people.

Arts and Culture Digital Inclusion Network: Supporting digital inclusion and innovation in the arts and culture sector by sharing skills, learning, and fostering collaboration and partnerships.

Partner profile: The Old Fire Station: Since the start of 2022, The Old Fire Station in Gipton has worked with 100% Digital Leeds to understand and support the digital inclusion needs of communities in East Leeds.

[Partner profile: Holbeck Together](): Holbeck Together have worked in partnership with the 100% Digital Leeds team for over two years, developing their digital inclusion offer to better support their communities in South Leeds.

[The wider 100% Digital Leeds approach](): The community-based approach is one of the ways that 100% Digital Leeds achieves our Vision, Mission, Objectives and Outcomes.

[Report to Leeds City Council Scrutiny Board, April 2022](): 100% Digital Leeds reports annually to a Council Scrutiny Board. Our most recent report includes more information on our approach.