Digi-Inclusion

Leaving no-one behind in a digital world

Synthesis of Baseline Position and Network Roadmap

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Introduction

In this report we provide a synthesis of the key points identified in the Digi-Inclusion baseline process that help to shape the network methodology and network roadmap as well as the methodology and roadmap themselves. The report describes the plan for the work activity for the next two years, based on the in the Activation phase activities carried out in collaboration with the Ajuntament de Mollet del Vallès as Lead Partner (LP) and all the Digi-Inclusion Project Partners (PPs).

This synthesis draws on the desk research and analysis in the EU overview, as well as the results of the baseline visits to PPs, summarised in the Partner Profiles.

This report should be read in conjunction with the Digi-Inclusion EU Overview report in particular, as well as the Digi-Inclusion PP Profile summaries. The former explains key background and terminology for the topic of digital inclusion and the digital divide, which is important for understanding this report and the approach it sets out.

Please note that in the network discussions and in this report, the "three digital divides" referred to in the EU Overview are often abbreviated as:
DD#1 (= the first digital divide - Access Divide)
DD#2 (= the second digital divide - Use Divide / Skills)
DD#3 (= the third digital divide - Usability / Usage / Capitalisation / Digital Literacy)

Where the phrase "local" or "local level" is used in this report in relation to PPs, Challenges, Actions, IAPs etc. it refers the to 'context in which any particular PP etc. operates or applies' i.e. it is not intended to be a specific reference to geographical location or a distinction between local vs regional governance bodies or jurisdictions.
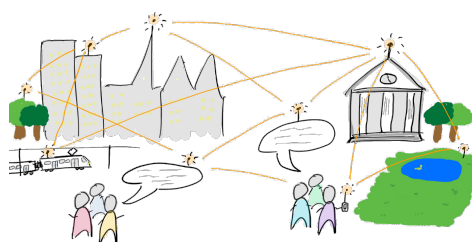
Network Aims and Overall Approach

Overall, the Digi-Inclusion network is working to enable cities to understand and develop their own local responses to digital exclusions. From this, we will also build a "playbook" for tackling digital exclusion as a network – a collection of frameworks, new interventions and existing good practices that can be used to develop local policies, strategies and actions which promote and enable digital inclusion.

We will be taking a two-pronged approach, focussing on two separate goals:
1) retrospective catch-up – for those *already* excluded
2) future-focussed, systematic prevention – to stop *new* exclusion being created

In other words, tackling existing digital divides by implementing new actions to help excluded groups to engage more in the digital world; and at the same time, creating "digitally inclusive" policies, so that new changes (and new digital transition strategies in particular) do not create new digital divides because of how they are designed or implemented.

In the same way that, over the last 10-15 years, gender inclusivity has become far more routinely considered as part of new policy and strategy development, so we wish to enable digital inclusivity to be routinely part of the evaluation of new policy instruments as well.

Overview of the Network Baseline Position

Digi-Inclusion Projects Partners (PPs) are from a broad range of contexts, providing a rich source of opportunities for exchange and a wide variety of inputs and perspectives around some clear, common themes.

Like in cities all across Europe, Digi-Inclusion PPs have been working on digital transition projects and looking to **boost digital services** and opportunities, but largely **without taking into account the digital exclusion** this was creating. Most PPs have **no underlying strategy for digital inclusion**, even though most of them have some form of strategy for digital transformation.

Key observations from the baseline process include:
- There are some **strong examples of good practice** across the Partners.
- Interventions focussed on DD#2 (skills) can consider both **new skills** where people never had any digital skills, and refreshing / **updating skills** where technology or jobs have moved on and people need to keep up
- Most cities have some level of **Access support and Skills(use) support** to try and address DD#1 and DD#2 for certain groups.
- Such interventions can be **about just access, just use, or both aspects** combined – for example, many IT rooms are also provided with a facilitator / mentor present as well, although this is often *not* systematic or strategic – it's just a natural combination.
- Most **PPs are closer to the beginning of their journey** on digital inclusion, and acknowledge that most/all of their interventions are not from a strategic approach of considering the different digital divides.
- Tackling the first two digital divides is often **not yet strategic or structural** – responding to an immediate need, often in isolation. This can be treating the symptoms rather

than the causes of digital exclusion. An intervention to tackle digital exclusion thus often becomes an isolated activity with a narrow aim to increase digital access or skills – as a purpose in itself – rather than a lever for reducing social isolation more widely.

- Interventions that **address DD#3 explicitly are much less evident** across the partnership.
- Most PPs cite **resource levels as a core risk** – this is linked to the fact that digital inclusion isn't yet seen as a core priority thread in local policy in most cases. Resources tend to follow priorities.
- Target groups in many cities appear **harder to reach** and often have **multiple and complex problems**, or suffer from exclusions that are not just digital.
- Across all PPs there is a **lack of data** specifically about the digital divide in their territory i.e. there is little or no systematic data about who is excluded or how or why.

A core problem for the network is the **lack of specific data about the Digital Divide.** This affects the network as a whole and PPs individually. Whilst data exist at country or regional level, on broad areas like internet access and digital skills, it is often not specific enough for cities to target interventions very clearly or to use to identify specific vulnerable groups in their territory.

Most PPs do have insights into some excluded groups, but these generally **rely on local municipal departments and social organisations / NGOs to provide these insights** – normally based on ad hoc knowledge about the people these departments/organisations are aware of through their own work with communities or citizens.

These **insights tend to be fragmented** and are often **not cross-sectioned with other data** or potential causal factors, making it harder to use the data in practice. Such data and insights are **rarely collected systematically and analysed** with the digital divide in mind.

But by its nature, exclusion is often not visible and these **local insights generally give an incomplete picture** of digital exclusion because they don't see all people or groups, only those who have specific needs or problems. There have been specific studies which help contribute to general understanding, but not at the level of the Digi-Inclusion PPs.

Further analysis or adaptation / cross-refencing of data is a priority area for PPs to better understand the digital divide in their territory. This lack of data is the most cross-cutting issue for the network, affecting all network partners.

Whilst better data and insights is going to be important for PPs, there are a number of other areas which can be addressed in the meantime. PPs do have sight of group who suffer digital exclusion and either already do work in this area or can begin to do so.

Despite the challenges faced, the Digi-Inclusion Project Partners are all motivated in terms of tackling the digital divide in their communities. Like most municipalities, all have some level of resourcing challenges, but they make up for this with political and administrative commitment and support for both the project and the topic, and have PP teams and stakeholders have participated and gelled well during the Activation Stage activities.

Network Focus

Guiding Principles: what the baseline means for the Network Roadmap

As a result of the baseline position, we propose a number of guiding principles that shape the network activity and Roadmap:

- **People don't need to use digital for the sake of it** – they need it to be included and to participate in society. In that sense tackling DD#1 + DD#2 is only a short term purpose in order to help tackle DD#3 in the longer term.
- **Tackling the digital divide should be "structural"** i.e. more deliberate and purposeful – with measures that are designed with the digital divide actively in mind. We should always make sure we think actively about tackling the divide actively when designing interventions and support - to create actions that are holistic, sustainable and have a clear purpose for citizens, beyond just tackling the divide itself.
- **Helping citizens to recognise the value** of being digitally connected is important – they need to understand how being digitally able and digitally literate, with skills for a digital world is important for them now and in the future to avoid suffering social exclusion.
- **Motivation, or lack of it, is a huge factor** for many people who are digitally excluded, and who perhaps don't recognise the impact on their lives of being so – this is perhaps the first hurdle to overcome on the path to engagement with digital.
- **Considering how to tackle DD#3 explicitly** should be a key focus for all PPs and particularly those who already have (some) access and skills measures in place.
- **Thinking about digital inclusion as part of their digital transition** strategy and plans should be a core aspect for all PPs – embedding digital inclusion as a core pillar.
- **Long term sustainability and mainstreaming of digital inclusion** is key – it needs to be the norm
- **Local leaders and politicians need to be on board with digital inclusions** being a core consideration for all policy making, especially where digital transformation or new tech are a part of the implementation.

Clarity on the Network Theme

During the baseline process, we could see that some individuals within each PP were less clear about the nuance of this being a network working on digital inclusion as a social challenge, not a technical one. Therefore we must ensure we keep focussed on this being a *network about digital exclusion* and **not** about digital transition.

It is important therefore to note that for the Digi-Inclusion APN, not only is it important to make the distinction between digital inclusion and digital transition, but also to understand that the aim of the network is **not** to tackle social exclusion by using increased digital methods and technology or to implement new digital solutions.

The aim of the Digi-Inclusion network is to *reduce Social Exclusion* by bridging the digital divide

There is a tension in cities between digital transition and digital exclusion, in terms of reducing social exclusion. On the one hand, we are being driven to use tech to reduce social isolation (e.g. by enabling digital connections where physical connections are lacking); whilst on the

other hand we are seeing that introducing more digital technologies does nothing to support the isolation from those not able or willing to use those technologies and thus creates a further tier of exclusion for them.

These groups are not mutually exclusive – e.g. some who are socially excluded can be helped to connect by tech, some who are socially excluded cannot currently be helped by the same tech, some who are not socially excluded might become more excluded due to the rise of digital exchanges.

With digital transformation, we are pursuing changes that can potentially *create* digital exclusion as a result – tech can create social and economic inequalities, so how do we avoid that. This is the tension between these two aspects of digital transition and digital exclusion.

Sub Themes for Digi-inclusion
There are a wide range of topics to address under the Network Theme of Digital Inclusion. During the baseline process and subsequent co-design workshop in the Activation Meeting, we identified a number of sub themes on which to focus at network level. These are:

Data
Gathering and analysing exclusion data, insights, identifying and quantifying digital exclusion

Motivation
what motivates people to engage digitally or not, how trust in technology is a factor, how far should digitisation go?

Access
Internet and device Access, wider infrastructure needed to help people to get online and engaged in the digital world

Skills
Digital skills development and acquiring first time IT skills, skills "wear out" over time, and skills refresh as digital transition progresses

Rights
Digital rights and principles for a modern world – setting the standards

e-Services
Creating Inclusive Public e-Services, ensuring accessibility and an equitable offer to citizens

Capitalisation
Helping citizens to make the best of the skills and access they have, capitalising on those, empowerment of people to participate digitally – digital literacy for a digital world

Mainstreaming
How make Digital Inclusion core thinking - to embed the required mindsets into all policy and strategy development and implementation

These sub themes will form the basis for the thematic content covered in the network.

Communications

The LP is taking the lead on network communication and has already appointed external support with this, to ensure network level and local level comms are aligned and coordinated. They will support PPs, the LP and LE in producing key content, aligned with the main IAP stages and core meetings, as detailed in the Network Communication Plan.

The Digi-inclusion City Matrix

During the Ready for Action meeting, the network co-created both the City Matrix and the Network Roadmap. The City Matrix is a diagnostic overview of the network, based on the initial baseline findings, refined during a series of group activities and discussions. The resulting matrix covers the essential baseline position, plus the aims, needs and focus of the partners. It was augmented by a later exercise on creating a starting vision for PPs' Digi-Inclusion work at local level. The Matrix is shown below with a typed version on the following page for clarity.

	Jelgava	Gdansk	Alex'polis	Zenica-Doboj Canton	Iași	Mollet del Vallès	Torres Vedras	Lepida / Bologna	Boulogne sur mer
For us, digital inclusion means…	DiGiTAL + SOCiAL = EQUALITY Knowledge Skills Opportunities Frustration vs commitment	Our city plans + major of public services provided by the City. We need to examine areas of potential exclusion - we don't have clarity on that.	Specific community groups not able to benefit or use digital platforms customised on their needs or obligations	Job opportunities Less complicated administration More time to socialize	Solidarity Inclusion Sustainability New approaches Improving life	All citizens from Mollet benefit equally from the available digital opportunities	Equal opportunities (various areas) New perspective on social inclusion	Equal opportunities to access digital services Active participation of all citizens in the digital society Everyone can use tech for their needs	Helping citizens and professionals to access and use digital
Our Problems and Challenges are…	LACK OF: - **Accessibility** - Equal **Infrastructure** - **Motivation** - **Information** - **Volunteering** **Balance** between use of digital tools & screentime	People working in the city office **don't pay attention to the accessibility** of digital services. Subject **not widely known and understood** lack of **data** on the digital divide **Fast digitalisation**: risk of deeper divide	Alexandroupolis - its social inclusion operation	**Access** Lack of **motivation** **Brain drain** Expensive **equipment**	No **data** available about the digital divide locally No **indicators**	Lack of **human and economic resources** Lack of **data** No **local expert** on the digital divides	The target groups are **not aware** that digital inclusion is a priority in their lives	**Fear** of the digital tools and applications (results from several surveys in the metro area) **Cost barriers** and technical difficulties **Burnout** of those who provide support	Many services to tackle digital exclusion exist BUT people are **not all aware** of them. Lack of **motivation** to use digital tools by some target groups (elderly, craftsmen, retailers) Rural sector **lack of services**
What we want from the network is…	Experience & Best Practices Learning From Peers	Inspiration and exchange of good practices with other cities	Experiences -new knowledge & inspiration to focus on elderly people and Roma belonging to vulnerable community groups	The path and vision Methodology Good practice examples Social transformation Change of Mindset	Ways to improve access to the digital world for elderly, people with disabilities, and vulnerable people	To foresee future problems To identify good practices that we can replicate	Good practices New methodologies (tested)	Learning from other experiences Create a reference add sustainable model Gain insights from URBACT tool box	Good practice for awareness raising / motivation incl. for Professionals (retailers/craftsmen) Digitalisation of data Diagnostic of digital use in municipalities
We can offer to the network…	Knowledge of eDOC mgmt Unified Customer Centres **Lifelong Learning** ecosystem	We have **model for equal treatment** of residents We have municipal policy *Gdansk the city of equality*	A very active non-profit **digital inclusion association** that is supporting minorities & people of need	Knowledge share High motivation PP **Empathy to minorities** **Lobbying** Policy-makers	Knowledge in **e-services**	Experience **managing digital volunteers** Collaborative and transversal work **Digi excl. detection** from social services Deployment of digital admin, Full e-Services.	Know-how Strong Local network Turn ideas into **Social business models** and services / products **Social K.P.Is** Direct knowledge of target groups	Practices and approach / policies to be shared **Developing a model on how to engage** with different stakeholders Disseminate knowledge, peer to peer exchange	Existence of various services to tackle digital inclusion Existence of **services to tackle DD#3 threats** (e.g. social media / harassment)
Our questions are…	Who should pay for learning digital skills? How to measure amount of needed skills & time in the Digital environment?	What does it actually mean to have fully digitised municipal services? Should digital Replace "analogue" or should they coexist?	None	The criteria that gives the score of being digitally Involved or not? How to involve volunteers in actions?	How can we help The persons with disabilities Ref. Digital inclusion	How can we reduce the digital divide using a human-centred approach / model?	How to Create impact with Low resources / budget Mainstream the digi inclusion agenda Foster better DD#3 understanding	How enhance long term sustainability? Ensure continuous engagement Strategies to address diff't vulnerabilities (seniors, immigrants, women (gender gap)	How to motivate volunteers?

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Network Roadmap & Methodology

The transnational exchange at network level will be achieved through a combination of in-person transnational meetings, online exchange or masterclass sessions, and bilateral / trilateral visits and exchanges between partners.

The in-person TNMs and bilateral meetings will be at a frequency of approximately one per every four months during the network lifetime. In between these, there will be online sessions for all PPs as well as online capacity building sessions for PPs on thematic topics and URBACT methodology & tools, often shared in the ULGs Advisory Board sessions. The tools competent will provide PPs with the necessary knowledge to work through the IAP production process with their ULGs, with the LE support as required.

Roadmap Components, Approach and Rationale

In Person Sessions
In person transnational meetings will typically be 2.5 days, each with a clear thematic and methodological focal area. Preparatory work will be done online and the focus will be on exchange and learning that can't be done online – i.e. making the most of the in person time. Site visits and informal and social moments are a key part of the approach to in person meetings to build trusting and strong relationships for exchange.

The number of in person meetings has been reduced in accordance with URBACT's recommendations for managing the carbon footprint of the network. In-person sessions will focus on exchange and relationship building between partners that cannot be replicated online, ensuring that the travel impact gets maximum benefit for the network and is not wasted on activities or discussions which would be just as effective online.

Online Sessions
Online masterclasses or workshops will be used to go further into certain thematic topics or clinics on methods and tools. There will be core online sessions as per the network roadmap. Optional masterclasses and workshops will also be organised to either refresh or deepen understanding on certain areas.

Masterclasses would be typically 20-30 minutes input on the chosen topic, with light discussion/exchange/questions option that can be flexed depending on attendance, especially for the optional ones – e.g. use small breakout groups for larger attendance, but use plenary discussion if small numbers.

Online sessions will be kept manageable and with a principle of "no two-day online meetings" to keep them engaging. Online sessions will be between 1 and 2.5 hours depending on topic, position in the timeline relative to other meetings and needs of the PPs. This will be determined in the preparation by the LE in collaboration with LP and PPs. Additional short sessions will be used in place of long, multi-session online meetings. There will always be an online session prior to the in-person meeting in order to deepen on the topic which will be worked during the in-person meeting.

Site Visits during Network Meetings

The network topic is a "soft" topic and many of the best "good practice" interventions are about the context and interactions and not about the physical location or content. As such, site visits need to be chosen carefully in order to help PPs understand the important, intangible, aspects and not to focus on the physical space or physical technology on which an intervention is based.

Exact arrangements for visits and sharing of examples will be developed as part of each meeting preparation (between LE, LP hosting PP, and other PPs sharing practice) but the starting plan for visits and practice sharing is included in the Roadmap Timeline Table.

Bilateral/Trilateral Meeting Option

PPs also have the option to arrange one in person bilateral (or tri-lateral) meeting with another PP to visit their city and explore specific topics of interest to that PP. This is to allow for more tailored visits or more in-depth discussions on specific topics that are not relevant to the full network but important to a couple of PPs. These meetings are not mandatory but are strongly recommended.

Local Level- ULGs

PP ULGs will be the focal point of the action planning process, using the participative tools and methodology in their local setting to develop their IAPs. The network methodology and roadmap will be based on this principle – coaching and facilitating PPs to learn transnationally and then to apply that learning on a local level with their ULG members (and potentially beyond).

To support ULG management and development, Digi-inclusion has established an "Advisory Board" which consists of all the LP, all PP ULG coordinators, and the LE. This group will meet approximately every two months, both online around the other transnational meetings and occasionally as a short session as part of an in person TNM. The purpose is to provide consistency across ULGs and a forum for exchange and peer learning on ULG practice, giving an opportunity for sharing updates and receiving coaching and guidance from the LE and other PPs. We aim to keep momentum throughout the whole APN process.

Linking Transnational and Local Levels

It is important to ensure that transnational exchange is informed by local contexts, and also adds value and helps develop the local PP contexts. To support this, PPs will hold ULG meetings in advance of TNMs (to prepare input etc.) and after TNMs (to share content and debrief on the meeting results). Thus they will hold ULG sessions approximately one per every two months throughout the project (although specific arrangements will vary by PP).

PPs will also be encouraged to have local stakeholders/ULG members to attend both Online sessions and in person TNMs. This will help to link local stakeholders to the project but also provide opportunities for direct engagement and learning. This approach also helps to have stakeholders become champions of the project locally. Online sessions in particular are easy for to local stakeholders to attend (however note that these will normally be held in English for practical reasons).

Network Roadmap Timeline

The following is the schematic timeline showing the general flow of activity in the network lifetime. Detailed of the specific transnational exchange is included in the Transnational Exchange and Learning Plan shown further below.
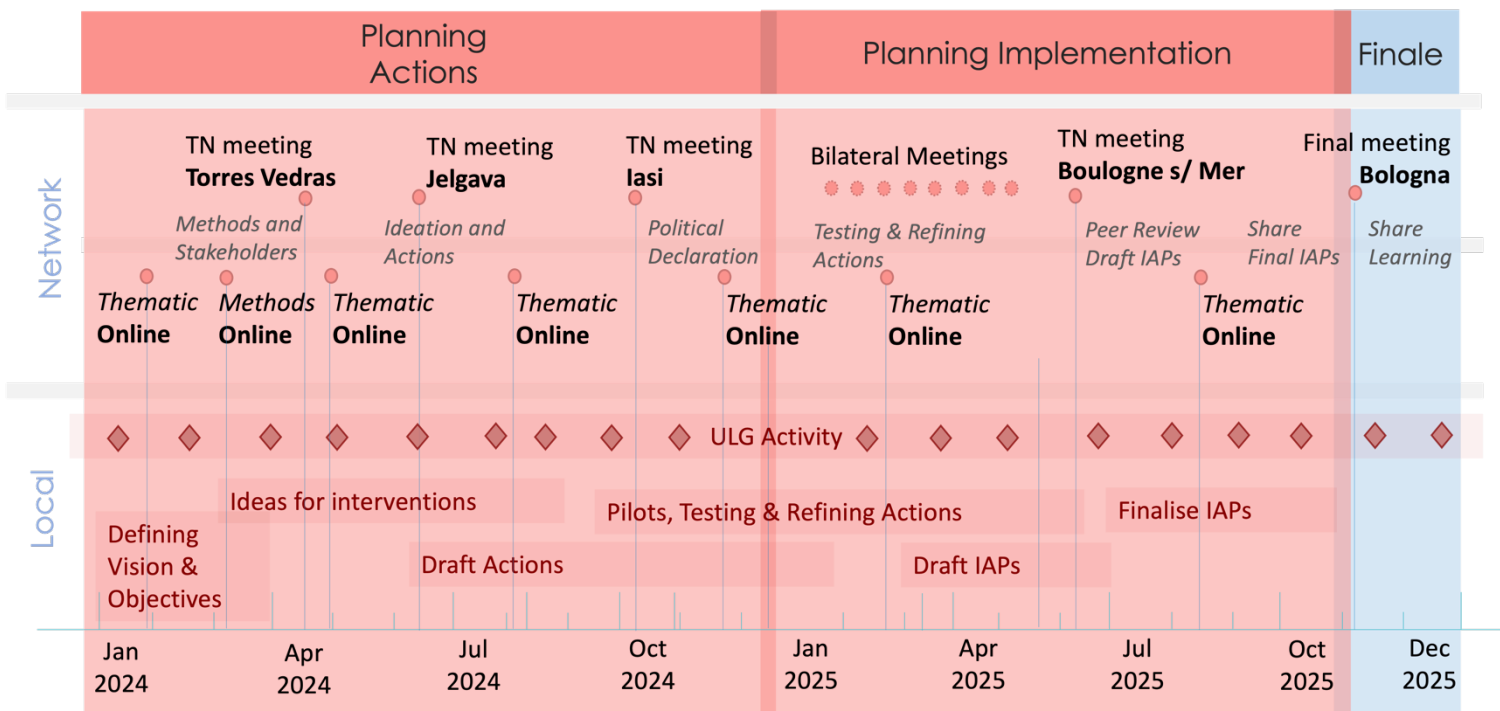
Note that the activities for each of the stages of the action planning process overlap in the timeline – this is for two reasons:

1) **PPs will necessarily progress at different rates.** The time blocks represent the likely limits of each stage, across the network. Whilst there will be set deadlines for completion of certain steps and production of relevant outputs, some PPs will start earlier than others and some will move faster or slower. The plan and approach must be flexible enough to accommodate this if full value is to be achieved.

2) **This is *not* a linear process.** A degree of iteration is essential in participative processes such as this one – therefore, previous stages might (and arguably must!) be revisited and/or outputs refined as progress is made and greater understanding is gained by PPs and the network as a whole.

Core online sessions have been planned, however additional sessions can be added by agreement of the full network at a later stage. Each meeting will have one or more Thematic topic and/or one or more Methods & Tools topic. The Thematic topics will be based on the Sub Themes listed earlier; the Methods & Tools topics will be drawn from the URBACT IAP stages and tools. Both types will draw on practices and expertise from outside the network.

The strategy is to ensure input and trainings on the core methodological and tools happens ahead of it being needed by PPs – often via online sessions or pre-recorded videos. Tools will then be used in practice in the TNMs, supported by facilitation from the LE and others. PPs might not be ready to move on to that IAP stage straight away, but have had sight of the content in advance. Thus the IAP production methodology is woven into the plan.

Capturing Learning and Progress

All network sessions will have documented outputs to capture and / or synthesise the learning points from the session, for distribution amongst PPs and for potential further dissemination or summaries where relevant (this could be at local PP level, programme level, or wider networks). Such outputs can also form the basis of communication products such as articles, as well as feeding into the Quarterly Network Reports. Output will be multimedia, based on the specific meeting or content, and could include written reports, articles, photographs, illustrations and infographics, micro-videos podcasts etc.

Comms

Digi-inclusion is also using the Slack platform for information, ongoing sharing and discussion, and for network management and planning comms. This is a useful tool for PPs to share progress and updates easily, or for threaded thematic discussions to take place. It promotes greater levels of interaction and relationship building between the formal network meetings. These are defined in the Network Communication Plan.

Direct Support for PPs

We also envisage online 121 meetings between LE and PPs at key points, to update on issues specific to that PP – this could include additional support with tools, emerging ideas, ULG input, support with defining actions or planning pilots etc. etc. These can be video calls, but also as direct message chats in Slack. Ad Hoc expertise might also be used in some cases.

A Coaching Approach and Ownership of IAP Production

The LP and LE approach to the network is that a coaching and mentoring approach will be used. This should be mirrored by any other Ad Hoc experts supporting the network as well as by local partner experts commissioned by PPs for support (this should form part of any tender brief for external support or expertise).

All PPs are expected to direct, shape and above all "own" the production of their IAP with the local PP team and ULG – external consultants are helpful for thematic expertise and for the leg work of project management, writing or document preparation, admin for meetings or coordination of stakeholders, but **PPs should not outsource the ideas and decisions in the IAP** – external expertise should only support the capturing of the local views, ideas and knowledge, not dictate the content.

This is highlighted now because it is **a critical factor for successful implementation** of any Integrated Action Plan. This was a core factor identified in URBACT's work on IAP Implementation and taking a good practice approach to this now is essential for future success when it comes to implementation of local IAPs.

The main outcome from the Action Planning process is the improved learning and understanding of local context, problems and corresponding actions that are created. The IAP document itself merely captures and documents the results of this process and thus is secondary to these *process outcomes* derived from the experience of those involved in the Digi-Inclusion network. IAPs produced without going through these process steps in a collaborative and participative way will likely be of lower quality and at a higher risk of failure to produce any real impact or value for citizens *if* implemented.

Network Roadmap - Transnational Exchange and Learning Plan

Date	Location	Inclusion Themes	Methodology Topics
Nov 23	*Mollet del Vallès*	*EU Overview of Digital Inclusion Baseline Visit Results and Reflections Proposed thematic topics for the network*	*URBACT Journey & IAP Development Network Roadmap, Problem Definitions, Vision*
Jan 24	Online (Thematic)		**Vision** re-cap & Defining **Objectives** Working in **Complex (Social) Systems**
Mar 24	Online (Methods)	**Data** and measuring the digital divide	**IAP Canvas**
15-17 Apr 24	**Torres Vedras**	**Data** collection and analysis, Social KPIs, indicators, measuring current situations. **Motivational** factors and trust in digital	**Ideation** Stakeholder Engagement
May 24	Online (Methods)	Digital Divide #1 – Digital **Access** Digital Divide #2 – Digital **Skills**	
10-12 Jun 24	**Jelgava**	**Access** and **Infrastructure** Digital **skills**, reskilling **Volunteers** and facilitators	Defining **Actions**, SMART actions, **Intervention** Logic, **Testing** & Pilots, Reflections and **Iteration**
Sep 24	Online	Digital **rights** and principles	**Implementation** Theory Integration and Coherence
Early Oct 24	**Iasi**	Digital **Rights** *(Ad Hoc input)* Political **Declaration** *(politicians)* Inclusive **e-Services** *(City input)*	Refining **Actions** **Coherence** of action plans **Implementation** readiness assessments
Late 24 / Jan 25	Online	Digital Divide #3 – beyond devices and training: **Capitalisation** & empowerment	
Spring 25	***Bilateral window***	*Individual PP interest areas (optional)*	*Bespoke Methodological support (optional)*
Spring 25	Online		Metrics & **Measuring Results** (Ad hoc) **Implementation** and IAP completion
Spring 25	TBC Poland		URBACT City Festival
Summer 25	Online	Cross cutting topics – Green & Gender (Ad Hoc input)	
Summer 25	**Boulogne-s-Mer**	Digital Empowerment and **capitalisation** Draft IAPs - **Peer Review** (Ad Hoc input) Drafting **Network Level Outputs**	**Implementation** Theory & Approaches
Autumn 25	Online	*Kept free for flexibility & emerging topics*	
Autumn 25	**Lepida / Bologna**	IAP reviews, Key **Network outputs** and **PP Messages, Digital Checklist, Mainstreaming**, Promoting Digital Equality, Digi-Inclusion **Playbook**	Final Meeting **Sharing** and dissemination