

One Digital observational and practice-based learning report

Year 2 (June 2017-18)

Section four: digital maturity and transformation

Digital inclusion work involves helping people to benefit from being online.

Supporting people to be digitally included involves recognising the need for them to have: access to the internet; the [Essential Digital Skills](#) to get online; and the confidence and motivation to develop and use new skills.

Digital transformation and evolution is linked to how organisations can use digital technology and processes to support their work, as well as in the provision of services for others using new digital technologies.

The link between digital inclusion and digital transformation was explored during the second learning set held by the [Community of Practice](#). From our discussions we can share the following project-based learning.

Organisational digital transformation needs to be accompanied by digital inclusion projects that support & develop digital skills for staff and service users. These are best delivered by Digital Champions.

This is a message that the One Digital partners are increasingly promoting. An outline of their work is given below:

Age UK have been working with local Age UK partners to assess their digital maturity – in both delivery of services and staff skills and confidence in using digital.

Citizens Online are working primarily with local authority partners to develop Switch projects that include analysis of the digital maturity of the partner organisations (and their staff) in the locality as well as mapping of local basic digital skills gaps.
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Clarion Futures are interested in how they can support smaller community groups to be more confident in the use of new digital technologies (this is outside of the scope of the One Digital project).
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Digital Unite is continuing to develop resources and support for organisations delivering digital champion projects. They work with organisations who are developing their digital transformation strategies encouraging them to embed Digital Champion support into their projects.
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SCVO are actively supporting charities in Scotland to transform their services, improve digital leadership and offer digital skills support to the communities that the

charities work with. This is closely aligned to the priorities of the Scottish Government and the wider role of SCVO in supporting the Third Sector in Scotland.

One Digital recognises that organisations developing new digital services need to build into their plans opportunities to help their customers online, particularly through embedded Digital Champions. Our learning has been that:

- Digital strategies need to be cross-organisational in approach and fully engage with and understand customer needs.
- New digital service design needs to be fully inclusive. One Digital supported the development of the new CAST [Digital Design Principles for UK Charities](#).
- Assessing the basic digital skills of staff, and their facilitating/enabling skills, is an essential part of digital transformation projects and of building successful Digital Champion projects. Often staff taking on the Champion role lack confidence in their own digital knowledge.
- The role of Digital Champions in supporting colleagues to develop the necessary skills for any internal digital change can usefully be developed as part of digital transformation projects.

Digital maturity assessments need to be structured. There are common themes that projects benefit from assessing.

A review of the areas being assessed is included in the tables below. Assessment tools are seen as beneficial as a digital motivator and as a way of prioritising future resources and investment.

Assessment questions are asked of both organisations and individuals. There is a similarity in the types of questions asked of both an organisation and an individual.

Assessment question themes

Questions can be formulated for both individuals and organisations covering all or some of the themes.

Organisational development & culture	Use of tech & ICT systems	Data collection & storage
<ul style="list-style-type: none">• Strategic approach• Digital leadership• Organisational digital culture• Use of social media	<ul style="list-style-type: none">• Operational use of digital tools & types of tech• Back office tools - finance & HR systems• IT support provision• IT training	<ul style="list-style-type: none">• Systems• Training• GDPR practice• Cyber resilience & security

Service delivery	Digital inclusion activity	Staff & volunteer confidence & skills
<ul style="list-style-type: none"> • Types & level of digitally enabled service delivery • Priorities for future digital services • Engagement of staff, customers & service users in the development of digitally provided services 	<ul style="list-style-type: none"> • Levels of customer skills & barriers to being online • Staff & organisational support available to learners (training, facilities, WiFi) 	<ul style="list-style-type: none"> • Self-assessment of digital skills • Attitudes to digital • Training needs • Organisations training offer

Achieving good levels of partner engagement with digital maturity assessment work can be challenging to achieve

This can be the case for both surveys requiring organisational responses as well as for individuals.

- Some partners incentivised individual responses to surveys.
- There was recognition that often staff can disengage through professional survey fatigue.
- The value of maturity assessments is more often seen as positive at strategic level. Although it was recognised that the benefit an organisation gains from undertaking a digital maturity assessment is directly linked to the level of commitment to it and the quality of the inputs.

Support for organisations conducting digital maturity assessments is vital

Such support is being provided by [One Digital partners](#) in both formal and informal ways. Digital assessments have multiple benefits in:

- Creating a digitally exciting environment, promoting the use of new digital tools and directly offering support to organisations wanting to undertake digital transformation are being undertaken by all partners and is a key to sharing learning around new digital developments.
- Promoting a culture of honest assessment of digital maturity and recognition that the word 'maturity' has the potential to seem judgemental. Encouraging debate and conversation on what works and is most effective has many

potential benefits rather than an approach where an organisation 'should/should not' be using a particular digital tool, process or approach.

One Digital recognises that offering support for digital transformation is enhanced by a shared resource bank and has worked in partnership to contribute information on available resources (with SCVO/NCVO/Tech Trust/CAST).

For third sector organisations in Scotland, SCVO also offer a [digital check-up](#) and support to develop their use of new digital tools.



Digital service change can be used as a driver for digital skills development

Changes to digital services and delivery models are already a significant driver of digital skills work across the UK. The development of Universal Credit which aspires to be a digital only service has had a significant impact on many organisations that One Digital is working with. The impact on the organisations is either: to cause capacity issues arising from the need to provide assistance in completing online claims without receiving the funding to support capacity to provide this support, or alternatively in supporting digitally excluded individuals to evidence that they are not able to self-serve. The award of additional funding to the Citizens Advice Bureaux to provide this support has been widely welcomed, on-going needs for advice and support will need to be monitored as Universal Credit continues to roll-out during 2019.

One Digital has worked in some localities, and directly with some partners to assist them in providing support to those who lack the digital skills to complete online Universal Credit applications. There has also been work directly with the Department for Work and Pensions – such as in Scotland by SCVO – to support organisations to improve their knowledge of the Universal Credit system.

Experience from across the UK on the roll out of Universal Credit has highlighted the need for –

- More local coordination of support being provided in each locality
- More work to ensure that support is available in all communities (particularly rural areas)
- Better information being available to local people and to local organisations on who is providing support. Although Job Centre Plus have attempted to collect this information and make it available to their staff it often lacks accuracy.
- Improved awards of funding to provide support. Many charities and libraries do not have the capacity to provide the level of support required.
- Better facilities, for instance to scan documents, or to provide private spaces for people to submit confidential information.