

OneDigital

Phase 2

Delivery of programme activities against KPIs

May 2017- May 2020



Citizens Online



CLARION
FUTURES



Executive summary	1
One Digital Partners - who they are and why they are involved in the partnership.....	2
One Digital KPIs (Phase 2: 2017-2020).....	4
Project Performance.....	5
Awards and Nominations.....	14
Key Drivers of Success.....	14
Key Challenges.....	18
Partner Case Studies and External Evaluations.....	21
Conclusion	24
Appendix A - References and Evaluations.....	26
Appendix B - The Digital Champion Model.....	26
Appendix C - Breakdown of delivery by partner	28

Executive summary

This phase of One Digital partnership activity was funded by the [National Lottery Community Fund](#) between 2017 and 2020 to deliver digital skills support. One Digital is a collaborative digital inclusion partnership delivered by [Age UK](#), [Citizens Online](#), [Clarion Futures](#) (part of Clarion Housing Group), [Digital Unite](#) and the [Scottish Council of Voluntary Organisations](#) (SCVO). The programme (phase 2) built upon work undertaken in [Phase 1 of the One Digital partnership](#) (2015-2017).

In phase two of the partnership the partner organisations delivered projects to support people to get online, with the end goal of improving their lives. The golden thread running through the projects delivered by One Digital partners was the use of a “Digital Champion” model. Digital Champions are trusted people (staff and volunteers) who received training to pass on digital skills in an informal, but safe and effective way. More information about Digital Champions is available at Appendix B below. In addition to this delivery-driven element of the partnership, partner organisations shared learning between themselves and with others in the sector through a Community of Practice. The final Community of Practice report which summarises these learnings is available as a separate but linked report. An [independent evaluation](#) of the project was also carried out by Sara Dunn Associates.

This phase of the programme exceeded every KPI that was set, meaning that:

- More people were recruited, trained and deployed as Digital Champions
- More people have improved their digital skills, enabling them to take advantage of all that is on offer through being digitally connected
- More VCS organisations are aware of the benefits of their staff, volunteers and beneficiaries being online, and have access to the resources and support to help them progress in this area
- More senior leaders in the VCS sector and elsewhere have been engaged to lead their organisations in way that will promote digital inclusion (across staff, volunteers and beneficiaries)

The national partners worked together to achieve more as a group than they would have been able to individually. They also collaborated in the delivery of the Community of Practice – a space to share learning between the One Digital partners and to share more widely with other organisations from the VCS, public and private sectors. Having this forum has proved invaluable for the One Digital partners and many others, resulting in a need to continue having such a space in future.

Since the beginning of the Covid pandemic, digital exclusion has come into the spotlight to an even greater extent, with many people and organisations noting it as a serious societal issue. One Digital partners are each engaged in trying to tackle this exclusion, and the experience and knowledge gained from the One Digital phase two programme has been incredibly helpful in informing this work. One Digital will continue to operate as a partnership into the future and we trust the learning gained from this programme will benefit many organisations facing the challenge of digital exclusion at present and in months and years to come.

One Digital Partners - who they are and why they are involved in the partnership

22% of UK adults (11.9 million) in the UK do not have the digital skills they need to make use of our online world, whether that is applying for jobs, keeping in touch, or managing their money¹. Digital technology continues to transform our lives, particularly with regard to how we communicate, work, access services and spend our spare time. Digital exclusion can affect a variety of groups across the population including groups who are often older or have low educational attainment. Digitally excluded people can lack skills, confidence, and motivation, along with having limited or no access to equipment and connectivity. This can create additional layers of social exclusion and exacerbate social and economic problems. Getting online is usually life-enhancing and it can be life-changing. One Digital brought together organisations with expertise to deliver quality digital inclusion projects, designed to have a real impact on people's lives, whilst sharing learning and knowledge.

Age UK

Age UK is the UK's largest charity working with older people. They believe that everyone should have the opportunity to make the most of later life, whatever their circumstances. It is increasingly important for older people to have the digital access, skills and confidence they need to live an included and independent life, enabling them to keep in contact with loved ones, make savings by shopping online and pursue hobbies. Two-thirds of people aged over 75 and three out of ten aged 65 to 74 do not use the internet². These older people will find it increasingly difficult to engage with public services and their wider community and may miss out on opportunities that the digital world offers to improve their lives.

The following eight local Age UK partners delivered One Digital projects: Age UK Herefordshire & Worcestershire in collaboration with, Age UK Gloucestershire, Age UK Leeds with Age UK Calderdale and Kirklees, Age UK Blackburn with Darwen with Age UK Lancashire, and Age UK South Lakeland with Age UK Carlisle and Eden. Through One Digital the local Age UK partners embedded Digital Champions into their front-line health and wellbeing services and provided ongoing support for older people to increase their digital skills. The local Age UKs did not teach digital skills in isolation – they gave older people the skills they need to manage their own wellbeing and showed them how digital skills can improve their lives and their experience of their community. Throughout the project Age UK put the older person at the heart of every interaction and ensures that the support is tailored around their needs and wishes.

Citizens Online

Citizens Online is a UK charity committed to researching, addressing, and promoting the issues of digital inclusion. In collaboration with a wide range of partners, Citizens Online has been specialising in digital inclusion, skills, and service transformation since 2000. They help organisations ensure the switch to online does not exclude people. Their approach is based on detailed evidence and strong, local partnerships. They help organisations understand the issue of digital exclusion more deeply and help with strategy and implementation plans. They can also support delivery.

Citizens Online had two core elements in their One Digital programme of work; Switch projects which are shorter term research and 'start up' digital inclusion projects, and Deep Dive projects

which have longer-term funding and have Citizens Online staff recruited locally over a longer period. Switch projects help organisations improve digital access and skills in their community through supporting organisations to pinpoint where digitally excluded people live in their area using data and mapping tools, or by analysing local digital inclusion resources and assets to identify gaps in provision. Their Deep Dive projects in Brighton and Hove and in Gwynedd aimed to build, leverage, and establish extensive local partnerships.

Clarion Futures

Clarion Futures, the Charitable Foundation arm of Clarion Housing Group, proudly support more than 350,000 Clarion residents and their communities via their jobs & training, money & digital and communities work. Clarion Futures recognise the potential of using Digital Champions to support the Essential Digital Skills (EDS) needed by people within employment and training settings. For example, jobs and training opportunities are largely advertised and sourced via digital platforms; the setting is therefore ideal for identifying, supporting, and enhancing digital skills. Clarion Futures wanted to test the One Digital approach to digital inclusion within select Clarion Futures Jobs and Training delivery sites as well as providing £20,000 in seed-funding, enabling and supporting fifteen other organisations across the UK to replicate this model of digital inclusion work and to capture vital learning on the way.

Clarion Futures are committed to better understanding the journey of those they support. As part of One Digital they worked closely with organisations in order to test and refine an essential digital skills screening and support tool which can be embedded within employment programmes; maximising the potential for organisations to identify, and respond accordingly, to the digital skills needs of the individuals that they are supporting.

Digital Unite

Established in 1996 Digital Unite is one of the UK's leading providers of digital skills learning. They are the only organisation that focuses exclusively on vocational training and support for Digital Champions and, with 5.3 million visits a year, digitalunite.com is one of the top-rated destinations by Google for digital skills support. Their Digital Champions Network is an award-winning online learning platform that supports organisations (public, charitable/third or private sector) to realise digitally enabled service transformation through peer learning models. The network supports thousands of Digital Champions nationwide with helping others with digital skills. Using One Digital funding Digital Unite radically extended the Digital Champion Network, increasing the evidence base and creating new training content and tools. They also offered individuals and organisations significantly discounted membership of the Digital Champions Network to support and sustain digital skills initiatives across the UK.

Scottish Council for Voluntary Organisations (SCVO)

The Scottish Council for Voluntary Organisations (SCVO) is the membership organisation for Scotland's charities, voluntary organisations, and social enterprises. SCVO is a key lead in the national effort to tackle inequality by equipping individuals with basic digital skills. SCVO had three One Digital strands. The first work strand, SCVO Digital Champion Training, provided free local training to recruit Digital Champions within third sector organisations to support clients to get the most out of being online. The second work strand, the SCVO Senior Leaders Programme, was designed to increase the confidence and skills of Senior Leaders to enable digital evolution within charities. The third work strand involved the development of an intuitive web tool called

the Digital Check-up. This enabled small to medium sized third sector organisations to assess their current digital maturity and take steps for change.

One Digital KPIs (Phase 2: 2017-2020)

The delivery KPIs across the five national organisations were to:

1. Recruit 3,407 Digital Champions
2. Improve the digital skills of 42,830 people across the UK.
3. Recruit 3,325 VCS organisations
4. Engage 383 Senior Leaders (SCVO only)

Due to the success of the project and in agreement with National Lottery, the targets reflected above were increased from the original targets in 2018 as the programme was performing well in excess of the original planned activity.

Defining KPIs

Digital Champion

A Digital Champion is someone who can support others to learn new digital skills, gain digital confidence and overcome barriers to getting digitally active. They have a crucial role in providing support to help get people online and develop their [‘Essential Digital Skills’](#). These skills include problem solving, communicating, handling information and content. Overarching that is the need to stay safe and build confidence online. For more information on the Digital Champion model see Appendix B.

Digital Support

Digital support enables someone to utilise digital equipment or technology in a way that is useful to them. Support could be provided face to face or over the telephone, it could be through one-to-one, drop-in or group sessions. The support may be provided informally, for example through family and friends. Alternatively, the support could be provided through more formal means, for example, between colleagues at work or by staff members supporting people they encounter.

Engagement with organisations

Each national partner engaged with a range of organisations in a variety of ways. For example, the local Age UKs partnered with local community organisations to establish referral pathways, Citizens Online engaged with organisations to help make digital changes to their systems, Digital Unite provided organisations with a wide range of digital champion resources, Clarion Futures offered support and funding to its partners and SCVO engaged with a wide range of charities and bodies which they supported through the project through their leadership programme. However, a significant interaction was expected in order to contribute to this KPI (i.e. following or liking on social media was not an adequate level of engagement to contribute to this KPI).

Project Performance

Project Summary

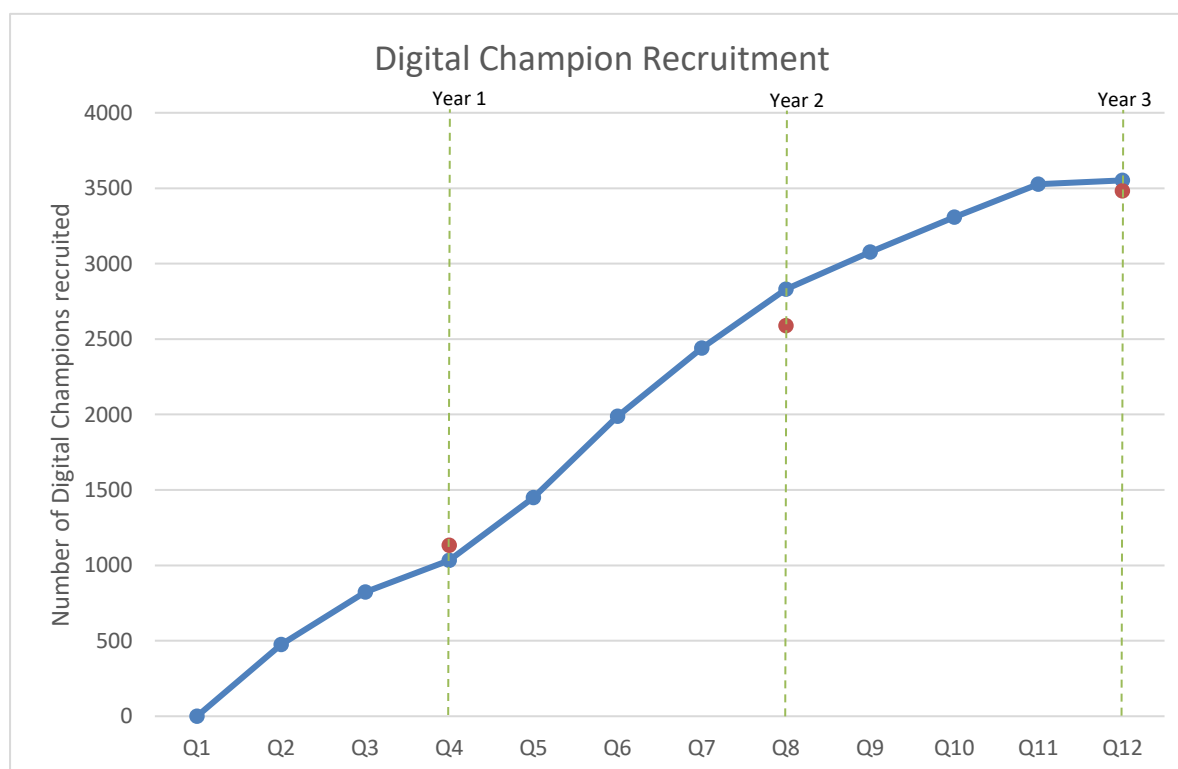
Throughout the project all partners successfully recruited members of staff to run their projects and initiated their delivery work, engaging organisations, and training Digital Champions to help people learn essential digital skills. The KPIs One Digital partners achieved are shown below.

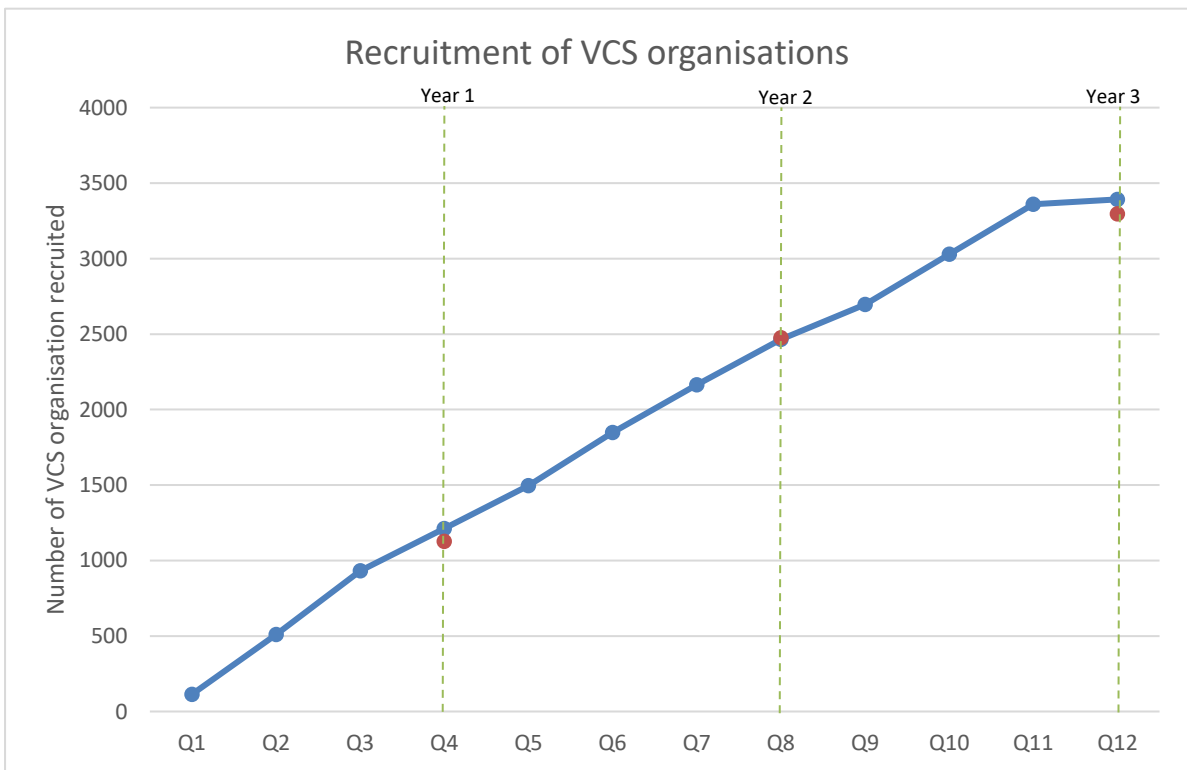
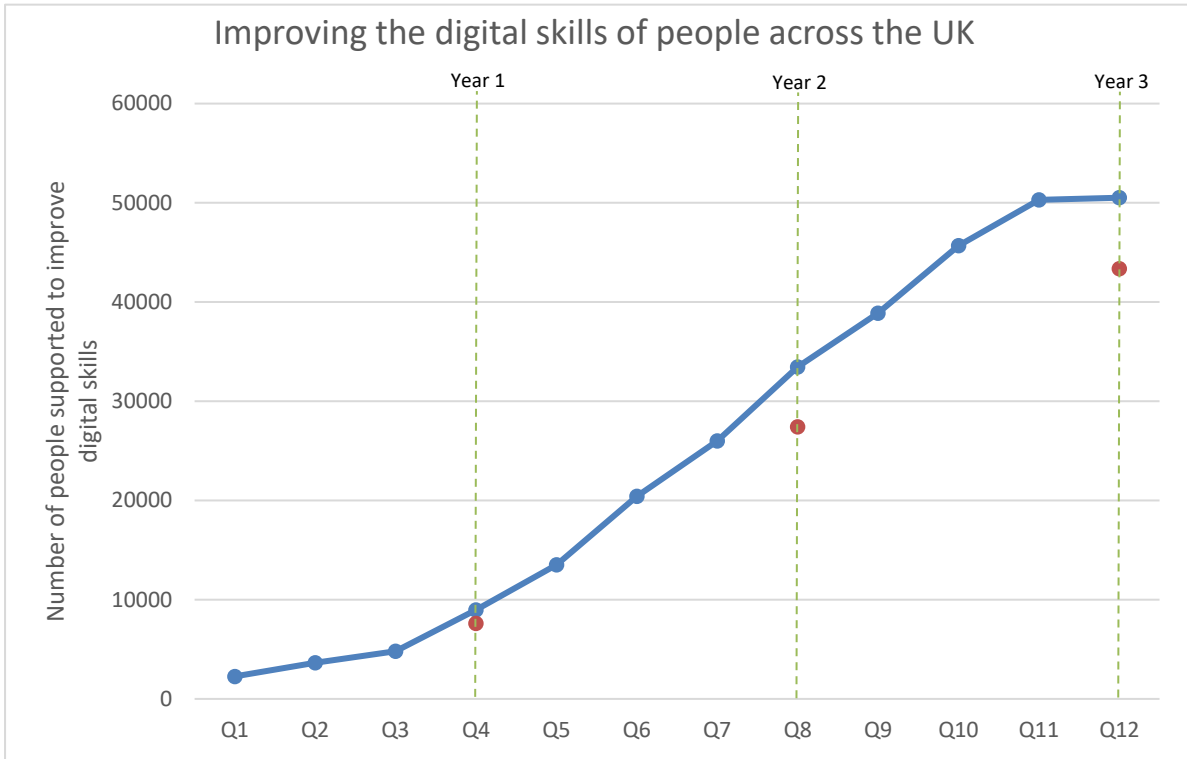
KPI	Target	Actual	% achieved
Recruit Digital Champions	3,407	3,577	105%
Improve the digital skills of people across the UK	42,830	50,623	118%
Recruit VCS organisations	3,325	3,416	103%
Engage Senior Leaders	383	562	147%

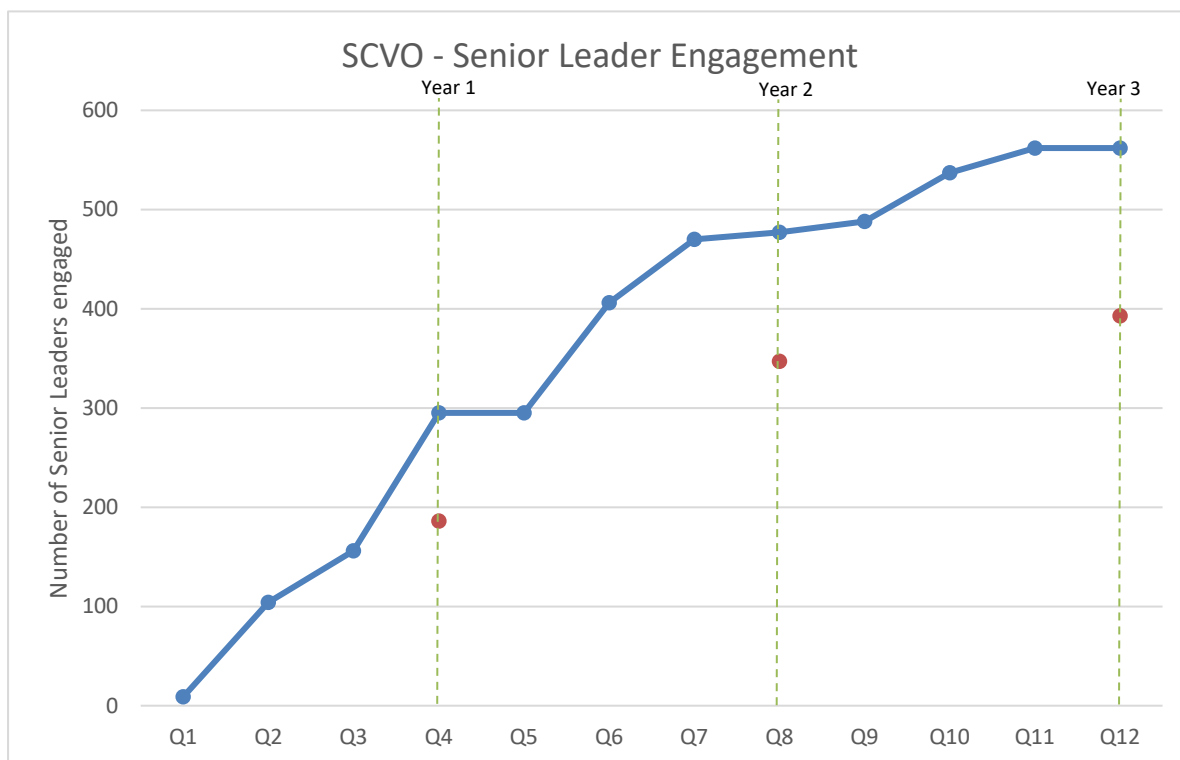
For a breakdown of delivery by partner see Appendix C.

Quarterly progress towards annual KPIs

Each national partner submitted quarterly reports evidencing their progress made towards KPIs. The graphs below show the cumulative progress made by the five national organisations across the three-year project. The graphs show that the One Digital phase two programme exceeded all KPIs. Note that the targets were reforecast to increase the KPIs after Year 1 because One Digital partners were demonstrating strong delivery against every measure. NB: The red data points show the cumulative annual targets for Year 1, 2 and 3.







Year 1 summary (June 2017- May 2018)

At the end of year 1, the programme was on track or exceeding all KPIs. However, during the year partners did not recruit as many Digital Champions and therefore reach as many end learners as initially forecast, particularly within local Age UKs and Scottish organisations. As the number of organisations engaged was on track, these lower KPIs for Digital Champions and end learners were thought to be due to a longer lag than expected between organisations joining a project and having the maturity to recruit and train Digital Champions to reach end learners. For example, feedback from local Age UKs suggested that it can take up to six months for organisational relationships to translate into the recruitment of Digital Champions or reaching end learners. Based on this observation, partners reforecast their KPIs in quarter four to be more realistic.

During Year 1 One Digital launched its Community of Practice, to facilitate partners to share learning and improve project delivery through both formal and informal channels. The programme raised its profile through its website and social media and worked with a range of external partners to identify best practice and influence public policy. The programme also recruited a Programme Director, who started in January 2018, and a Learning Facilitator, who started in August 2018, as well as two key support roles. The programme management office was hosted by Age UK and the Community of Practice by SCVO.

Year 1 - Partner Highlights

Age UK

Age UK focused on project set up including a robust internal competitive grant making process resulting in eight local Age UKs being selected to deliver the project. The selection process

involved a mapping exercise which identified digital exclusion hotspots using Digital Heat Maps. This ensured the selected local Age UKs reached areas where older people are most at risk of digital exclusion. Age UK created tailored project resources to support local delivery, including a Digital Champion Welcome Pack and Organisation Information Pack. These resources were positively received by the local Age UKs and supported them to foster impactful relationships with local organisations and train Digital Champions. These relationships raised Age UK's profile in the community, highlighting them as the 'go to' service for older people wanting to go online.

Citizens Online

Citizens Online ended Year 1 having achieved 97% of the Digital Champion recruitment target, 99% of the Organisations Engaged target, and 117% of the End Learners target. Deep Dive projects provided valuable case studies of impact on both organisational involvement and end learners. Citizens Online also extended the network of organisations involved in their project. Brighton was particularly successful at recruiting new organisations to the cause (180+), using a consistent marketing campaign targeted at the public and third sector networks in the city, with regular messaging going out on Facebook, Twitter, Instagram and a growing circulation list managed on Mailchimp in excess of 800 email addresses. In both Deep Dive project areas, quarterly Digital Inclusion Network meetings provided a discussion and engagement platform for local organisations and quarterly Steering Groups managed the decision making, resource targeting and strategic planning for the projects. Switch projects were slower to get started than expected. By the end of Year 1 three Switch projects in two locations had been initiated (one location counted as two projects due to scale).

Clarion Futures

Clarion Futures tested the roll out of their Digital Champion model across two Clarion Futures sites and developed a platform for assessing clients' essential digital skills needs and to explore and support clients in relation to such need. 66% clients who received basic digital skills screening as part of employment support went on to be referred to a Digital Champion.

Year 1 project delivery provided vital learning opportunity for Clarion Futures. In addition to trialling and testing their plans for Digital Champion delivery roll-out within internal jobs and training sites, they also developed critical new partnerships as part of their seed funding offer. Crucially, this funding enabled Clarion Futures and others to learn and develop their knowledge in the digital-employment field. They recruited eight replicating partners, who were keen to share and develop knowledge. Partners were committed to collectively build knowledge further by using the screening tool developed, as well as sharing their experiences of delivery by sessions facilitated by Clarion Futures.

Digital Unite

Digital Unite met targets for the number of Digital Champions recruited and unique end learners. Digital Unite also relaunched their Digital Champions Network (DCN) to improve the Digital Champion experience. This included but was not limited to improving the Digital Champion pathway for a more personalised experience, formal accreditation of the training courses, extending the resources and teaching tools, the introduction of the DCN as a web application and an improvement to the way Digital Champions record their learner activity. This resulted in a much more dynamic and extended platform used effectively by hundreds of organisations within the One Digital programme. Year 1 saw the introduction of 119 organisations to the DCN through One Digital funding, including many grassroots organisations that would otherwise not be able to

access it. Through One Digital funding, Digital Unite were able to unlock delivery support previously inaccessible but much needed by grass root organisations which was hugely gratifying.

SCVO

SCVO successfully involved organisations in all three strands of their One Digital programme, demonstrating that organisations with senior level support and a culture of digital evolution are more likely to successfully embed Digital Champions. SCVO exceeded targets for the number of organisations engaged, reflecting their success in developing relationships with a wide range of partners. The work completed during Phase 1 and SCVO's wider digital participation offer built a strong reputation across Scotland and organisations were keen to work with SCVO. The Digital Champions from each partner organisation were invited to face to face training days, and short webinar style training sessions were offered to those who were unable to attend. 97% of participants in who attended the SCVO Digital Champion training recommended the course. The Digital Check-up tool was also launched. This supported organisations to assess their readiness and priorities for digital evolution through using a self-assessment tool, supported by one-to-one engagement from the SCVO team. One third of organisations who completed the tool asked for follow up support from SCVO to interpret their results and decide a plan of action.

Year 2 Summary (June 2018 – May 2019)

All partners continued to deliver the project through engaging organisations and recruiting Digital Champions. At the end of Year 2, the programme was exceeding all reforecast KPIs. Furthermore, the Community of Practice (CoP) continued to review and share learning and identified learning in various areas.

Year 2 - Partner Highlights

Age UK

Local Age UKs established long-standing relationships with local organisations in their community, including local GP surgeries, social housing providers, schools, and colleges, enabling them to either recruit Digital Champions or engage with older people who use the service. "Virtual Learning Sets" were introduced in Year 2 and were delivered on a quarterly basis. They brought together local Age UK partners, as well as external organisations and speakers using video conferencing to discuss a topic of interest to the group. Local Age UKs benefited from the opportunity to share learning across the projects and explore new ways of working that they might not otherwise have come across. Age UK also introduced How To guides in Year 2, these short guides were made available to One Digital partners, as well as the wider Age UK network. The guides focused on different elements of delivering digital inclusion services, for example 'How To Set Up an Intergenerational Digital Inclusion Project', and 'How To Set Up Digital Inclusion Projects in GPs'.

Citizens Online

Switch projects and Deep Dive projects delivered by Citizens Online saw considerable involvement from external partners. This resulted in Citizen's Online significantly exceeding the Unique End Learners (UELs) target. By the end of Year 2 Citizen's Online had reached a total of 9,594 end learners or 97% of the One Digital total. The email newsletter for the project had a

mailing list of 1000 addresses and their quarterly Digital Inclusion Network meetings were well attended and highly successful events. The decision making, resource targeting and strategic planning for the projects continued to be managed at quarterly Steering Groups which proved manageable and fruitful.

Clarion Futures

Clarion Futures awarded grant funding to their full target number of replication partner organisations and were also fully operational with their screening tool, which helped the organisation and its partners to identify essential digital skill needs in order to better inform Digital Champion interventions. At the end of Year 2, several replication partners met or surpassed their overall project KPI targets, with a view to continuing this model of digital inclusion work.

Digital Unite

Digital Unite continued to evolve the Digital Champions Network (DCN) and welcomed 53 frontline organisations from across the UK from a variety of sectors. These include housing associations such as Progress Housing and Nottingham City Homes, local authorities including West Lothian Council and Southampton City Council and charities such as Pursuing Independent Paths and Newcastleton District and Community Trust. By the end of Year 2 the One Digital “Digital Champions” had recorded 7,293 learners on the Network and had collectively used 373,433 training resources. New and updated content was developed to support all projects and members across One Digital including:

- New guides for councillors developed in partnership with the London Borough of Waltham Forest.
- Updated resources for young Digital Champions, developed in partnership with the National Citizen Service.
- A collection of new CPD accredited courses for Project Managers.
- Over 65 new and updated how-to guides.
- A redesigned, relaunched ‘Resources Hub’ with new teaching resources added across more than 10 new topic areas, mainly focusing on supporting Workplace Digital Champions.

Digital Unite (DU) received a Bronze award in the “Innovation in Learning” category at the prestigious Learning Awards event in February 2019 for their outstanding work on the Digital Champion Network.

SCVO

SCVO partnered with 32 different organisations and trained 332 embedded Digital Champions. SCVO introduced a new monitoring approach for organisations as well a more robust support process for organisations following their initial training. SCVO also secured several additional funding streams which enabled them to retain their core staffing complement for Year 3 of delivery. This match funding was in large part because of the strong reputation and strategic influencing established through One Digital work.

SCVO held a range of events for organisations that engage with them through the three core strands, and as part of the wider networks. Across all events SCVO welcomed over 600 delegates. The most significant of these included:

- Essential Digital Skills framework – June 2019
- Digitally Confident Scotland – Nov 2019
- Working with vulnerable adults – Jan 2019
- Digital Suppliers Marketplace – February 2019

Year 3 Summary (June 2019 – May 2020)

National partners continued to deliver the One Digital project and exceeded the 3-year cumulative target for each KPI. Events took place to highlight the One Digital partnership and to gather and share learning. For example, in November 2019 an event was held in Birmingham which focused on ‘Embedding and Sustaining Digital Champion support for digital skills’. Unfortunately, the end of programme celebration event planned for May 2020 had to be cancelled due to Covid-19. In the final quarter of Year 3, the National Lottery Community Fund agreed that each national partner could reassign all remaining funding to their COVID-19 emergency response.

Year 3 - Partner Highlights

Age UK

Due to the staggered approach of local Age UK engagement, funding for two partnerships stopped during Year 3 (Age UK Blackburn with Darwen with Age UK Lancashire, and Age UK South Lakeland with Age UK Carlisle and Eden). Exit interviews were held with these local Age UKs to determine how the project had gone, and what their plans were for moving forward. It was clear from these interviews that the programme had been successful in their respective areas, and that due to the sustainability of the model, some delivery would continue beyond One Digital’s funding being available. Digital Champions who engaged through the One Digital programme are keen to continue to support the delivery locally, however, this is limited due to the lack of funding to support a staff member to facilitate this. Therefore, both Age UK South Lakeland and Age UK Blackburn with Darwen were committed to seeking local continuation funding to develop their local projects further. Celebration events were held at both locations. These helped to celebrate the achievements of both Digital Champions and older people, as well as showcase the local projects to prospective funders. In addition, these local Age UKs continued to engage with Community of Practice events, sometimes delivering presentations and facilitating workshops.

Year 3 was the second year of delivery for Age UK Leeds working with Age UK Calderdale & Kirklees, and Age UK Herefordshire & Worcestershire working with Age UK Gloucestershire. They were able to develop their programmes further, taking learning from the previous two years, setting up new and continuing existing digital skills support services. Virtual learning sets continued with the remaining local Age UKs to ensure that learning was captured and shared.

In the final quarter, some resource was used by local Age UKs in their COVID-19 emergency response. However, as digital became increasingly important during this time, some digital inclusion support activity continued. For example, Age UK Leeds continued to deliver digital skills support over the telephone and over video conferencing tools such as Zoom. Age UK Herefordshire & Worcestershire also continued to deliver their tablet loan scheme.

Citizens Online

At the end of Year 3, the Digital Brighton & Hove project continues to run – this has not had any funding from One Digital allocated to it directly since May 2019 and has become an entirely self-sustaining ‘Deep Dive’ project fully funded by local partners with Brighton & Hove City Council taking the lead. This evidence of project legacy and sustainability is a great success of the Citizens Online model.

During the final quarter, Citizens Online supported their One Digital projects through the COVID-19 pandemic and the restrictions with lockdown. They supported organisations with the digital mapping of excluded communities with specific consideration of COVID-19 risks, and with practical help to ensure Digital Champion activity could be provided remotely and that services could access digital equipment and coordinate volunteer resources.

Further COVID-19 responses included:

- [Digital Brighton and Hove project re-orienting to local Covid-19 response](#), including distribution of devices from the DevicesDotNow initiative, with wraparound DC support
- A blogpost about the need for organisations contacting and supporting people who are shielding or self-isolating to [ask about people's digital capability](#)
- Submitting [evidence](#) to the All Party Parliamentary Group (APPG) on Social Integration, question "[What can we learn from the COVID-19 crisis about social connection with isolated groups?](#)"
- Running a series of [online events](#) on digital skills every Thursday am

Clarion Futures

A key priority for Clarion Futures was to embed One Digital’s most effective features into their core programmes. Their core digital inclusion programme delivers over 15,000 interventions per year, working with individuals from across all age groups and within a variety of settings. The One Digital’s screening approach has been fully embedded into their core Digital Inclusion programme, both within Clarion Futures led delivery and delivery by grant recipient organisations. This is a clear success of the One Digital programme. The Clarion Futures grants programme will use One Digital’s screening tool to identify digital needs and provide more targeted support. The quantitative data the tool generates will help them understand the people the programme is helping, and constantly improve provision so that it matches changing needs. Two notably interesting areas from Clarion Futures findings concern the number of people reporting a disability: 15% of people screened had reported a disability of some kind, which equates to roughly 1 in 7 people supported. This figure, coupled with the fact that self-reporting of disability is often underreported, is a reminder of the complex nature of Digital Champions’ work. Organisations must ensure they are doing everything they can to support them. Citizens Online secured work to deliver an evaluation of the Clarion Futures One Digital Screening Tool data and provide an insights report. This work commenced in May 2020 and is due to complete in September 2020 – this is included in their continuing One Digital legacy work.

The Department for Culture Media and Sport (DCMS) and British Irish Council (BIC) provided a platform for specifically showcasing the Clarion Futures model of delivery. Notably the strength of partnerships with replicating partners and screening tool processes. The showcase received positive feedback. Most of partners have successfully embedded digital inclusion into their

organisations' employment programmes and some of them have secured further funding to continue this important work. One Digital funding evidenced the key part digital skills screening and support plays in supporting transition into employment, with ongoing funding for embedded Digital Champion support secured by Clarion Futures as part of two European Social Fund grants.

Digital Unite

Digital Unite extended their knowledge of digital skills in new sectors through two discovery projects with NHS Digital and Mencap. They released new CPD accredited training for project managers responsible for delivering Digital Champion projects and extended knowledge of digital skills support into new sectors, such as health and learning disabilities. For example, their new training for Digital Health Champions was developed in partnership with NHS Digital, the CPD-accredited e-learning and resources help staff and volunteers support patients with managing their health online. Digital Unite also announced a partnership with Capgemini, developing a new programme to boost existing Digital Champion projects. This included an online diagnostic, face to face training and mentoring.

As part of the One Digital funding, Digital Unite provided free DCN access to 80 **independent Digital Champions** (those not affiliated to any organisation) who in turn provided digital support to over 1,000 learners. Digital Unite also joined forces with Citizens Online in a new member offer which combined membership of the Digital Champions Network and Citizen's Online Switch approach. Furthermore, Digital Unite welcomed one of the largest housing providers in the UK to the programme and delivered a successful Digital Champion awards ceremony in partnership with Clarion.

During the final quarter, Digital Unite's Covid-19 response included:

- Creating and promoting four new **how-to guides** on how to help people as Remote Digital Champions. These were made available to the One Digital partnership and beyond.
- Pulling together ninety of their most relevant digital how-to guides in one easy to use web page. These were grouped under two themes: health and wellbeing and staying connected. Organisations could also upload them to their own websites.
- Encouraging new people to become Digital Champions to help those during lockdown by offering free membership of our Digital Champions Network.
- Teaming up with Citizens Online, as part of their webinar programme covering remote Digital Championing and fielding one of their Digital Champions to speak on safeguarding.

SCVO

SCVO launched their 2020 Senior Leaders Programme, receiving more applications than previous years, representing a huge demand for the programme. Due to the number of applications SCVO decided to run an additional cohort of ten leaders from the care sector. Traditionally the care sector has not done as well as other sectors on this programme so SCVO decided to offer something more tailored. SCVO also worked with social housing providers and found the role of a 'digital motivator' helpful in effecting some of the culture change required and taking ownership of 'digital' in their organisation. The digital motivator is someone from middle management level who can both agitate upwards while also having eyes on frontline service provision.

During the final quarter and the COVID-19 pandemic, SCVO worked on pivoting their approach to Digital Champion training, with a focus on remote support delivery. Flexibility from funders

allowed them to develop a new approach to sustain their Digital Champion model in light of lockdown restrictions. This ran in parallel with a programme they were working on from the Scottish Government called [Connecting Scotland](#). Digital Champion training was a core part of this programme, and SCVO's ability to use and develop this model was made possible through their involvement in One Digital. SCVO are now able to offer their wider Digital Champion offering to organisations across the voluntary sector to help them embed digital inclusion in their new service delivery models. Learnings from SCVO during Year 3 suggest that the argument for digital may have been won but other challenges remain, including culture, service design, data, and cyber security. Furthermore, there is a sense among organisations that are 'doing digital well' that they should be looking for the next big change.

Awards and Nominations

- One Digital won the Digital Skills Award at the Connected Britain Awards 2019
- One Digital was longlisted for a DL100 Award for Digital Skills or Inclusion Initiative

Key Drivers of Success

One Digital partners have exceeded every KPI that was set as part of the phase two programme, ultimately resulting in positive impacts on the lives of people in the community. There have been several different drivers for this success. Some of these are outlined below and more information can be found on the One Digital [knowledge hub](#).

Working where skills are needed

The five national partners delivered projects where skills were needed, working with charities, libraries, and organisations with expertise in areas such as housing, employment, older people, social care, and local communities. The One Digital project spanned the length and breadth of Great Britain, from Gwynedd to Kent and from Orkney to Brighton. There is an interactive map showing the geographical spread of the projects available on [One Digital's](#) website. By implementing One Digital where skills were needed the project was welcomed by engaged organisations and those most in need benefited.

Age UK - Digital Heat Maps

Age UK wanted to identify and reach older people most at risk of digital exclusion. Digital Heat Maps³ supported Age UK to identify specific areas where older people are most at risk of digital exclusion and therefore where the programme should be targeted. Due to the addition of Digital Champions in programme areas, the local Age UKs had increased capacity and were able to expand the reach of digital support they provide, in order to reach these high risk areas and engage with those who are most in need. The local Age UKs provided services ranging from one-to-one support in older people's homes and IT drop-in sessions through to larger scale community events.

A spectrum of Digital Champions - a flexible and learner-led approach

The spectrum of Digital Champions in the One Digital project ranged from volunteer to structured work-based Digital Champions. For example, Age UK recruited people who had recently retired

with mature digital skills they wished to share with others through volunteering. Staff at Clarion Futures and Citizens Online are professional Digital Champions, meaning they are employed directly to deliver digital skills training and support. Through the One Digital project they provided digital support to tenants or people who needed to develop digital skills to gain employment.

The impact of Professional Digital Champions

“I got a job! Because of the help [the Digital Champion] gave me. When I got a job, I went in to see him and thanked him for his help. I can’t thank him enough.” **Citizens Online One Digital learner**

“I am very happy with my Champion. He is very patient and allows me to make mistakes. At first, I was worried, but now I know what to do. I can find my CV online any time and I can check Google Maps to see how far [the] new job is from my home. He has [a] very good approach and is good with people.” **Clarion Futures’ One Digital learner**

Digital Champions were motivated by a range of factors, but one commonality was that they wanted to engage, support, and encourage people to develop their digital skills and confidence. The best approach to support those digitally excluded was to listen and find out what digital skills would benefit them the most. Focusing on that helped to demonstrate the value of using digital technology and how it can help to improve lives. Due to the vast number and range of Digital Champions recruited through the project, One Digital was able to provide timely, learner-led support in convenient venues. The champions took the time to build rapport to allow the learner to self-identify the skills they wanted or needed. This approach was much more effective as it meant the hook or initial motivation for someone to learn a new or first digital skill was much stronger, rather than focusing on the technology itself. This flexible approach also allowed projects to tailor learning to often very different types of learners and learning styles. Age UK also offered more structured learning sessions – these were particularly useful for older people, as they developed initial foundation skills such as writing an email, buying shopping online and learning ways to keep contact with family.

Collective Influencing

The influencing power as a collective group of organisations was stronger. Through One Digital partners used their expertise to develop relationships with policymakers in Westminster and other decision-makers. One Digital was invited to join two delivery groups of the Digital Skills Partnership – the National Coherence Group and the Charity Digital Inclusion group. Partners also joined a consortium including Lloyds, BT, Good Things Foundation and the Department for Digital, Culture, Media and Sport to look at the future of the Essential Digital Skills Framework and the Digital Exclusion Heatmap. The One Digital partnership fed into national level consultations, including the NHS Digital Inclusion Guide, the Basic Digital Skills Framework, and a Department for Education’s workshop on its Basic Digital Skills Entitlement framework. The One Digital programme also ensured that the perspective of learners who were not seeking formal qualifications were considered in digital inclusion strategy discussions within and external to the programme.

SCVO's increased ability to represent and advocate

SCVO is a member of a various steering and advisory groups for national Digital initiatives including the Basic Digital Skills Consultation, Heatmap consultation, Digital Skills Partnership, and the Charity Digital Code. One Digital bolstered SCVO's delivery activity and increased their ability to represent and advocate for organisations in their networks as part of these national initiatives. They were also successful in securing strategic partnerships in several UK digital skills programmes, helping to direct and influence the delivery plans within Scotland. SCVO leveraged funding for extensions to their delivery programme in the form of Cyber Security and Housing Association focused projects with the Scottish Government.

Expertise, collaboration and ongoing support

Each national partner brought a unique value to the One Digital project including their wealth of experience of working with their target audience. Partners were able to support each other and share expertise through regular meetings, joint seminars, and workshops, for example, through Clarion Futures' and Digital Unite's Digital Meet-Up events. It was beneficial for partners to understand what other partners were already doing, what they have to offer and finding a way to work together on resource provision and plug any gaps. Through sharing resources, learning, and providing support partners were able to collaboratively solve problems and individual partner needs were understood and met.

Digital Unite - Collaboration

In Year 2 Digital Unite ran three successful events in partnership with Clarion Futures. Digital Unite held two Member Meet Ups, one in London and one in Liverpool. Each one saw around 40 organisations exchanging 'Digital Champion Know-How' through interactive workshops and guest speakers including the RNIB and Superhighways. The feedback was very positive with comments such as "*it was a great introduction and has given me many ideas to implement*" and "*so much experience in the room, great event!*".

Digital Unite has worked closely with Citizens Online to provide a combined offer for new members that incorporates online training and project planning and evaluation.

Citizens Online – Examples of benefitting from shared knowledge

- Knowledge from **SCVO** on **Digital Leadership** action learning methodology improved their offer of support for Digital Leadership in the Switch projects through running workshops.
- Knowledge from **SCVO** on **Digital Maturity Methodology** resulted in Citizens Online taking an iterative approach to their survey work as part of Switch projects and improved engagement from organisations with the process.
- Knowledge from **Clarion Futures** on **Grant Giving / Approach to Replication Projects** provided insights into grant giving for future projects which was positive for the organisation generally.
- Knowledge from **Clarion Futures** on **Digital Transformation in Housing** provided insightful knowledge and had a direct impact on their ability to converse with housing providers in the Kent Switch project. It also generated new leads which resulted in one successful match funding bid for the Gwynedd Deep Dive project.
- Knowledge from **Digital Unite** on **Digital Champion recruitment** and approaches to deliver and support resulted in Citizens online improving their Digital Champion offer, particularly drawing on resources on the DCN to support the Deep Dive project capability.
- Knowledge from **Age UK** on **Organisational Engagement** saved Citizens Online time and resource as Age UK had already designed a usable Engagement Framework which Citizens Online referred to in their review of the Brighton & Hove Partner Network.

Sharing resources

The information and resources developed through the project helped to build effective community-based digital skills projects across the UK. One Digital's [Knowledge Hub](#) hosts a wealth of materials freely available to other organisations. These include guidance on how to set up a digital champion project with an inclusive approach, how to measure the project's impact, as well a clear evidence base for why digital inclusion is so important. Training materials shared meant that every Digital Champion recruited through the project received structured training, support, and resources to motivate and support others. One key resource for the partners was Digital Unite's Digital Champions Network (DCN). The DCN was relaunched and extended becoming more dynamic, based on evidence and insight from partners and Digital Champions. The [DCN](#) was an important resource for Digital Champions. The network has a complete set of tools available to help Digital Champions at every stage of their journey. The independent evaluation of the DCN throughout the project showed:

- 97% of Digital Champions would recommend their training to others
- 88% of Digital Champions would recommend the DCN platform to others wanting to deliver digital skills support.
- Over 80% of Digital Champions agreed that doing the training will help them become better Digital Champions.

The five national organisations also developed the One Digital Toolkit, which provides information on setting up Digital Champion projects and how to run an effective project. This is freely available online to anyone who would like to access it. As the One Digital programme

developed, the information and resources gathered became too significant for one toolkit so organisations interested in setting up their own digital inclusion project are now signposted to the free One Digital [Knowledge Hub](#), where they will find all the learning gathered from years of work in digital inclusion.

Engagement with organisations beyond the partnership

Critical to the success of the project was the level of engagement the project had with a wide range of organisations. It is through these organisations that partners shared good practice of how to work with Digital Champions and how to engage learners. One Digital partners formed relationships with national organisations including RNIB, MIND, the Centre for Ageing Better, AbilityNet, CAST, NCVO and the Tech Trust. The programme team also worked with RNIB to develop resources on working with people with sight loss for the Toolkit. One Digital also held workshops events aimed at external organisations to raise the profile of digital inclusion projects, such as the “Making Digital Accessible for Everyone” held at the BT Tower in London. External organisations such as BT and DCMS joined the One Digital Advisory Group, which helped to steer the programme and ensured perspectives from other sectors were taken into account.

Social Media and communications

There were 26,239 visits to the One Digital website in Year 3 alone, including 7883 new website users. The Toolkit and Knowledge Hub pages proved popular, with pages relating to the Digital Champion models, approaches and project case studies. The @OneDigitalProg twitter account now has 1,136 followers. Key digital inclusion influencers on twitter retweet the information.

One Digital had a regular programme of blogs featured on the website. Each partner participated in blog writing as it provided an opportunity to showcase the work of individual projects and were easily shareable across social media channels. The e-Bulletin provided programme updates and shared best practice, this was circulated on a quarterly basis to a wide range of organisations of all shapes and sizes who signed up through the One Digital website. Press releases were published throughout the project including articles in Third Sector News and Charity Digital News. Use of the website, comms and social media has enabled One Digital to share learning and influence others in a more effective way, reaching organisations across the country.

Key Challenges

The challenges listed below apply at different levels and at different times within the programme – frontline delivery, management of delivery and overall programme management. The ability to work together across the programme meant that partners could support one another when these challenges arose and ensured they did not stymie the aims of the programme.

Managing levels of skill, interest and accessibility to devices

Key challenges that can cause digital exclusion include lack of access to the internet, lack of access to a device and a lack of skills and/or confidence, which can all have a direct impact on someone’s level of digital inclusion and interest. Every Digital Champion and learner had their own personal motivation to become a part of the One Digital project. Digital skillsets, interest in digital technology and accessibility to devices varied significantly. One Digital partners acknowledged

there was no one-size-fits-all delivery model and adapted their approach. It was vital to identify the motivations of not only the unique end learners but also the recruited digital champions to keep them engaged with the project. Digital support had to be adapted to the teaching environment which varied significantly depending on the geographical location of the project, the needs of the unique end learner as well as their level of accessibility to devices beyond the session. This level of flexibility required ongoing management, time, and resource. It also limited the ability of the partners to share very specific learning across the programme.

Age UK – Managing levels of skill, interest, and accessibility

Age UK's engagement with older people was delivered through a mixture of one-to-one and group sessions. This allowed older people to engage with the service in a way that worked for them. One-to-one sessions gave older people the privacy to learn new skills, such as online banking and security which required confidentiality and allowed older people who are housebound or in rural areas to participate. Whereas group sessions gave older people the opportunity to socialise and feel less alone in their lack of digital skills. Older people attended the One Digital sessions just as much for the social reasons as they did to learn digital skills.

Connectivity was also an issue when engaging with older people who did not have access to broadband, and older people were often unable to practice digital skills at home due to lack of equipment. Local Age UKs worked to mitigate these barriers. Age UK South Lakeland ran a Tablet Loan Scheme, whereby they loaned out tablets with free connectivity for three months, free of charge, to digitally excluded older people with little or no experience of smart devices.

Digital Champion Recruitment and Retention

Networking and establishing meaningful connections with pivotal organisations within local communities was a key contributing factor to the achievements of the project. One Digital partners evolved to build strong project teams committed to developing these relationships. However, over the three-year project One Digital partners inevitably experienced staff and volunteer turnover as well as challenges with Digital Champion recruitment and retention. One Digital partners shared their recruitment and retention techniques including how they tried to balance the demand for digital skills support and the number of Digital Champions they had.

It was important that partners invested time to understand each Digital Champion as an individual asset. A key retention technique was to take the time to establish a clear understanding of each Digital Champion's motivation, availability, preferred workload, and teaching environment as well as their digital strengths and weaknesses. This supported partners to align the needs of their unique end learners with the needs of their Digital Champions, this alignment resulted in a rewarding experience which helped retention.

One Digital partners had to consider how they managed different types of Digital Champion. For example, embedded Digital Champions were directly employed to offer digital support meaning managerial styles could expect more from these staff members. Whereas informal, volunteer or work-based Digital Champions are likely to have received lighter, more informal training that softly introduced the Digital Champion concept. These types of Digital Champions are also more likely to have other commitments which could restrict their capacity to offer digital support.

Balancing the demands placed on more informal Digital Champions with the need to meet the demand for digital support was a continuous learning curve.

It was also important for partners to build relationships with external organisations and recruit more Digital Champions than expected to ensure that they had a core pool who were engaged long-term and provided ongoing support. Partners learnt that establishing a core group of Digital Champions who can be depended on to deliver activity was beneficial.

Organisational capacity to implement the Digital Champion approach

The Digital Champion model clearly has a wide range of benefits at an individual and organisational level. Improving digital skills can open a new world and bring new possibilities to those previously excluded. Nevertheless, One Digital partners still experienced challenges when engaging organisations. Reasons for this were influenced by circumstances such as organisations facing strains on resources and budgets, particularly local authorities and charities.

Implementing the Digital Champion model demands continuous organisational resource beyond the initial project setup. Even models focused on volunteer Digital Champions require time and money as volunteer management has a cost attached. Citizens Online found the model worked best in organisations with a local dedicated full-time project manager or coordinator who held the whole digital inclusion agenda together.

Citizens Online – Encouraging Switch clients to work with a Digital Champion Model

The biggest challenge Citizen's Online had next to signing up new Switch clients, was encouraging them to work with a Digital Champion model. Several clients seemed content to keep doing what they're doing, which is generally to have an available digital support service through their library staff and if lucky, potentially some community drop ins or courses commissioned through a third sector provider, usually for older people. Few seemed keen or able to take on the Embedded model. Even giving away the Digital Champion Network for free (within the cost of the match funding the clients provided) did not automatically generate an engaged programme of Digital Champion work – it needed internal champions at leadership level to take this on.

Digital Champions work with the digitally excluded to identify their motivations ensuring the digital support sessions are engaging and beneficial. This same approach should be considered at an organisational level. Staff must understand the approach and how investing resource in the model could benefit their organisation. This is particularly important for organisations that are already working at full capacity, which is not uncommon in the third sector. Throughout the project One Digital shared examples of how the model benefited their organisation which supported their evidence base. For example, in Year 1 Citizen's Online and Clarion Futures calculated that the monetary value of the volunteer contribution across deep dive projects and London volunteers totalled £4,480.50 and £2,305.20, respectively.

Managing time and resource within partner organisations

When planning the programme all partners agreed that input would be needed both on the delivery side of the work and on the learning side (the Community of Practice). However, the balance of these activities was challenging at particular points in the programme as partner organisations were struggling with different priorities at different times. In addition, the governance requirements of the programme meant that detailed reporting was needed for a range of different purposes. Again, this impacted on the capacity of the teams within the partner organisations.

Staff changes within the PMO

Over the lifetime of the programme there were several changes to the personnel within the Programme Management Office. This was unavoidable but has meant that there has been a lack of continuity and corporate knowledge which has been challenging, particularly in relation to communication and reporting.

Covid

The final stages of the programme were impacted by the global Covid pandemic. Partner organisations made efforts to shift delivery away from face to face interactions towards telephone and online approaches. However, given that this was only an issue for the final two months of the programme and due to the minimal profiled delivery for this period, the impact of Covid was minimal. Overall KPIs were still exceeded.

Uncertainty as to future resourcing

One Digital partners welcomed funding from NLCF for phase two of the partnership and benefitted greatly from the resource this offered. Partners, and other organisations in the sector, particularly appreciated the opportunity to share learning and ideas through the Community of Practice activities. There is an overwhelming desire to continue with a forum to have these conversations but, in order to make this effective, some resource is required. This has not yet been identified and, in light of Covid, is more needed than ever.

Partner Case Studies and External Evaluations

The overall programme evaluation, undertaken by Sara Dunn Associates provides an overview of the programme as a whole. However, within each partner's activities, evaluations were undertaken that focussed on the activity of that partner (See Appendix A). A case study from each partner is noted below to provide some insight as to the activity that was delivered.

Age UK South Lakeland supported Mrs. Smith to access her GP's online services

Following the death of her husband Mrs. Smith lives alone. She works a few hours a week in a job she enjoys which provides her with some social interaction. Mrs. Smith wanted to be able to use

her GP surgery's online services. Having use of this online service meant that she could book her medical appointments without phoning the surgery, order repeat prescription at any time of day and view her medical records and test results when needed. She also felt that not phoning her GP relieved pressure on the reception team.

Mrs. Smith attended one of Age UK South Lakeland's patient access sessions at the GP surgery. Age UK South Lakeland explained how the service worked and guided Mrs. Smith through the registration process including form filling and ID registration. Age UK South Lakeland also provided top tips to choosing a strong password then gave Mrs. Smith the privacy to choose her own. With Age UK South Lakeland's support, Mrs. Smith practiced navigating around the online service and ensured she was able to log in and out.

Age UK South Lakeland also provided details of Get Safe Online presentations, so she was aware of scams and frauds and how to avoid them. They also signposted Mrs. Smith to IT Drop-Ins sessions to provide on-going support to Mrs. Smith with her iPad. This was a significant accomplishment for Mrs. Smith as previously her husband shouldered this kind of responsibility.

Citizens Online working in partnership with Gwynedd Council

Citizens Online has been working in partnership with Gwynedd Council since 2011 The Digital Gwynedd project aims to help the county's residents to make the most of the opportunities that the latest technology and the internet has to offer. The project, which brings together numerous partners led by Gwynedd Council with the support of the charity Citizens Online, aims to encourage better computer skills among all sections of society.

The Digital Gwynedd project offered practical support to a Blaenau Ffestiniog man to secure a new job. Carwyn had been in full time employment for over two years but had become unemployed when the business unexpectedly closed. Carwyn found that looking for work and claiming benefits had changed a lot, especially with more things being done online nowadays. During the drop-in sessions Carwyn was helped by a Digital Champion with the Digital Gwynedd scheme, to set-up a new email address, organise his online job searches and to complete benefit applications. After attending the sessions for three weeks he secured a new job.

Councillor Ioan Thomas, Gwynedd Council's Cabinet Member for Economic Development, said: "One of our key aims is to encourage digital inclusion for more residents to play a full part in the jobs market. There is a clear link between employment and digital skills, and improving those skills is integral to increasing employment across the county. or those who are out of work, the internet is an invaluable job-hunting tool, and computer literacy is becoming more and more important in many jobs."

Clarion Futures' award-winning Jobs & Training Team

Love London Working (LLW), Clarion Futures' award-winning Jobs & Training programme, has been based in the Lido Centre in the heart of the West Ealing community in London since 2017. The programme delivers services to assist the community in obtaining the knowledge, advice and skills required to move into gainful employment. The Job Club, set up by LLW Employment Support Officer (ESO), has been a tremendous success. Patrons regularly attend from across the community and many have moved into work. The Senior Employment Opportunities Officer also attends the Job Club and provides fantastic work experience and sustained employment opportunities for attendees. One Digital worked at the Lido and supported Jobs and Training's

customers by providing additional assistance with emails, job searches, information handling and problem solving. One Digital provided support through Alastair Walsh, a Digital Champion Mentor (DCM). Working in partnership the club obtained additional volunteer Digital Champions. The provision of this support for Jobs & Training teams has proven invaluable through saving the Employment Support Officers time and upskilling their client base. The Digital Champion Mentors and volunteer Digital Champions also provided patrons with life-long learning. The work of One Digital has always been about creating new ways of working and embedding services to continue supporting Jobs & Training initiatives with the twin aims of supporting more people to get online and build their confidence, and offering others the opportunity to get involved and become a Digital Champion.

Digital Unite supported West Lothian Council's Digital Transformation Strategy

One of the key parts of West Lothian Council's Digital Transformation Strategy is enabling and supporting their customers and staff with digital skills. To achieve this strategic aim, the Council developed an embedded Digital Champion programme, supported by Digital Unite's Digital Champions Network.

At the time of joining the Council had a handful of staff and volunteers who were helping others improve their digital skills. However, as a local authority serving over 175,000 citizens, they needed to do more to accelerate the shift to digital services. With budgets reducing, and service delivery changing, developing a peer-to-peer-learning model was a way of achieving sustainable digital transformation. The council conducted an audit of digital skills amongst staff using SCVO's Essential Digital Skills Framework toolkit to help frame the questions. The survey received over 1,400 responses out of 8,000 staff. The results highlighted the two key barriers people faced as understanding how to access information and how to be safe online. It was interesting to see that people had different views about their digital skills at work and at home. In their personal lives staff felt competent but that changed when using digital skills at work.

The council invited staff to nominate themselves as Digital Champions. Over 100 people came forward. The council worked with them to scope out their own role. The Champions used the Digital Champions Network (DCN) to access training and support and created digital profiles which covered who they are, their job and their level of digital skills and interest. This helped the council understand what gaps needed to be filled. The Digital Transformation Manager who oversaw the project had limited resources available but through the DCN they could easily keep track of Digital Champions' progress and impact across the Council.

SCVO - Digital champions in a community justice setting

Sacro is a Scottish community justice organisation which works to create safer and more cohesive communities across Scotland. Sacro provides a wide range of services spanning all aspects of the community justice continuum from conflict resolution to prevent disputes escalating, to supporting prisoners on release. SCVO worked with Sacro to deliver Digital Champions training throughout 2019. In the world of community justice there can be significant barriers to digital. One of the challenges is legal restrictions on a person following a criminal conviction. These restrictions can limit where someone can travel, prohibit their access to the internet or a smart phone. In a digital world this can make it more difficult to address the support needs associated with reintegration and rehabilitation. For example, restrictions on accessing the internet can

make it difficult to negotiate Universal Credits, which is all online. For individuals who were allowed to be online and needed to attend regular appointments with Criminal Justice Work, mentors highlighted useful local bus applications to help individuals navigate their way around Edinburgh, checking times and routes so as not to breach any of their restrictions. Mentors also highlighted how they put appointments in the calendar app for their service users. Housing is a common need for this service user group and, as is common in many parts of the country, this is moving online too. In one of the areas that mentors worked, service users could lose their priority status for housing if they did not bid on at least three properties each week – all online. Mentors also spoke of the benefits of helping their service users download their banking apps so that they can access their statements more easily to evidence their proof of address essential for benefits.

Conclusion

Through phase two of the partnership One Digital delivered quality digital inclusion projects across the UK and benefitted from regular sharing of learning and knowledge. The energy, determination and momentum of the partnership ensured that every KPI was exceeded, leading to a huge impact on the lives of people across the UK. The programme had an impact on people's digital skills for life and work, as well as their confidence and motivation to get online. One Digital changed people's lives, helping them learn essential skills in a cost-effective way and allowed more people to participate fully in our increasingly online world. Working in partnership across five organisations, with different remits, but common objectives, led to an increase in the scale of what was achievable, access to a wider and deeper repository of knowledge and a shared approach to problem solving.

The Digital Champion model was the centrepiece of One Digital and this approach proved to be clear success. The model naturally led to personalised support being offered based on rapport which was beneficial for both the Digital Champions and learners. This adaptable approach to digital inclusion through understanding the motivations of the Digital Champion and learner was crucial for a successful outcome. By its very nature, the model is inclusive and can have a wide reach within communities as Digital Champions are welcomed from all walks of life with different areas of expertise. The model also supports sustainability as digital champions remain within their communities and use the skills they have learnt to promote digital inclusion, whether this be informally with their family and neighbours or through a more formal set up.

The Community of Practice and the continued sharing of learning has extended the impact of the programme to far beyond the remit of the One Digital partners, by encouraging others to implement the best practice that has been gathered. One Digital partners concluded that having a forum to discuss learning and share best practice in relation to Digital Inclusion is something that every organisation would like to see continue in the future. There is huge value in having this opportunity to discuss relevant issues, share successes and problem solve together. Ideally, such a forum would be resourced in future.

The challenge of digital exclusion remains a live one and has never been more relevant than during the Covid pandemic. Digital inclusion has become even more vital as a means to access information, connect with others, and participate in society, particularly for those who are self-isolating or shielding. One Digital partners will continue to tackle this challenge, now being equipped with the learning from the One Digital programme and bolstered by the continued

support and sharing of learning from the other partner organisations. We hope to continue our impactful work in this arena, through and beyond the Covid crisis, and will continue to seek additional resourcing to support our endeavours. One Digital partners are enormously grateful to the National Lottery Community Fund for the provision of funds for this programme. We trust that the learning will be of use to other lottery grant recipients and therefore encourage the sharing of the programme findings and learning.

Appendix A - References and Evaluations

¹ Lloyds Bank UK Consumer Digital Index 2020

² Internet Users in the UK 2016 (ONS, 2016)

³ National Digital Heat Map from the [Tech Partnership](#). Digital Heat Maps for each local Age UK area with data specifically on the older population created by Experian.

[Click here](#) to view the external evaluation of the Age UK One Digital project (awaiting final)

[Click here](#) to view the external evaluation of the Citizens Online One Digital project (awaiting final)

[Click here](#) to view the external evaluation of the Clarion Futures One Digital project.

[Click here](#) to view the external evaluation of the Digital Unite One Digital project.

[Click here](#) to view the external evaluation of the SCVO One Digital project.

Note that some of these evaluations are not yet complete but will be shared publicly as soon as possible.

Appendix B - The Digital Champion Model

The common thread across the programme was the focus on recruiting and training Digital Champions to provide essential digital skills to people they support. Each partner's approach to making this happen was different, and different groups were engaged with, but there was a consistent use of the Digital Champion model. The Digital Champion approach is learner-led, person-centred and flexible. During the One Digital programme it was vital that recruited Digital Champions were good communicators and active listeners, meaning they were able to listen and understand what the person being supported wanted to learn as well as the way in which they want to learn it. For example, the Digital Champion would need to apply their knowledge of technology to support the learner with the equipment available or of interest to them. The model focused on rapport and confidence building of both the Digital Champion and the learner. Building trust and having patience is a key skill when supporting people who lack confidence. Through building person-centred one-to-one relationships, the Digital Champion model proved to be motivating, and Digital Champions were able to quickly identify what digital skills were relevant to the learner and how they could help develop those specific digital skills.

Digital Champions come from different backgrounds and can have varying levels of digital experience, ranging from IT professionals to older people who are 'newly converted' to technology and want to share their enthusiasm. The figure below shows the different types of Digital Champions. These models have been developed to best meet the needs of the wide variety of learners who have been supported. One Digital was keen to promote the idea that these models do not have to be rigid or used in silo. An organisation may not have a project that works well with only one type of Digital Champion, it's likely that an organisation will take a flexible approach and perhaps have more than one type of Digital Champion in the work that they are doing.



Volunteer Digital Champions are very popular in the voluntary sector but also in statutory organisations such as library services who will recruit volunteer Digital Champions to support their delivery of digital support. Professional Digital Champions are people employed directly to deliver digital skills training and support. For example, in a housing association where they have been employed directly to work with tenants. Digital Champions can be engaged in a variety of settings and may operate in a range of ways.

Appendix C – Breakdown of delivery by partner

	Age UK		
	Digital Champions	Organisations Engaged	No. people supported
Q1	0	0	0
Q2	30	13	137
Q3	114	67	706
Q4	126	98	2108
Q5	271	187	4069
Q6	312	259	7397
Q7	363	347	9776
Q8	444	449	12853
Q9	480	509	14779
Q10	490	612	15755
Q11	510	712	17480
Q12	510	712	17480
Target	800	400	18000
% Target	64%	178%	97%

	Citizens Online		
	Digital Champions	Organisations Engaged	No. people supported
Q1	301	80	2271
Q2	338	180	2603
Q3	427	244	2950
Q4	476	272	4248
Q5	513	304	5699
Q6	656	340	7080
Q7	733	384	8054
Q8	772	481	9865
Q9	777	542	10728
Q10	895	616	13789
Q11	960	691	14715
Q12	985	715	14827
Target	925	1250	8500
% Target	106%	57%	174%

	Clarion Futures		
	Digital Champions	Organisations Engaged	No. people supported
Q1	0	0	0
Q2	5	0	13
Q3	12	2	84
Q4	21	2	284
Q5	57	7	603
Q6	138	13	1492
Q7	202	15	2767
Q8	284	15	3808
Q9	295	15	4779
Q10	311	15	5742
Q11	356	15	6303
Q12	356	15	6303
Target	350	15	6000
% Target	102%	100%	105%

	Digital Unite		
	Digital Champions	Organisations Engaged	No. people supported
Q1	25	20	0
Q2	103	59	897
Q3	199	96	1051
Q4	293	119	1441
Q5	439	148	1924
Q6	615	160	2845
Q7	793	166	3516
Q8	891	172	4569
Q9	1027	176	5765
Q10	1086	185	7269
Q11	1140	194	8315
Q12	1166	195	8543
Target	825	229	8250
% Target	141%	85%	104%

	SCVO			
	Digital Champions	Organisations Engaged	No. people supported	Senior Leaders Engaged
Q1	0	14	0	9
Q2	0	257	0	104
Q3	71	523	0	156
Q4	118	721	887	295
Q5	170	849	1213	295
Q6	268	1076	1615	406
Q7	349	1252	1886	470
Q8	440	1347	2376	477
Q9	497	1454	2831	488
Q10	526	1602	3127	537
Q11	560	1747	3470	562
Q12	560	1779	3470	562
Target	507	1431	2080	383
% Target	110%	124%	167%	147%