

SCVO One Digital Evaluation

Final Report

Conducted for:



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EXECUTIVE SUMMARY

Introduction

- i. One Digital (OD) aims to eradicate digital exclusion by encouraging the voluntary sector to become more digitally confident and help the people they support to develop essential digital skills. SCVO is the primary partner delivering OD activity in Scotland. They provide a four-part programme with a range of entry and participation levels, depending on the needs and capacity of each organisation.
- ii. The Lines Between was commissioned to independently evaluate and assess SCVO's OD activity and its impact in Scotland. The evaluation comprised interviews with programme participants and a review of data collected by SCVO.

The effectiveness of SCVO's One Digital approach

Digital Champion Training

- iii. Digital Champion training helps staff and volunteers in the voluntary sector to identify and understand how digital tools can support their colleagues and service-users. The training was viewed positively, with Mhor Collective praised for running engaging, friendly, relaxed and interactive sessions. Tailored delivery made the training relevant to each organisation and attendees.
- iv. Champions learned about the importance of finding a 'hook' to engage people in discussions about digital skills. While the training focused on end-users, it also identified skills gaps among staff and volunteers. Some organisations deployed further training and upskilling among staff before engaging with end-users. Conversely, some were better able to match the existing digital skills of their staff with the needs of end-users.
- v. A key feature of the training was to reassure participants by highlighting the ease of access and use of digital tools. Increases in confidence among Digital Champions varied. For many, confidence increased as the training provided greater awareness and understanding of the tools available and the 'hooks' that could be used. Where confidence did not increase, participants typically already felt confident and the training helped to validate their existing skills or the steps they were already taking on digital.
- vi. There was considerable variation in organisational support for embedding digital participation. Positively, some participating organisations recognised that the presence of Champions in an organisation created a 'trickle-up' situation. This created a momentum which countered challenges to digital evolution from staff or volunteers.
- vii. However, many barriers to embedding digital and the work of Digital Champions in an organisation were evident. These included issues which are widespread across the voluntary sector: the availability of time and funding, accommodating training alongside 'business as usual', and turnover of staff and volunteers.
- viii. Digital Champions have enhanced or changed service delivery to benefit end-users in several ways. These included assisting with online banking and shopping, using creative digital tools and social media, using Google Translate for non-English speaking end-

users, running classes or digital drop-ins particularly for older people, using digital for cooking and household budgeting, and to assist with Universal Credit.

- ix. Three Snapshot Weeks have been conducted to measure the impact of Digital Champions. Results from this sample of organisations suggest that Champions typically underestimate their potential to help colleagues and end users. The people being supported have evolved over time, with the September 2019 Week showing greater engagement with service-users than previously¹. The proportion of returning learners has also increased over time, highlighting that effective relationships are being built.
- x. The impact of the training on staff and volunteers was mixed. For some organisations it drove change in internal thinking and culture, encouraging staff to strive to make digital part of their everyday approach. Ambiguity around the term 'Digital Champion' was identified. Some staff and volunteers were comfortable with this title; others were not.
- xi. Opinions on the additional resources available to organisations after their participation in training were generally positive. Many had used the Digital Champions Network and 'Learn My Way' online tutorials and found them helpful.

Senior Leaders Programme

- xii. SCVO's Senior Leaders Programme (SLP) is an opportunity for leaders and decision-makers from voluntary sector organisations to participate in a series of workshops and peer network support over six months. The SLP has successfully met the needs of participants, increasing the knowledge and confidence of virtually all who took part.
- xiii. Participants praised the facilitation of sessions, external speakers were mostly well received, and on-site visits were a valued opportunity to learn from other sectors. Most appreciated the mix of type and size of organisation in each cohort as this allowed different perspectives and experiences to be discussed and for leaders from different sectors to ask challenging questions of their peers.
- xiv. All Leaders could articulate their organisation's progress in digital since taking part and were able to highlight specific actions they had implemented. Progress was most often evident in incorporating digital into organisations' strategies. Many had moved to a position where digital is now considered across all aspects of their organisation and delivery. Leaders reflected that they were encouraged to support 'test and learn' approaches; promoting experimentation and building staff confidence to try new things.
- xv. One of the biggest challenges described by Senior Leaders was accommodating changes alongside 'business as usual'. Other issues included the lack of a dedicated IT support, staff turnover or changes in management, cost and, for some, bureaucracy associated with being part of a UK-wide charity. Steps to overcome barriers included recruiting specialist staff with the required skills; or using the examples from other Leaders to provide evidence to boards, management or staff to justify proposed changes.
- xvi. The network of Senior Leaders is a key legacy of the programme. Members use this community regularly to get assistance or support, and share examples or contacts. This

¹ Service users represented 33% and 34% of those being supported in the first two Weeks, but 78% in the September 2019 Week.

advice from peers is trusted because it is based on practical experience. Continued contact with the SCVO Digital Team was also important to Leaders. It allowed them to discuss any digital issues, or to be referred to another Leader who could provide advice.

Digital Check-ups

- xvii. Digital Check-up is a free online tool on SCVO's website. It allows participants to identify barriers to their organisation's digital evolution, or validate progress made. Using the tool was often described as the beginning of a process of reviewing an organisation's digital capacity, including understanding what 'digital' means.
- xviii. Follow-up calls were described as valuable by those who had them. They provided time to explore the issues identified in the Check-up and for SCVO to signpost useful resources and actions. The open-ended nature of the follow-ups and the ability to contact SCVO with any subsequent questions was also appreciated. SCVO's impartiality in providing independent interpretation of results was viewed extremely positively; it appears to encourage greater buy-in from change-makers within organisations.
- xix. An important role for the Check-up is as an engagement tool, introducing organisations to other elements of One Digital or more support from SCVO. It was also described as a useful tool to start conversations, either with staff or with management and trustees.
- xx. While many organisations made progress after the Check-up, others reported limited change, or none at all. Actions tended to focus on improvements to ways of working which benefitted staff and colleagues, rather than end-users. Barriers included internal limitations i.e. limited time or resource, a lack of an IT team or internal changes.

One Digital's impact on Scotland's voluntary Sector

- xxi. An embedded model of digital inclusion is central to SCVO's One Digital programme, developing networks of Digital Champions within and across organisations. SCVO also sought to make a change at the top of organisations by engaging Senior Leaders. This holistic approach was viewed positively by stakeholders.
- xxii. The networks and collaboration created and supported by SCVO's One Digital activity have had a significant impact on Scotland's voluntary sector. By proactively sharing the learnings from One Digital, SCVO has become a central hub of knowledge and is seen as a leader in promoting digital to Scotland's voluntary sector. SCVO's approach has enabled them to engage with new and different organisations and make them aware of other parts of SCVO's digital ecosystem which helps embed digital within organisations.
- xxiii. There was generally a high level of awareness of at least some of the additional resources produced by SCVO on digital evolution and participation. Those who had read them gave positive feedback. SCVO events have helped attendees expand their own networks and learn from the experiences of others.
- xxiv. Many reflected that the conversation about digital in Scotland has been reframed as a result of OD. There is now an understanding that digital evolution can take many forms, but that small changes can significantly impact both organisations and end-users. There is also greater understanding of the variety of ways in which end-users, particularly vulnerable groups or individuals, can benefit from digital.

SCVO's contribution to the One Digital programme outcomes

- xxv. Though SCVO has been involved with OD UK from its inception, the approach in Scotland has differed from elsewhere in the UK. The multi-level model echoes SCVO's existing approach to supporting its members and the voluntary sector in Scotland. This has been beneficial in enabling SCVO to effectively roll out OD at all levels.
- xxvi. Learning across the One Digital UK partners has influenced what is being done in Scotland, and vice versa. Sharing takes place both informally between the partner's Project Managers and through the formal Community of Practice.
- xxvii. SCVO's OD activity has made a significant contribution to the OD UK outcomes. One Digital activity is well known among the voluntary sector in Scotland, particularly among Senior Leaders, and is seen as impartial and trusted.

Lessons learned

- xxviii. 'Working with the willing' was essential in helping the activity gain traction. Those who have taken part to date often become advocates for the programme, especially Senior Leaders. Buy-in to digital across and within the sector remains mixed, however, even among some 'willing' organisations. When refining the programme SCVO needs to continue to recognise and address, where possible, existing barriers.
- xxix. The digital team at SCVO has been pro-active in listening to user feedback and making the changes to the activity. SCVO needs to consider how Digital Champion training is promoted, both by SCVO and by Digital Motivators, especially as it begins to approach less motivated organisations. Senior leaders were generally very satisfied with the programme, but a small number of specific improvements to the application process and sessions were suggested. Several changes to the Digital Check-ups are already being considered, including increasing awareness and producing a recommended suppliers list.

Final thoughts

- xxx. The OD programme has encouraged and supported Scotland's voluntary sector to consider and use digital more effectively. Each programme element has worked well; participants consistently praised the delivery of the training, particularly facilitators' efforts to understand the needs of organisations and their end-users. Specifically:
 - Senior Leaders were enthusiastic about their involvement and have more confidence to lead digital change.
 - Digital Check-ups have provided organisations with valuable, impartial advice which helped them get buy-in from decision makers and begin their digital journeys.
 - Digital Champion training has generally worked well, and many Champions have a better understanding of how digital can help their end-users. However, several faced challenges which have limited organisational buy-in and impact. A fear of digital and uncertainty over the Digital Champion role remains a key barrier to engagement.
 - The impact of strategic influencing activities is clear. By sharing learnings, highlighting effective approaches and influencing policy on digital inclusion, SCVO's activity has made a notable contribution to the OD UK programme and outcomes.

1. Introduction

Background

- 1.1. In 2015 SCVO and four other organisations² joined One Digital (ODUK), a UK wide scheme to promote and increase basic digital skills. Following a successful pilot, One Digital (OD) evolved into a fully-fledged national programme. It aims to eradicate digital exclusion by encouraging the voluntary sector to become more digitally confident and help the individuals they support to develop essential digital skills.
- 1.2. SCVO is the primary partner delivering One Digital activity in Scotland, aiming to: ‘make a significant impact on social justice in Scotland by transforming the voluntary sector to become more digitally confident and capable’. This is framed around three outcomes:
- Supporting end-users (typically, service users) to develop digital skills and increase digital participation.
 - Delivering services that meet the raised expectations of their end users.
 - Strategic influence of policy and practice.

SCVO’s One Digital programme

- 1.3. SCVO’s One Digital programme is a holistic package comprised of four elements, summarised in Figure 1. These offer a range of entry and participation levels, depending on the needs and capacity of each organisation.

Figure 1: Overview of SCVO’s One Digital Programme



² Age UK, Citizens Online, Digital Unite and Clarion Futures

- 1.4. One Digital activity is part of the wider digital 'ecosystem' which is used by the digital team at SCVO to help the voluntary sector in Scotland increase their digital skills. An overview of the ecosystem is shown in Appendix 1.

Evaluation Objectives

- 1.5. The Lines Between (TLB) was commissioned to independently evaluate and assess SCVO's One Digital' effectiveness³ and its impact in Scotland. The evaluation aims are shown in Figure 2.

Figure 2: Aims of the evaluation

The evaluation aimed to identify:

- 1 Individual impacts of each of the four products (Digital Champion Training, Leaders Programmes, Digital Check-ups, and Strategic Influencing) in relation to achieving the outcomes.
- 2 The extent to which the project is effective in delivering a long-lasting solution to enabling the Third Sector in Scotland to become digitally capable and confident.
- 3 How the SCVO approach has added value to the overall programme outcomes.
- 4 Lessons learned from the range of approaches taken and any relationships between the different products.

Methodology

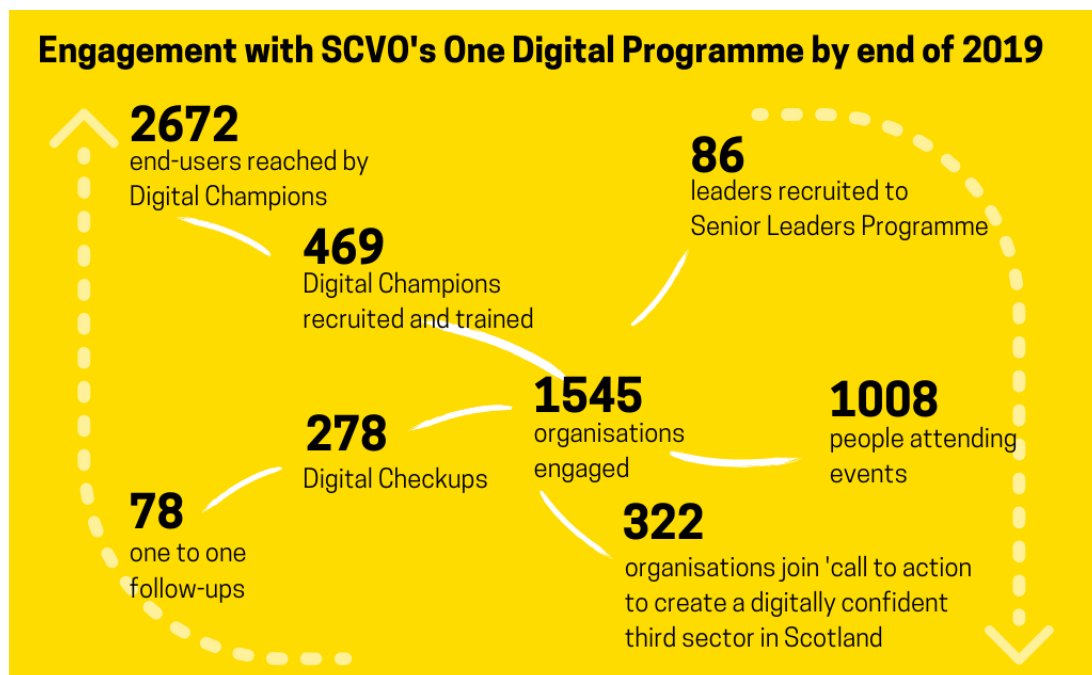
- 1.6. There were two elements to the evaluation:
- Primary research with 48 individuals from a sample of voluntary sector organisations across Scotland who participated in one or more element of One Digital.
 - A review of secondary data collected by SCVO. This included, for example, self-evaluation information collected after training sessions, blogs written by programme participants, 'Snapshot Week' data and case studies produced by SCVO.
- 1.7. This report outlines the results of the evaluation. A suite of case studies which demonstrate the breadth and scope of the impact of One Digital are signposted throughout the report and can be found in Appendix 1.

³ This is the first evaluation report examining SCVO's One Digital programme. In addition to this evaluation, a separate evaluation of SCVO's approach is being conducted by a PhD student, and a high-level programme evaluation of One Digital UK is also being carried out. These other reports will follow later in 2020.

2. The effectiveness of SCVO's One Digital approach

- 2.1. Training and support for 'Digital Champions' is the primary delivery mechanism for SCVO's One Digital programme. These Champions become key agents in delivering digital skills to their colleagues and end-users.
- 2.2. One Digital also includes a Senior Leaders Programme, Digital Check-ups and Strategic Influencing activities. These different aspects of delivery aim to maximise the programme's impact and reach.
- 2.3. The different elements of SCVO's approach to One Digital have reached a large number of organisations in a variety of ways, as summarised in Figure 3.

Figure 3: Reach and engagement with One Digital



- 2.4. In this chapter, we review the effectiveness of Digital Champion Training, the Senior Leaders Programme and Digital Check-ups. For each element we assess:
 - Whether the outcomes in the programme's Logic Models have been achieved.
 - The impact of each element on participating organisations and their end-users.

Digital Champion Training

- 2.5. The Digital Champion training aims to help staff and volunteers in voluntary sector organisations to identify and understand how a range of digital tools can be used. For example, digital tools might improve an organisation's service delivery. Alternatively, a focus on improving digital skills among end-users could increase confidence, reducing digital and social exclusion.

- 2.6. Almost all the Digital Champion training was delivered by the Mhor Collective, who were appointed by SCVO because of their expertise in improving digital participation. Training sessions were generally one day workshops.

Success in achieving programme outcomes

- 2.7. Three outcomes in the programme's logic model relate to the Digital Champion strand:

- Digital champions are able to identify and articulate the importance of digital skills for their end-learners (short-term)
- Digital champions have increased confidence to support end-learners to develop basic digital skills (medium-term)
- Organisational buy in for embedding digital participation (through DCs) into core delivery (short-term)

- 2.8. Our findings are based on 16 conversations with 'Digital Motivators' and a discussion group with 6 Digital Champions. Digital Motivators are key people in an organisation who can take a lead role in making their organisation more digitally confident, and support colleagues and volunteers to become Digital Champions. Digital Motivators are expected to have an excellent grasp on what their customers need help with whilst being able to lead, influence, shape and flex within their organisation to help make digital participation part of that support offer. Motivators attended Digital Champion training and could speak about the digital and the work of Champions in their organisations; however not all were involved in front-line delivery of services

The importance of digital skills for end-learners

- 2.9. Digital Champion training was generally viewed positively, with Mhor Collective praised for running engaging, friendly, relaxed and interactive sessions. There was time to explore examples and tools, and for discussions and questions. Tailored delivery made the training relevant to each organisation and attendees; participants felt the sessions were realistic in terms of what their organisations wanted to achieve.
- 2.10. Opportunities to explore the importance of digital skills for end-users, and identify gaps in those skills, were described as particularly valuable. The impact on awareness and understanding of Champions and their confidence in supporting end-users with digital skills is evident in the results from online feedback surveys shown in Figure 4⁴.
- 2.11. Champions learned about the importance of finding a 'hook' to engage people in discussions about digital skills. Each hook depends on the needs, experiences or interests of end-users; for example, some reflected on the roll-out of Universal Credit as an opportunity to engage.

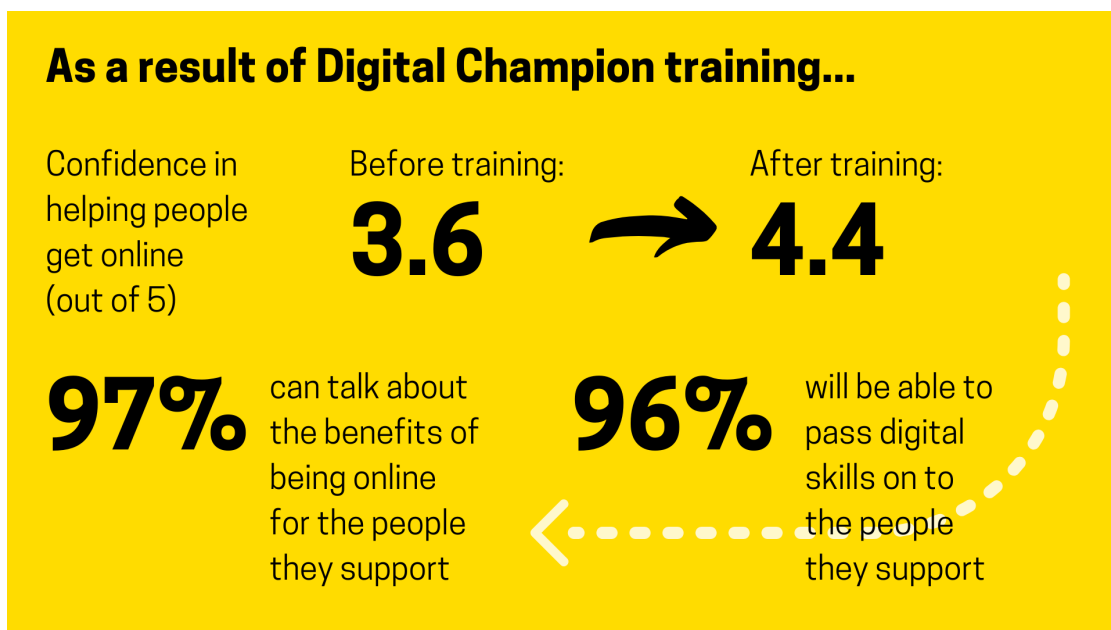


One of our guys has a love of train stations and aeroplanes, so he started using the iPad to google map railway stations and things! But it was another way to kind of reach out to him and build relationships and activities.

⁴ Following the training, participants were invited to complete an online feedback survey. The feedback provided by the 294 Digital Champions who completed the survey between August 2018 and November 2019

- 2.12. Training made Champions consider the potential value of social media as a hook to engage end-users, but also made them aware of potential security issues. Concerns were expressed around introducing social media to vulnerable individuals or groups who might be at risk online. SCVO addressed these concerns by holding a practitioner event focussing on engaging vulnerable adults with digital.
- 2.13. While the training focused on end-users, it also identified skills gaps among staff and volunteers; some organisations went on to deploy further training and upskilling among staff before engaging with end-users. Conversely, some were better able to match the existing digital skills of their staff with the needs of end-users.

Figure 4: Results of Digital Champion online feedback survey



Confidence to support end-learners

- 2.14. Many participants described starting the training with a 'fear' around digital. This stemmed from limited personal use of digital or limited awareness or understanding of digital tools available. A key feature of the training was to reassure participants by highlighting the ease of access and use of digital tools.

“ *I think the biggest difficulty has been staff fear. We're a social care organisation, so our workforce is mainly female. We do have quite a lot of people who are perhaps a bit reluctant or scared to use the technology, and particularly using the technology with vulnerable people.*

- 2.15. Increases in confidence among Digital Champions varied. For many the training provided greater awareness and understanding of the tools available and the 'hooks' that could be used. Some talked of having greater confidence to challenge end-users to engage in digital, where previously they might have avoided this. Others felt the training had given their staff greater confidence in working with end-users, or with those they might previously have struggled to engage with.

“ *They’ve seen more possibilities of using digital. You’ll often see people - residents and day students - going walking around the community with their iPads and taking photographs with staff, which is a new thing.* ”

- 2.16. Some participants felt the training did not enhance their confidence; typically because they already felt confident. However, the training provided validation of their existing skills or of the steps they were already taking on digital.

“ *It was really good to have it confirmed that we were doing the right things. So they’d be saying: ‘you should be doing A, B and C’, and we’d think: ‘oh good because we’ve been doing that for four months’.* ”



Overcoming staff fears about digital

See Appendix 1 to read about how Digital Champion training helped staff at Simon Community Scotland overcome fears around digital and help them support their service users more effectively.

Organisational buy-in

- 2.17. There was considerable variation in organisational support for embedding digital participation. Positively, some participating organisations recognised that the presence of Champions in an organisation created a ‘trickle-up’ situation, creating a momentum which helped counter challenges to digital evolution from staff or volunteers.



Supporting service users with a fresh perspective on digital

Digital Champion training helped Louise Orr from Clackmannanshire Third Sector Interface to support their end-users with Essential Digital Skills. Find out more in the case study in Appendix 1.

- 2.18. However, many barriers to embedding digital and the work of Digital Champions in an organisation were evident. These included:
- Being unable to make the necessary structural changes within their organisation.
 - The difficulty of recording the work done by Digital Champions; this makes it hard for Motivators or management to understand their contribution to an organisation.
 - Issues which are widespread across voluntary organisations, such as the availability of time and funding, make it difficult to attend training, introduce new ideas or fit these in alongside ‘business as usual’. For example, some courses were poorly attended, due to sickness, shift changes and emergencies. Some experienced the difficulty of releasing staff at the same time to attend training.

- Turnover of staff and volunteers. One organisation noted that none of the people who had been on the course still worked for the organisation.

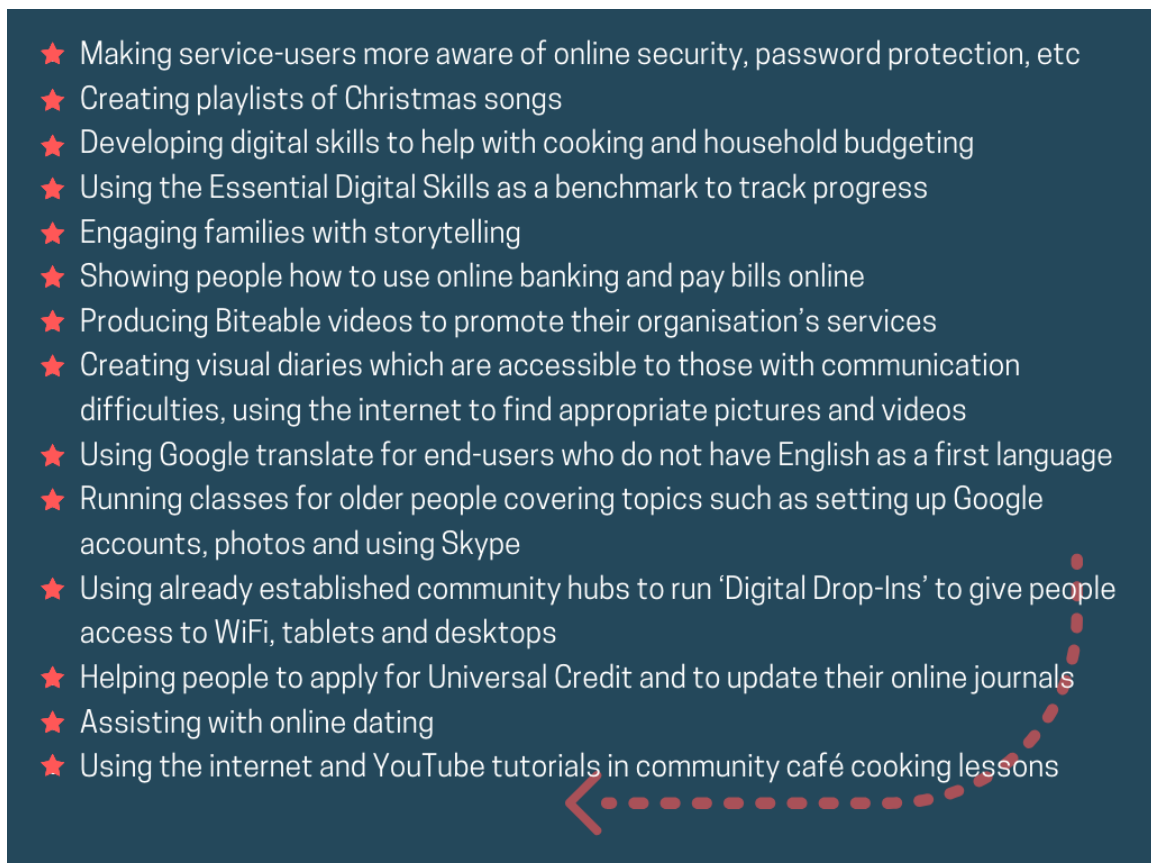


We've not really tracked what our Digital Champions have done post-training. We are talking about people who were already volunteering, so to then add another commitment onto them didn't really work. When I tried to do a follow-up get together after the training, it just really fell flat.

Impact on relationships with end-users

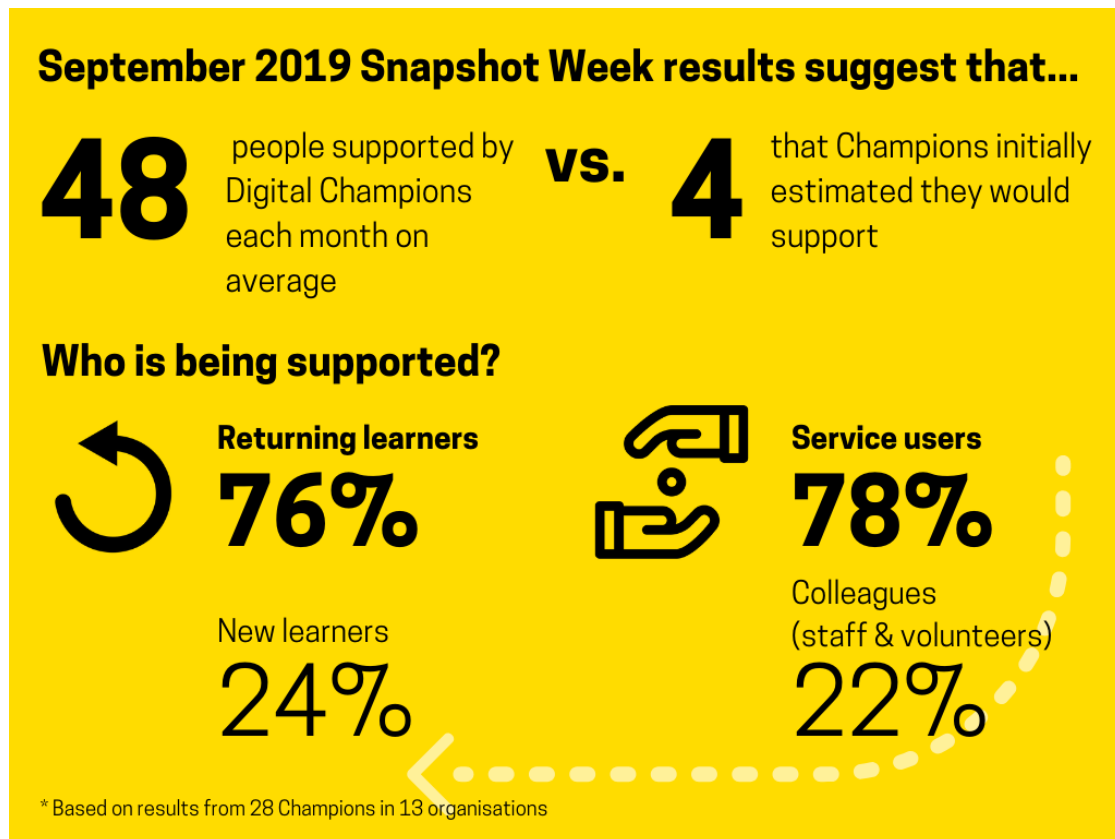
- 2.19. The evaluation has identified a number of ways in which Digital Champions have enhanced or changed service deliver to benefit end-users; these are outlined in Figure 5.
- 2.20. One limitation of this evaluation is that it has only been possible to speak to a small number of Digital Champions with a front-line delivery role. It is therefore difficult to assess the impact of Digital Champions on end-users, or comment on the extent to which the training has been generated ongoing relationships with end-users.

Figure 5: Examples of changes to service delivery undertaken by Digital Champions



- 2.21. To monitor and measure the impact that Digital Champions have on end-learners, SCVO has run three Snapshot Weeks to date – in autumn 2018, spring 2019 and September 2019. As part of each Week, Champions in a sample of organisations are asked to record the number of end-learners they have helped over a seven-day period and to reflect on the nature and type of support delivered. Key results for the September 2019 Week are summarised in Figure 6.

Figure 6: Key results from September 2019 Snapshot Week



2.22. The Snapshot Weeks have generated a number of useful insights:

- Champions typically underestimate their potential to help colleagues and end-users – as shown above. This has been a consistent finding across all three Weeks.
- The type of end-learners being supported has changed over time. In the first two Weeks around two thirds of those being supported were staff or volunteers. In September 2019, however, 78% of support was for service-users. This may reflect additional effort by SCVO to increase confidence and skills among Champions in the most recent training based on learnings from earlier Weeks, or confidence of Champions building over time.
- Champions are building and maintaining effective relationships with their end-learners, and they have plenty of opportunities for interactions. In the first two Weeks, two-thirds of end-learners were returning learners (i.e. had multiple digital interventions) and this had increased to 76% of learners by September 2019. The support provided has focused on handling information and content (such as online banking) and communicating with others – (for example, through Skype).

Impact on staff and organisation

2.23. Impacts of the training on staff and volunteers was mixed. For some organisations it drove change in internal thinking and culture, encouraging staff to strive to make digital part of their everyday approach. Specific actions resulting from the training included:

- Implementing the Essential Digital Skills checklist to audit and develop staff's skills.
- Using Yammer and Teams to share best practice.
- Creating video tutorials for new Salesforce and online payroll and HR systems.
- A board of trustees using webinars for meetings.

2.24. Ambiguity around the term 'Digital Champion' was identified. Some staff and volunteers were comfortable with this title; others were not. Those who resisted felt it signified they had IT expertise. This compounded existing fears and added a worry they would be 'found out'. For others it denoted extra work or another role they were expected to perform.

“ *I guess that's one of the things we did, on the name Digital Champion, would be folk thinking that means we're some sort of expert when it comes to IT. Which is quite far from the truth, and so our staff are quite clear on that now.*

2.25. Reflections on digital capacity among volunteers arose during evaluation interviews. In some cases it was observed that volunteers were more resistant to digital change than staff. This presents a challenge for organisations and for SCVO; with greater turnover among staff and younger volunteers, should there be more focus on overcoming the resistance of older volunteers to ensure the skills and learnings are sustained in the long-term? One Senior Leader reflected that greater consistency of internal communications led to more cohesion and less friction between staff and volunteers.

2.26. Opinions on the additional resources available to organisations after their participation in training were generally positive. Many had used the Digital Champions Network and 'Learn My Way' online tutorials and found them helpful.

2.27. A number of challenges were identified with the Digital Champions Network, however. Some had forgotten about this or not used it due to time constraints; others were unsure if or how it was being used by their staff. A small number noted that getting access codes for individual Champions was a barrier to accessing and sharing materials⁵.

“ *The process of getting access was pretty Byzantine. You have to get a code from SCVO, you can't just sign up for it. It's kind of weird that they have these really great resources, and it's behind this wall. I understand that they need to monitor how much usage it's getting, but there's other ways to do that.*

⁵ The Digital Champions Network is a Digital Unite product. As a condition of the partnership with SCVO, Champions could access the Network for free via the access codes. This has enabled free access to the resources rather than organisations having to pay, which would otherwise have been the case.

Senior Leaders Programme

2.28. SCVO's Senior Leaders Programme (SLP) is an opportunity for leaders and decision-makers from voluntary sector organisations to participate in a series of workshops and peer network support over six months. Using an action-learning approach, participants work with and learn from their peers to bring about digital change within their organisations. The programme has developed significantly over time; workshops are flexible to the needs and issues of each cohort and now use more speakers and examples from the sector and beyond.

Success in achieving programme outcomes

- 2.29. Three outcomes within the programme's logic models aim to see senior leaders:
- Increase their knowledge and confidence to lead digital change (short-term)
 - Articulate their progress and plans for further development (short-term)
 - Make progress overcoming barriers and challenges facing their organisation's digital evolution (medium-term)

Increased confidence to lead digital change

2.30. The SLP has successfully met the needs of participants. It helped those who were new to an organisation, or in their first leadership position, to introduce fresh thinking into their organisation's digital evolution. Those seeking ways to improve their service or operational efficiency learned how others approached digital change. A few were given an opportunity to understand who they needed to influence to be able to enact change.

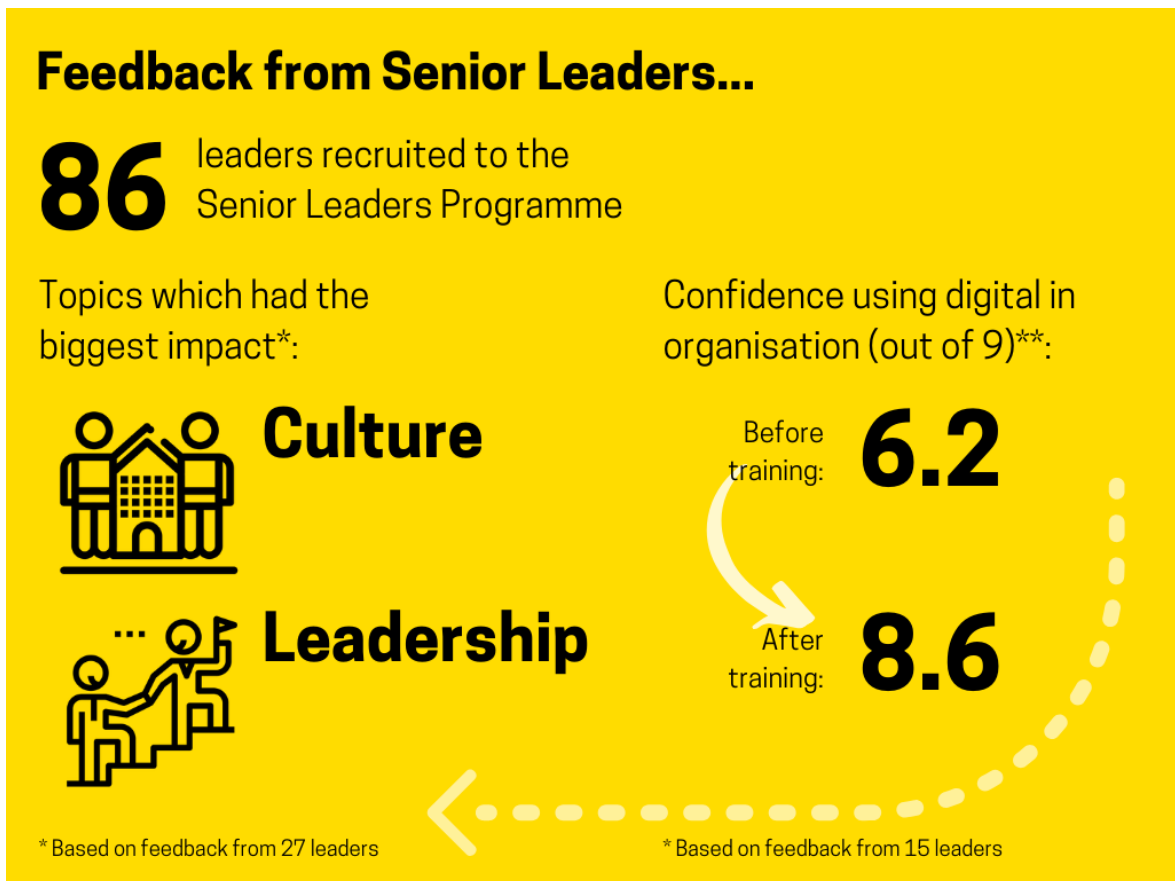
2.31. Knowledge and confidence improved for virtually all SLP participants. This was attributed to the way the programme was run and structured. Monthly workshops and the action-learning approach gave participants time to reflect on learnings, consider their actions and make progress between sessions. Day-long sessions took the Leaders out of their operational environment and allowed them time to focus on digital. Participants praised the facilitation of sessions, external speakers were mostly well received, and on-site visits were a valued opportunity to learn from other sectors.

“ *The idea of spending all that time, that kind of quality learning time to think about digital in relation to the particular business that I was managing, and how it would relate to what we were trying to achieve was very exciting.*

“ *I really enjoyed it, I thought it was a really good opportunity to meet peers and hear their issues and thoughts. It was good to get a day a month out the office to totally think about digital. I liked the way that each session focussed on a different thing, and then each of us would go into our issue and what had happened since the previous month. It focussed the mind.*

- 2.32. Most appreciated the mix of type and size of organisation in each cohort as this allowed different perspectives and experiences to be discussed and also for leaders from different sectors to ask challenging questions of their peers. A few suggested that cohorts may benefit from being more similar in terms of organisation type (e.g. all youth work organisations) to benefit from more relevant examples.
- 2.33. Results from feedback surveys sent to Senior Leaders are shown in Figure 7.

Figure 7: Results from Senior Leaders Programme feedback surveys



Articulating progress and future plans

- 2.34. All Leaders could articulate their organisation's progress in digital since taking part. Periodical reviews with staff helped Leaders to share learnings, but also highlight progress that might otherwise have gone unnoticed. Many used a common language when describing their progress; this can in part be attributed to the use of the Essential Digital Skills and '15 things' by the One Digital programme.

“ *It was definitely a positive experience. You learnt tangible things and tools that we could change really quickly, and that was always the advantage for me. I could literally leave one of those sessions and that night say: 'We're going to change these things'. That made it practical for me.*



Organisational resilience, through digital leadership

For more information about how the Senior Leaders Programme helped Dawn Ewing lead digital change at the Bumblebee Conservation Trust see the case study in Appendix 1.

- 2.35. Participants highlighted specific actions they had implemented, as shown in Figure 8.

Figure 8: Examples of organisational changes implemented by Senior Leaders

- ★ Introducing Slack as a communications tool within the organisation
- ★ Greater and more consistent use of apps
- ★ Introducing or using CRM / Salesforce platforms
- ★ Better use of project management tools
- ★ Introducing Sharepoint
- ★ Considering digital trustees
- ★ Greater awareness and discussion of cybersecurity
- ★ Undertaking Digital Champion training for staff
- ★ One participant asked one of their SLP cohort to be on the interviewing panel for procuring an IT supplier
- ★ Using tools such as Canva to improve marketing materials

Progress overcoming barriers and challenges to digital evolution

- 2.36. One of the biggest challenges described by Senior Leaders was accommodating changes alongside 'business as usual'. Other challenges included the lack of a dedicated IT support and changes in staff or management. Cost was a barrier, but there was widespread recognition that the SLP was excellent at highlighting free tools. Senior Leaders in Scotland who work for large UK charities faced specific difficulties, including hurdles to implementing change, compared to their peers who operate solely in Scotland.
- 2.37. Steps taken to overcome some of barriers were identified. Examples include recruiting specialist staff with the required skills, or using the experiences and examples of other senior leaders to provide evidence to boards, management or staff to justify proposed changes.
- 2.38. Progress was most often evident in incorporating digital into organisations' strategies. The programme has helped Leaders change their organisation's culture and think about digital across all aspects of their work. It also highlighted that 'digital' is not one project, but a mindset and a series of steps to be taken.

- 2.39. Senior Leaders reflected that they were encouraged to support ‘test and learn’ approaches and ‘fail fast’. Importantly, they were able to identify both successful actions (as Figure 7) and unsuccessful actions. For example, one had introduced Airtable which staff did not have the skills to use, so this was abandoned. Another noted that their newly introduced Sharepoint ‘grew arms and legs’ as there was no plan in place to manage it; this took time to resolve. However, promoting a culture of experimentation and clearly linking this to a strategic purpose helps to build their staff’s confidence to try new things.



It’s not about a big project, we’re going to have little mini pilots running and an iterative process. We’re trying to get understanding in the leadership team that we try things, they might not work, and not be scared of stopping.

Impact on front-line delivery

- 2.40. Numerous examples of impact on end-users were shared by Leaders. Many said they had moved to a position where digital is now considered across all aspects of their organisation and delivery:



One of the key learnings that we’ve tried to show staff is that digital might mean different things to the people we work with. For example, helping a person who doesn’t have an email address, to get one, and feel confident to send an email - That might be a massive step in the right direction.

- 2.41. Other organisations reflected on improved reach and engagement with end-users, for example:
- Increased use of digital fundraising and finding ways to enhance digital fundraising.
 - Greater social media use to improve awareness among potential end-users.
 - Improved use of websites and online engagement platforms to increase awareness.
 - Finding digital ways to increase provision for end-users. Examples included WhatsApp peer-support chat groups, supporting older kinship carers to logon to school websites and family support workers helping carers to access online shopping.

Impact on perceptions of staff

- 2.42. Senior Leaders told us that their staff were broadly supportive of the need for digital evolution, but there were some challenges to implementing change, including resistance from the workforce. They observed that staff were often more engaged when they heard about examples of success in other organisations.



We were introducing [the new HR system] and hitting quite a lot of hiccups which were making a lot of people quite negative and thinking it isn’t worth the bother. But I could confidently say: “I’ve spoken to a lot of people who are using this and are finding it very useful and these are the benefits that they’re seeing, let’s really try and stick with it and get past these things”.

Legacy and sustainability

- 2.43. A wide network was established in the SLP and is a key legacy of the SLP. Members use this network regularly to get assistance or support and share examples or contacts. This advice from peers is trusted because it is based on practical experience. Leaders from early cohorts have shared reflections about changes they made and how they overcame their challenges.

“ *I think that’s one of the main takeaways personally was feeling more confident leading this within my organisation. Because I knew that things I’d be suggesting had been tried and tested elsewhere.*

- 2.44. Some Leaders have promoted the SLP and One Digital more widely across the sector:

“ *Craig Wilson from Big Hearts was at the ACOSVO Leadership Conference yesterday and he, unbeknownst to us, stood up and said that the SCVO Senior Leaders Programme was one of the most transformational programmes he’d been on. By sheer coincidence we had five applications by the end of the day.*

- 2.45. Continued contact with the SCVO digital team was important to Leaders. This allowed them to discuss any pressing digital issues, or to be referred to another Leader who could provide advice. It also raised awareness of other parts of the digital ecosystem such as the Digital Participation Charter Fund and Cyber Essentials Grants.
- 2.46. Senior Leaders are embedding digital with differing levels of success. Some remain the only person driving change and their departure would severely limit sustainable change. SCVO were able to highlight a few situations where a Senior Leader found they were unable to make the changes they wanted in their organisation and moved on.
- 2.47. Having recognised the importance of ensuring the right person takes part in the programme, SCVO has evolved the assessment process. Applicants are asked about their level of influence within an organisation; SLP has also been opened up beyond CEOs.

Digital Check-ups

- 2.48. Digital Check-up is a free online tool available on SCVO’s website⁶ which allows participants to assess their organisation’s digital maturity by identifying strengths and gaps in their setup. Participants complete 15 questions covering four areas⁷ and are provided with a score, benchmarking them against organisations of a similar size. As well as links to a number of useful resources, Check-up participants can request a follow-up call with SCVO.
- 2.49. By the end of 2019, over 278 voluntary sector organisations of all sizes had completed a Digital Check-up. 78 had a follow-up call to discuss their results in more detail.

⁶ <https://digitalcheckup.org/>

⁷ leadership, culture and skills; tools and equipment; content, marketing and data; and cyber resilience and online threats

Success in achieving programme outcomes⁸

- 2.50. Two outcomes in the programme's logic models related to Digital Check-ups, which aimed to help key workers in voluntary sector organisations to:
- Identify and articulate barriers to their organisation's digital evolution (short-term)
 - Take practical steps to bring about digital change (medium-term)

Identifying and articulating barriers

- 2.51. The Check-up meets the needs of those who use it; the information provided allows participants to identify barriers to their organisation's digital evolution, or validate progress made. Using the tool was often described as the beginning of a process of reviewing an organisation's digital capacity, including understanding what 'digital' means. In some instances, it broadened an organisation's thinking; for example, one used it to assess communication but was prompted to consider digital security.
- 2.52. Follow-up calls were described as valuable by those who had them; they provided time to explore the issues identified in the Check-up and for SCVO to signpost useful resources and actions. The open-ended nature of the follow-ups and the ability to contact SCVO with any subsequent questions was also appreciated.



It was interesting, but it was also nice to have the call back and to be in this process. It's not just a one-off thing, they come back to you so then it makes you remember that you should continue to work on this.

- 2.53. SCVO's impartiality in providing independent interpretation of results was viewed extremely positively. As digital or IT advice is often provided by consultants or suppliers who may eventually benefit from sales, the free, impartial nature of the Check-up (and other elements of One Digital) is valued. It appears to encourage greater buy-in from change-makers within organisations.
- 2.54. The Check-up may identify several issues to address; for some participants, particularly those starting their journey, this can be overwhelming. This may be why some disengage at this point. SCVO encourages those having further conversations to identify and focus on a small number of manageable steps to progress in the first instance.

Practical steps to digital change

- 2.55. An important role for the Check-up is as an engagement tool, introducing organisations to other elements of One Digital or more support from SCVO. Of the seven people who took part in interviews about experiences with the Digital Check, two had also participated in Digital Champion training and one the SLP. This group reflected that the Check-up has led to a greater and deeper understanding of digital.

⁸ This section draws on seven interviews with Digital Check-Up participants; a small proportion of those who engaged. However, they encompass a range of experiences, with some using the tool to drive change and taking actions whilst others had no further engagement. All respondents who participated in the evaluation had a follow-up call with SCVO; we were unable to speak to organisations who had not.

- 2.56. The Check-up was also described as a useful tool to start conversations, either with staff or with management and trustees:

“ *Some of the areas raised are coming to the fore now with management who are looking at digital in a different way. I met with our Chief Exec last week about digital work and digital champions. It’s been positive, because it brings forward issues that somebody has looked at it independently.* ”

- 2.57. While many completed the Check-up and made progress, others reported more limited change, or none at all. Barriers included internal limitations similar to those referenced earlier i.e. limited time or resource, a lack of an IT team or internal changes.
- 2.58. Other organisations sought a level of support which SCVO was unable to provide, which led to them disengaging. These organisations were looking for more practical support or specialist understanding of the sort provided by a consultant. However, these individuals were still positive about the advice and resources provided by the Check-up process.

Impact

- 2.59. Actions resulting from the Check-up tended to focus on improvements to ways of working which benefitted staff and colleagues, rather than end-users. There was, however, an understanding of how changes could impact end-users in the future, for example greater use of video appointments.
- 2.60. Examples of organisational changes described by participants included: completing a digital report to the board as part of the monthly board reports; using apps to produce volunteer rotas; changing broadband providers and improving broadband speed; and refreshing and updating hardware to move away from paper-based systems.



Service improvements from digital discoveries

To find out how the Digital Check-up helped Leuchie House improve digital infrastructure read the case study in Appendix 1.



Engaging with multiple elements of One Digital

- 2.61. Only a small number of evaluation participants experienced more than one element of SCVO’s One Digital programme. However, the impact on those who had was positive:
- As noted earlier, the Digital Check-up is an effective entry point to the OD programme and offers SCVO an chance to engage with organisations on digital.
 - Some Senior Leaders have introduced Digital Champion training with their staff and volunteers and have worked hard to generate buy-in and embed digital within their organisations. This support encourages positive participation in the training.

3. One Digital's impact on Scotland's voluntary Sector

- 3.1. SCVO's One Digital programme also has a strategic influencing element. In this chapter we discuss the impact of this activity in helping to create a digitally capable and confident voluntary sector in Scotland.

SCVO's approach

- 3.2. An embedded model of digital inclusion lies at the heart of SCVO's One Digital programme. The ambition is to develop networks of Digital Champions within and across organisations. These frontline members of staff and volunteers then incorporate digital knowledge into their day-to-day work with end-users. SCVO also sought to make a change at the top of organisations. By engaging with Senior Leaders, they could be supported to drive organisational change through digital evolution, and in some cases transformation.
- 3.3. This holistic approach was viewed positively by the sector. Working with senior leaders generated a 'trickle-down' effect in some organisations with management being seen to encourage and support change. In other organisations, training front-line staff or grassroots volunteers as Digital Champions has been valuable as they could be more agile in adopting digital change than senior management. Engaging in a positive training experience has primed participants to take part in further development initiatives and be better able to spot opportunities to implement digital approaches.
- 3.4. SCVO believe this approach offers a more sustainable and scalable model than training digitally excluded individuals directly.

Networking and collaboration

- 3.5. The networks and collaboration created and supported by SCVO's activity have impacted the Scotland's voluntary sector in a number of ways:
- Sharing resources and knowledge helps organisations - particularly smaller ones - to understand good practice and how digital has worked for others.
 - Tools such as Slack have opened up channels for peer-to-peer learning, where Senior Leaders can ask about the experiences of others and get impartial, trusted guidance.
 - A cross-fertilisation of ideas across the sector has given organisations confidence to progress changes they had previously been reluctant to consider.
- 3.6. SCVO's approach has enabled them to engage with new and different organisations who can then be made aware of other parts of SCVO's digital ecosystem, such as the Digital Participation Charter Fund and Cyber Resilience Grants. Linking progress through One Digital with these other strands helps embed digital within organisations.
- 3.7. Programme milestone reports highlight how SCVO has engaged with stakeholders across Scotland to promote the digital agenda. These include, for example, Scottish Government, Skills for Care and National Digital Skills Hub.

Additional resources

- 3.8. There was generally a high level of awareness of at least some of the additional resources produced by SCVO on digital evolution and participation. During interviews, the extent of reference to blogs and other articles was mixed. Those who had read them gave positive feedback; they were seen as useful and tailored for a range of voluntary sector organisations.
- 3.9. SCVO have either attended or organised a number of events. These include digital related events at SCVO's Gathering - Scotland's national networking event for the voluntary sector, attended by thousands of participants - and hosting the Digitally Confident Scotland event which 81 organisations attended. These events helped attendees expand their own networks and learn from the experiences of others.

“ *One of the big things for us about - I think of them as SCVO events, but One Digital events - is that it's giving us an opportunity to meet other people doing the same job as us. We even discovered other digital inclusion projects that we just didn't know about and that's been really useful.*

- 3.10. By proactively sharing the learnings from One Digital, SCVO has become a central hub of knowledge and is seen as a leader in promoting digital to Scotland's voluntary sector. This is seen as a logical evolution of SCVO's existing role to support the sector.

“ *It's just a perfect one for SCVO as a leadership organisation in relation to the third sector. Without it I think the sector would more than lag behind. The sector has woken up, and having planted these digital leaders around Scotland... I keep meeting people who have done the programme or I hear about someone doing something really innovative and good. It often leads back to, or wouldn't have been kickstarted, had SCVO not been there.*

- 3.11. One Digital has also helped to establish a common language around digital in Scotland. With organisations applying frameworks such as the Essential Digital Skills, consistent language ensures clarity and understanding in conversations and networks.

Wider impact

- 3.12. Members of the SCVO digital team and training facilitators reflected on the positive impact of SCVO's approach in Scotland:

“ *Something about Scotland - maybe its size or geography - means we've been able to ramp up knowledge about digital skills and digital inclusion. We've been able to flood the market with knowledge. I think the knowledge of the need for digital inclusion is higher here in Scotland than it is in England.*

“ *It all feels very positive and joined up to me, in the Scottish context. In Scotland we have One Digital as a piece of work that's gone on over a number of years, alongside SCVO's other work delivering digital participation in Scotland. And I think the impact of that has been really tremendous.*

- 3.13. Interview participants reflected that the conversation about digital in Scotland has been reframed as a result of One Digital. Previously there was an expectation that 'digital'

involves big, expensive, radical action. There is now an understanding that digital evolution can take a number of forms, but that small steps make a big difference for both organisations and end-users.

- 3.14. There is also greater understanding of the variety of ways in which end-users, particularly vulnerable groups or individuals, can benefit from digital. As voluntary sector is seen as key to supporting these groups, there is now a realisation that the sector is also best placed to use digital to enhance their role further.
- 3.15. One Digital has created momentum in the sector. There is greater recognition that the voluntary sector in Scotland is 'doing digital', which makes organisations who are not feel like they should. For some, it has generated a sense of urgency around the need to undertake digital change.
- 3.16. This change in outlook has wider benefits. For example, a more open attitude to digital and an increase in expertise in Scotland could lead to greater resource being directed to the sector in Scotland. The seriousness with which the Scottish Government and funders take digital can help to provide an impetus to change:



It's really good to see the context that digital is being held in, but also the commitment the Government is putting in. This makes me, as somebody who wants to do more with digital feel that it is actually possible. Before I didn't feel like there was any support, but I now think there are some great ideas here, really good practice, and to just try it out.

- 3.17. Adopting digital approaches has wider implications for organisations beyond the delivery of services. Thinking about using digital in other processes, and doing this early, helps organisations make better use of resources. For example, making savings in procurement by undertaking some the stages using digital tools.
- 3.18. Better delivery of services in the voluntary sector as a result of digital evolution is also influencing public and private sector delivery models. The success of the Digital Champions model has led SCVO to create a network of Digital Champions in Social Housing to improve delivery of services to tenants and reducing their digital exclusion.

4. SCVO's contribution to the One Digital programme outcomes

- 4.1. In this chapter we compare the SCVO's approach to the other OD partners and explore SCVO's contribution to the seven One Digital UK outcomes which are shown in Figure 9.

Figure 9: One Digital UK Programme Outcomes

One Digital Programme Outcomes:

- 1** One Digital becomes a **recognised and respected partnership** among key target audiences
- 2** The knowledge derived from the One Digital evidence base and resources and the expertise gained by One Digital partners contribute to **improving digital inclusion policy and practice** at a local and national level
- 3** **One Digital's models of Digital Champion approaches** to providing one-to-one support to tackle digital inclusion **have a higher profile** across the public, private and third sectors
- 4** **The robust evidence base on 'what works'** for Digital Champion approaches to digital skills support **is increased**
- 5** One Digital partners **know more about what works for Digital Champion approaches** and run **more effective digital inclusion projects** and programmes as a result of being in the partnership
- 6** One **Digital Digital Champions are effectively skilled and supported by partner organisations** so they can successfully support people to develop essential digital skills
- 7** We can **demonstrate the impact** of the One Digital digital inclusion activities **on our beneficiaries**

SCVO's approach compared to other One Digital UK partners

- 4.2. SCVO has been involved with One Digital UK from its inception, but the approach in Scotland has differed from elsewhere in the UK.
- 4.3. The focus on the embedded model of digital change was initially a test and learn approach, to assess whether it generated a different outcome to other One Digital partners. This model has since become more commonly understood and accepted.

Engagement with senior leaders has enabled SCVO to support them in driving change in their organisations.

- 4.4. This multi-level model echoes SCVO's existing approach to supporting its members and the voluntary sector in Scotland. This experience has been beneficial in enabling SCVO to effectively roll out One Digital at all levels.
- 4.5. Learning across the One Digital UK partners has influenced what is being done in Scotland, and vice versa. Sharing takes place both informally between the partner's Project Managers and through the formal Community of Practice. Examples of shared learnings include other partners coming to understand the importance of building the confidence of staff and volunteers in talking about digital and learning from SCVO's experience in facilitating this. Another partner worked with SCVO to understand an effective way to engage with small community groups.

SCVO's contribution to the overall OD programme

- 4.6. OD UK aimed to be a recognized and respected partnership among key targets and audiences. SCVO's One Digital activity is well known among the voluntary sector in Scotland, particularly among Senior Leaders, and is seen as impartial and trusted. Recognition of the One Digital name is more mixed; there is some awareness in the context of SCVO's activity, but participants were more likely to talk about specific elements of delivery such as Digital Champion training or the SLP, or to talk about SCVO's digital work.
- 4.7. One Digital in the broadest sense of the UK wide partnership is not as widely known; awareness tended to be driven by attendance at events. There was a small amount of confusion between One Digital and the Good Things Foundation who also aim to highlight the benefits of digital technology. This may result from Digital Champion training promoting the Learn My Way platform managed by Good Things Foundation.
- 4.8. In terms of improving digital inclusion and raising the profile of One Digital's models (outcomes 2 and 3), the digital team at SCVO is extremely engaged and deeply committed to improving digital inclusion in Scotland's voluntary sector. They facilitate discussions within the sector and in engage with relevant Stakeholders both in and outside the sector such as Scottish Government, Police Scotland, Scottish Social Services Council and Scottish Federation of Housing Associations. Through this activity, SCVO is shaping the form and implementation of policy around digital inclusion.
- 4.9. This engagement has been key to raising the profile of the Digital Champion approach in Scotland. Most significant, however, is the critical mass of almost 500 Digital Champions trained as part of SCVO's One Digital activity.
- 4.10. Outcomes 4 and 5 focus on increased understanding, developing effective approaches and implementing best practice. SCVO's digital team are constantly seeking feedback from participants to improve the programme. Advance preparation for Digital Champion training ensures it is as effective as possible in increasing the knowledge and confidence of participants. Feedback on the SLP has been used to adapt the course with each cohort and issues have been identified and addressed. This is supplemented by the sharing of learnings across the programme noted above, and the evaluations which seek

to identify examples of successful delivery approaches and ways in which the programme can be improved.

- 4.11. SCVO's contribution to outcome 6 is evidenced by feedback on the Digital Champion training. This was mostly positive, with the training seen as relevant and relatable, and delivered in a friendly, engaging, interactive way. The approachability and flexibility of the Mhor Collective to follow-up requests for information or support was appreciated.
- 4.12. Additional resources provided to Digital Champions, including the Digital Champions Network, have been useful and used extensively by some. Others used them less or experienced difficulties encouraging others to refer to them. SCVO has addressed concerns or gaps in the Digital Champion training by running practitioner events such as "Well-being and the web: supporting vulnerable people online".
- 4.13. The impact of One Digital activities on beneficiaries (outcome 7) is highlighted throughout this evaluation. Participation in SLP improves confidence among leaders and drives digital evolution in their organisations. Many Digital Champions have a greater understanding of the benefits of digital inclusion to their end-users, though for a variety of reasons, some have been less able to put their learning into practice.
- 4.14. Numerous examples of actions to help end-users have been detailed in this report. Data collected during Snapshot week provides an overview of Digital Champion activity, but further quantitative measurement of impact on end-users would require a significantly larger data collection exercise which is likely to be burdensome for Champions.

5. Lessons learned

- 5.1. The One Digital team at SCVO has been pro-active throughout the programme in listening to user feedback and making the necessary changes to the activity. In this chapter we outline suggestions for further improvements to the programme and its individual parts. Some were highlighted by SCVO, others by programme participants.

Overall programme improvements

- 5.2. SCVO adopted a test and learn approach for One Digital. Key learnings include:
- The need to continually tweak the model, while always ensuring it focuses on supporting Digital Champions to help digitally excluded individuals.
 - Significant advance preparation ensures each training session meets the specific needs of participants and reflects how their organisation engages with end-users.
 - Creating the Digital Motivator role in larger organisations to support and co-ordinate the work of Digital Champions.
- 5.3. ‘Working with the willing’ was essential in helping the activity gain traction. Previous participants often become advocates for the programme, especially Senior Leaders.
- 5.4. There is still significant scope to expand; for example, religious organisations have not engaged as much as other parts of the voluntary sector. Reaching organisations who are less interested in digital evolution and transformation will be one of the biggest challenges in the future. One potential model of engagement is the approach taken with carers organisations, as outlined in Appendix 4.
- 5.5. Buy-in to digital across and within the sector remains mixed, even among some ‘willing’ organisations who have participated so far. When refining the programme SCVO needs to continue to recognise and address, where possible, existing barriers. These include:
- The word ‘digital’ can induce fear in participants and a reluctance to engage. SCVO are already extremely thoughtful about when to use ‘digital’ and ‘digital skills’.
 - A concern that increased use of digital – especially social media – requires some thoughtful consideration of risks for vulnerable groups, for example in relation to scams or impact on wellbeing.
 - Staff in larger organisations, particularly those headquartered in England, may face hurdles in influencing, hampering efforts to incorporate digital with an overall organisational strategy. Similarly, some organisations unable to progress due to legacy IT contracts.
- 5.6. Many organisations stall their digital journey due to a lack of internal expertise, but a new staff member can be an impetus for change. This was evident in Senior Leaders who were new to their roles. Closely monitoring the sector and supporting those who are moving, particularly into senior roles, may help to widen the programme’s reach.

- 5.7. Trustees can be a key influence on an organisation's digital progress. The SLP helps management to have the confidence to engage with their boards, but continuing to encourage organisations to consider digital trustees will also be important.
- 5.8. SCVO should consider how to quantify the programme's overall impact. Some data is available from Snapshot Week and there is a record of the number of organisations and individuals trained to date. Beyond this, knowledge about how the training has been implemented and the impact on end-users depends on feedback from the more engaged organisations. There is a delicate balance to strike when asking for more information from organisations who may already have fears that involvement will generate more work. However, better quality data will help SCVO gain a more holistic understanding of how and why the sector is engaging with digital.
- 5.9. Both Third Sector Lab and Mhor Collective are highly regarded by participants, but the use of external training providers raises questions of sustainability. SCVO is mitigating this by involving the One Digital team as co-facilitators. It is important this continues, given the potential for knowledge to be lost if the team or providers change.

Digital Champion Training

- 5.10. SCVO needs to consider how Digital Champion training is promoted, both by SCVO and by Digital Motivators, especially as it begins to approach less willing organisations. Significant thought is currently given to engaging organisations and how best to describe the training. However, the nature of a Digital Champion role remains unclear to some.
- 5.11. One issue is the use of language around digital. Some believe they are going to be receiving IT training; this is particularly true of staff who are invited but not given any background information or justification for their attendance. This can be because managers themselves misunderstand the aim of the training.
- 5.12. Recognising barriers to participation is also important. Being asked to take on additional work is discouraging for busy staff. If the training is not seen to be relevant, staff do not see the value in taking time out of a busy week to attend. This reflects uncertainty around what a 'Digital Champion' is expected to do, which leads to organisations putting their own interpretation on the role, or being unable to explain it.



We went out to recruit Digital Champions but it was hard for me to sell the digital champion idea to people - I didn't have a complete handle on what I'd be asking them to do, because we still weren't entirely sure.

- 5.13. On a few occasions there has been a mismatch between expectations of the training and what is delivered, leading to frustration and some challenging sessions. One organisation felt the course was not relevant for their staff, despite advance discussions about their expectations and needs. They highlighted their disappointment as the 'free' training involved significant travel and accommodation costs for staff from multiple sites.
- 5.14. SCVO could have an important role in keeping Champions up-to-date with developments in a rapidly evolving area. Developments in digital create a lot of uncertainty, particularly around the risks associated with new opportunities. Participants suggested building these updates into the training, or into an ongoing programme.

- 5.15. These issues could be addressed with regular, consistent communications to Champions and Motivators, but this will only be possible if SCVO collects their contact details.

Senior Leaders Programme

- 5.16. Senior leaders were generally very satisfied with the programme. However, a small number of specific improvements are detailed below.
- 5.17. One participant - from an early cohort – found elements of the application process unclear. This has changed since, but it highlights the importance of clarity when promoting the programme and the difficulties around the term ‘digital’.



The mystery around digital and what that means, what does it mean for you, ‘bring a digital problem’, I think folk genuinely didn’t really know what they were signing up for.

- 5.18. Some cohorts have seen mixed levels of commitment from participants. The recent introduction of a fee is likely to ensure greater commitment in the future. Some participants also suggesting introducing a learning contract.
- 5.19. As senior decision makers, participants need to feel their time is being used effectively. Some aspects of the organisation and logistics of sessions could have been improved:
- A few commented that the online application form was not especially user friendly.
 - Some were frustrated by the time wasted at the start of sessions while equipment and presentations were set up and loaded.
 - The changing of venues was seen to have positives and negatives. It saved money but made it more challenging for those who travelled to attend.
 - A small number felt one specific external speaker on cyber security was not particularly helpful.

Digital Check-ups

- 5.20. Several changes to the Digital Check-ups are already being considered, including:
- Allowing multiple people in the same organisation to complete the Check-up and compare results, enabling conversations around differing viewpoints and priorities.
 - Reminding organisations to complete the Check-up after one year to assess and validate progress and highlight other areas for action.
 - Increasing awareness of the Digital Check-up. Smaller organisations are under-represented, possibly due to their differing needs and limited capacity; however, they tend to be the lower scoring organisations. SCVO intend to increase promotion of the Check-up via channels which are more relevant to those organisations.
 - Producing a list of suppliers who have been used and recommended by other voluntary sector organisations for use by those needing similar services. This could possibly be expanded in the future to offering more structured or practical support to help organisations with their transformations.

6. Final thoughts

- 6.1 The One Digital programme has had a significant impact on operational and strategic fronts. It has encouraged and supported Scotland's voluntary sector to consider and use digital more effectively. The holistic approach - supplementing the Digital Champion model with a Senior Leader Programme and Digital Check-ups - allowed organisations to access the programme, and SCVO's wider digital ecosystem, at multiple levels.
- 6.2 Each individual element of the programme has worked well. Specifically:
- The Senior Leaders Programme is the most successful element of SCVO's One Digital activity. All participants were enthusiastic about their involvement and have more confidence to lead digital change. They have had time to consider, and can now articulate, how their organisations use digital to deliver services to end-users, which tools to use and how to support their staff and volunteers to implement change.
 - Digital-Check-ups have provided organisations with valuable impartial advice. This has helped them get organisational buy-in and begin their digital journeys. Follow-up support has been helpful. SCVO's plans to increase awareness of the tool and engage those who need more support should increase its impact further.
 - Digital Champion training has generally worked well, and many Champions have a better understanding of how digital can help their end-users. However, several faced challenges which have limited organisational buy-in and impact. A fear of digital and uncertainty over the Digital Champion role is a barrier to engagement. With many Champions in front-line positions, accommodating the training or perceived additional responsibilities alongside day-to-day work is often a challenge. SCVO has been working to address these difficulties, and it will become increasingly important to do so as the programme moves beyond 'working with the willing'.
- 6.3 Participants consistently praised the delivery of the training, particularly the time taken by facilitators to understand the needs of organisations and their end-users. The digital team at SCVO has clearly been proactive in learning from feedback and making improvements throughout the programme.
- 6.4 There is a clear feeling that the programme has helped generate a momentum which is encouraging the sector to become more digitally capable and confident. The networks created by the programme – particularly among Senior Leaders – have resulted in peer-to-peer learning and sharing of trusted advice and examples which is hugely appreciated by group members. These networks are likely to be one of the biggest factors contributing to long-term success.
- 6.5 More widely, the impact of strategic influencing activities is also evident. By producing resources such as blogs and articles, hosting and attending events and engaging with a range of stakeholders across the country, SCVO is now a hub of knowledge and is seen as a leader in promoting digital to Scotland's voluntary sector. As a result of sharing learnings, highlighting effective approaches and influencing policy on digital inclusion, SCVO's activity has made a notable contribution to the wider UK programme.

Appendix 1: Case Studies

Supporting service users with a fresh perspective on digital

A One Digital case study: Clackmannanshire Third Sector Interface



“

I was confident in my own day-to-day use of digital, but I would never have thought of just sitting down with somebody and trying to support them. I thought you had to be some sort of technical wizard for that. But the Digital Champion Training highlighted that it's not about the technology, it's more the day-to-day, and it has really helped us assist others to think more digitally and get online.

The introduction of Universal Credit highlighted a need for Clackmannanshire Third Sector Interface to support their network to help their end-users with Essential Digital Skills. Louise Orr, Team Leader, explains more...

When we first started thinking about digital, it was to assist people to be able to claim their benefits, with the shift to digital that came with the introduction of Universal Credit locally. Our local authority used to include digital inclusion as part of their adult learning but that was cut. We knew there was going to be a big gap in digital skills provision and that people were going to need support.

Digital Champion Training provided practical advice in an accessible forum...

It was fantastic. We talked about using Slack as a way for the network to communicate with each other; Irene spent time showing us how it worked, which was really useful. The other thing we got most out of was the online evaluation tools such as Mentimeter.

Staff are now more comfortable assisting, and sometimes challenging, end-users to become more digitally capable...

If a volunteer came in and said to me "I don't have an email address", I would just work around that; I wouldn't have thought of challenging them on it. I'm now more confident talking to other people about digital, whereas before I probably wouldn't have considered it.

“

A lot of things are moving to digital. Most jobs now have some element of digital and a lot of people in this area volunteer as a route to getting into work. Us supporting them with digital is going to be a part of helping with that process.

Digital has also become embedded into the culture of the organisation with support from senior colleagues...

Our Chief Executive understands the importance of digital. We'd never really had anyone working on our online communications, but we've got somebody in for that and she's really proactive and great at what she does which is putting digital in the forefronts of people's minds. It's just that shift in getting everybody to think about digital as their responsibility.

Support from SCVO after the training has also been valuable...

SCVO have been really supportive. They are facilitating a workshop at our upcoming Forth Valley Third Sector Conference. The Community of Practice events have been really useful. It's good to be in a room full of people to share good practice, discuss common issues... such as limited funding opportunities, or practicalities of embedding digital in the every day.

Overcoming staff fears about digital

A One Digital case study: Simon Community Scotland



“Instead of staff saying: “You want to look for mental health services in your area, we’ll do it for you”, they would now say: “let me show you how to do it together, so that if you need to or want to look for something else, you now have the skills to do it.”

Simon Community Scotland provides support to people affected by homelessness. Maggie Murphy, Digital Strategy Lead, describes some of the barriers they faced to using digital...

A lot of our staff are very nervous around technology, even the staff who have a relatively good level of digital skills. They could be quite sceptical about technology; we work with vulnerable adults and I think some staff feel they don't want to put them in a digital world where they would be even more vulnerable.

Digital Champion Training has helped increase confidence and change attitudes...

The training was excellent, and very engaging. I liked the fact that the training was all about your confidence, about understanding that you don't have to be a digital expert to be a Digital Champion and share your skills with others. Our staff's fears were unpicked as part of the training and it was a great space for the staff to share some of those fears with each other.

“

Staff are a lot more aware of the role that technology can play in their clients' lives. If you're helping someone to apply for Universal Credit, that has to be online. Staff now see that helping with that means they are teaching someone transferrable skills, such as filling in a digital form, or how to access different services.

There is now greater awareness of digital tools...

A lot of service users in Edinburgh don't speak English as their first language. The training showed us different tools you could use like Duolingo, Google Translate, and other practical tools.

Our Edinburgh street team started using Google Maps to help them map where all the rough sleeping stops are in Edinburgh. Had it not been for the support from the top-down, people wouldn't even think about using these tools.

One Digital has influenced Simon Community Scotland's programme and how frontline staff are trained.

SCVO helped us develop an assessment tool which we can use to assess the skills and the confidence that our service-users, and staff, have around digital. Our programme is based on the Digital Champions model, so that's another area where SCVO have done a lot of work with us. They helped us to develop the training programme, and to train 125 Digital Champions for the Get Digital Programme.

Follow Get Digital Scotland on [Twitter](#), or look up their [Website](#) for more info

Service improvements from digital discoveries

A One Digital case study: Leuchie House



It was a concrete piece of work, and the result that came out at the end gave us something to respond to.

Leuchie House is a national respite centre for people with neurological conditions. Prompted by issues they were experiencing with digital, they completed the Digital Check-up. Mark Bevan, Chief Executive Officer at Leuchie House explains more...

We're based in a rural location so we were having issues with our broadband and our IT infrastructure. We had lots of digital and IT experience, but not necessarily qualified expertise. We had a general sense that we were behind the curve digitally - it didn't feel like we were doing all that we could.

The Check-up provided an impetus for change...

It gave us a really solid starting point. Having gone through the questions, we learned the things we should ask ourselves that we didn't necessarily know before.

It was very helpful to be able to talk to the board about our relative maturity compared to other organisations of a similar nature, so they could see where we ranked.

“ *The Check-up was a catalyst and it gave us some tangible things to start looking at, for example our broadband.*

As a result, practical steps have been taken to improve service delivery...

We got a new broadband provider and now have 4.5 kilometres of wire around our building to bring WiFi into every room, along with refreshing most of our hardware. We produce care plans which describe each service-user and their requirements and wishes. That was all paper-based, but because we have the high-speed broadband and WiFi we were able to move to a smartphone-based system. All of our care staff now carry all that information around in their pocket rather than it being in a file, miles away from where they are.

New staff are also contributing to digital change...

We just recruited two people to help us with our digital journey on a part-time basis. One role is Communications and Digital Communications; the other is IT and Technologies.

SCVO provided support both during and after the Check-up...

When I was scouting around, somebody told me about the Digital Check-up so I got in touch with SCVO and John was incredibly helpful. He was in touch a few times, asking if we had everything we needed, pointing us in the direction of organisations that might be able to help us.

Organisational resilience, through digital leadership

A One Digital case study: The Bumblebee Conservation Trust



White tailed bumblebee on cornflower (Katy Malone)

“*One of the main takeaways from my involvement with One Digital was feeling more confident leading digital within my organisation. I knew that the things I'd be suggesting had been tried and tested elsewhere.*”

The Bumblebee Conservation Trust works to conserve the bumblebee species and raise awareness of their plight. Dawn Ewing, Head of Strategy and Development, explains how she became involved in One Digital when considering a digital strategy...

Looking at digital was very timely in helping us build in new structures to help us deliver the new organisational strategy. I came across the SCVO website and the Digital Check-up, and I thought that seemed like a sensible place to start. That gave us a few pointers as to what areas to think about; it wasn't as detailed as the Senior Leaders Programme, but it gave me a bit of confidence and a bit more insight at the time.

A Digital Check-up opened the door to the Senior Leaders Programme...

While I was searching, I also came across the Senior Leaders Programme which sounded quite exciting. I did the Check-up and had a follow-up call with SCVO to discuss some of the key things and they agreed applying for the Senior Leaders Programme was a good idea. They also pointed me to other people who had been part of the Senior Leaders Programme and could discuss with me the challenges we were facing.

I really enjoyed the structure and liked it being once a month because that was a driver; you didn't want to be the person who turned up who hadn't done anything since the month before. When you're in a busy senior position, it can be easy for other things take priority. Having it in the calendar every month was enough to say to me: "You need to keep on it!"

Learning from others was hugely beneficial...

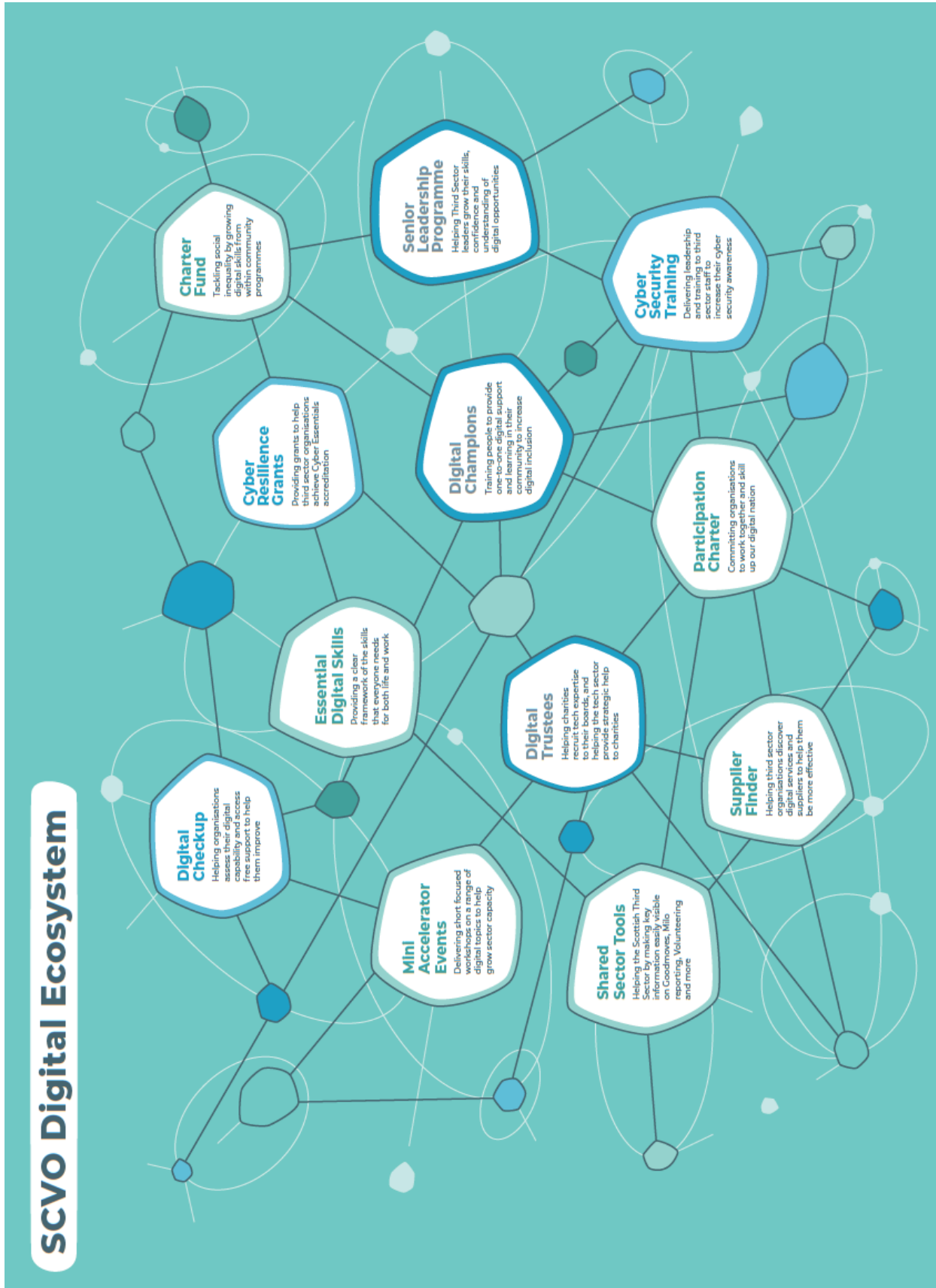
Maddie and Ross were great - really friendly and helpful and approachable. I did really enjoy it and the rest of the group were all very open with the process. Some of the other topics such as specific pieces of software or tips we could do for culture change in leadership were very useful.

Being on the programme and part of the network of Senior Leaders has had concrete results...

While I was on the programme, we were recruiting for a new operations officer and I managed to build digital into the job description. We now have a staff member who has a remit to act as a Champion and to support other people.

We have also outsourced our IT support and one of the other Senior Leaders from my group came to interview with us. She's an IT director so had a lot of experience in what to look out for which gave me confidence that the IT suppliers weren't going to offer us something that wasn't realistic.

Appendix 2: An overview of SCVO’s digital ecosystem



Appendix 3: Methodology

Our primary research consisted of qualitative conversations with 48 individuals; Table 1 outlines the sample drawn from each element of One Digital. These conversations took place by telephone or video conference call. In addition, TLB arranged a focus group of Digital Champions from Sacro and delivered an interactive evaluation session with alumni of the Senior Leader Programme at an event hosted by SCVO.

Table 1: Overview of primary research

Element of One Digital	Number of evaluation participants
Digital Champions	16 (10 individual conversations and 6 in the Sacro focus group)
Senior Leaders	10 (4 individual conversations and 6 at the SLP retrospective)
Digital Check-up	8
Strategic Influencers	9
SCVO Staff	5
TOTAL	48

We reviewed the secondary data before starting the primary research to develop a detailed evaluation plan and identify any gaps in the existing evidence. The secondary data was also included in the final analysis of the programme.

This is the first evaluation report examining SCVO's One Digital programme. In addition to this evaluation, a separate evaluation of SCVO's approach is being conducted by a PhD student, and a high-level programme evaluation of One Digital UK is also being carried out to draw learnings from all the delivery partners against the programme outcomes. These other reports will follow later in 2020.

The PhD student is gathering evidence through a survey, notes and observations from meetings and site visits. Their evaluation is looking particularly at the impact of the programme on more vulnerable communities, such as those who are homeless or who have a disability, and whilst this is providing rich information about how best to communicate with those who have such specific needs, it is not necessarily providing an evaluation of the SCVO project as a whole.

Appendix 4: Engaging with the voluntary sector

SCVO used learnings from the One Digital programme to help carer organisations who had applied for the Carers Act Transformation fund. As SCVO was also administering the fund, they were able to identify that a lack of digital awareness could have been a contributing factor to the lower than expected uptake of the fund.

Twelve carer organisations took part in a two-day residential Digital Accelerator course. Ahead of the accelerator the organisations were asked to complete SCVO's Digital Check-up, to give an indication of the level of digital confidence in their organisation. By focussing on challenges which were relevant and important to carers, the training helped these organisation to develop digital change action plans for their organisations.

Feedback from the participants included:

"I always considered our organisation to be fairly digitally competent, but the course has opened my eyes to the fact that my view of digital was quite narrow. I am keen to do a digital audit of the organisation to see where we're really at, and then work with staff to identify where tech could improve service delivery and user experience."

"The group came together well, and I'm delighted that we have now created a network, on Slack, to continue working together and helping each other develop digitisation in our organisations."

"I've really enjoyed taking part in the course, and it has been a valuable experience on our digital journey. If we'd had this day before we applied for CATs funding, our application would have looked very different."