

# ewmpas



## Strategy to Action

# How digital makes a difference to everyday lives

Sharing some of my experiences – Rhannu rhai o fy mhrofiadau

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Digital Programme Lead at Cwmpas

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# newID

DIGIDOL AR GYFER Y TRYDYDD SECTOR  
DIGITAL FOR THE THIRD SECTOR

Darparir gan/Delivered by:



**ewmpas**



Ariennir gan/Funded by:



Cefnogir gan/Supported by:



DIGITAL TRANSFORMATION  
IS **YEARS** AWAY. I DON'T  
SEE OUR COMPANY  
HAVING TO CHANGE  
ANY TIME SOON.



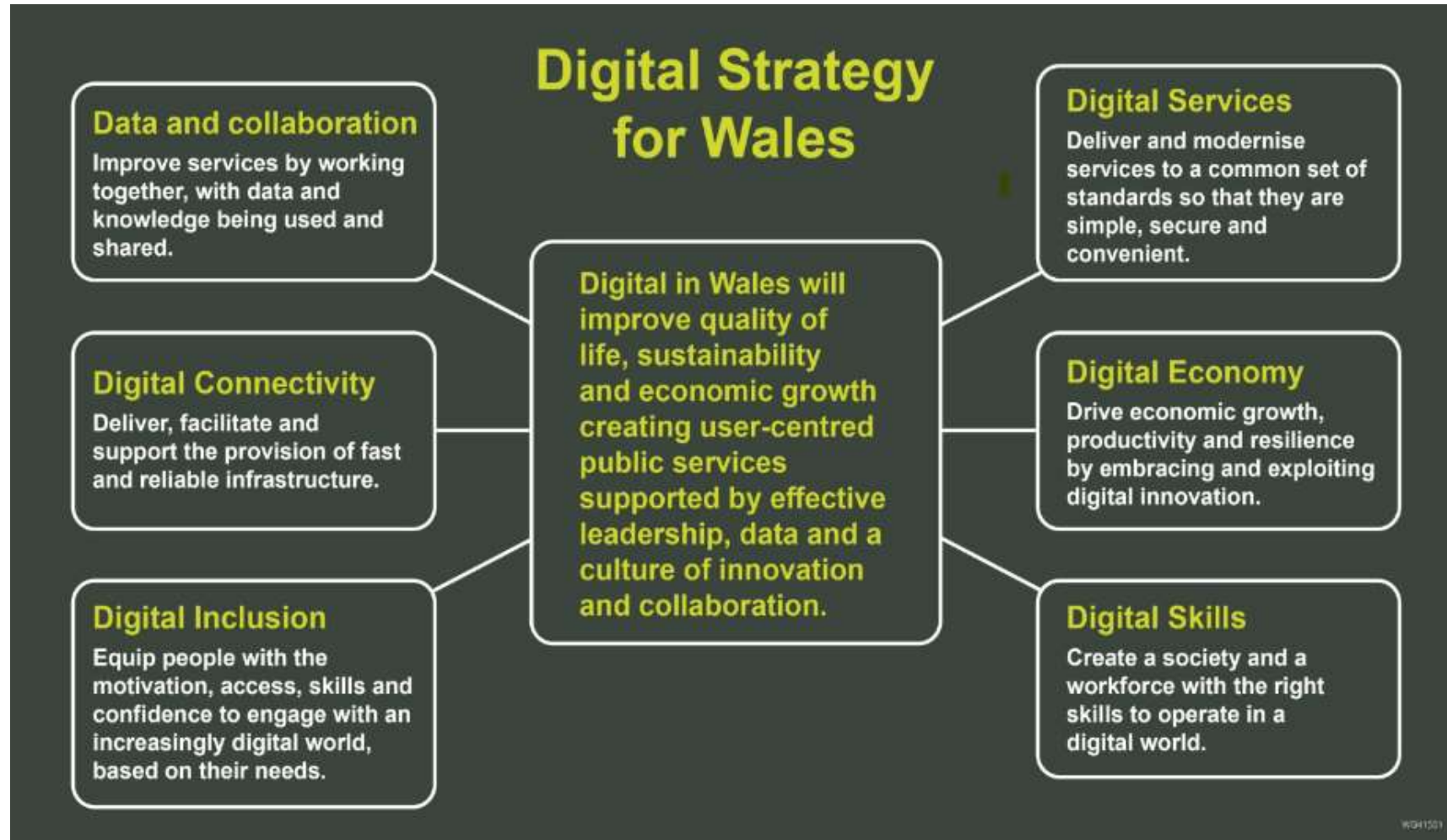
COVID-19



Why do we  
even need to  
consider this?



# Digital Context for Wales



# Civil Service Digital leads across Wales



**Harriet Green** (She/Her) · 1st  
Chief Executive Officer  
United Kingdom · [Contact info](#)



**Myra Hunt** · 1st  
Chief Executive Officer  
Abergavenny, Wales, United Kingdom ·



**Mike Emery** (He/Him) · 1st  
Chief Digital and Innovation Officer (Health and Social Care) NHS  
Wales/ Welsh Government - experienced CDIO in public services and  
Senior leader

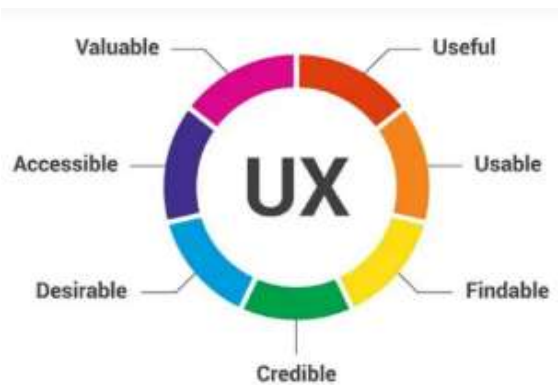


**Glyn Jones** · 2nd  
Prif Swyddog Digidol a Cyfarwyddwr Dadansoddi / Chief Digital  
Officer and Director of Analysis at Llywodraeth Cymru / Welsh  
Government



**Lindsey Phillips** · 2nd  
Head of Agile Delivery at WLGA

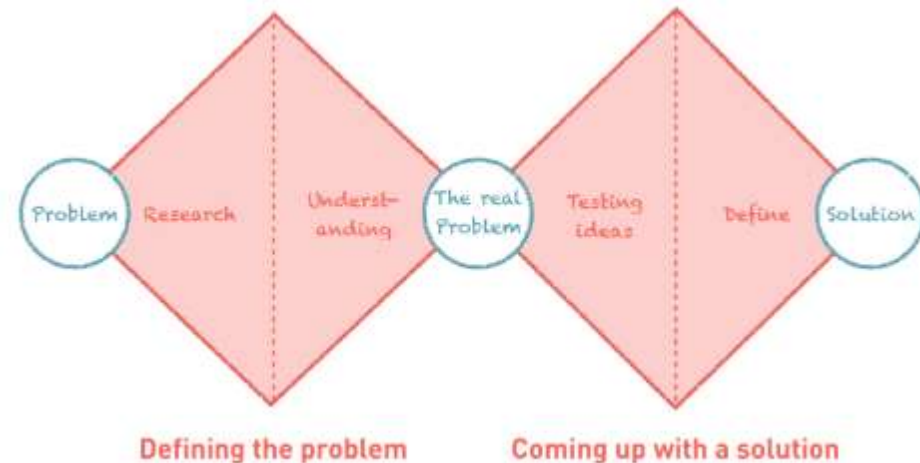
# CDPS Objectives, fast-track service design and data skills in the public sector.



## Five Stages Toward Data Driven Culture



## THE AGILE MANIFESTO



<https://digitalpublicservices.gov.wales/knowledge-sharing/webinars/>



**Canolfan  
Gwasanaethau  
Cyhoeddus Digidol**

**Centre for Digital  
Public Services**

## Digital Service Standards for Wales

The real difference in the digital transformation of public services in Wales has to be an uncompromising focus on the needs of service users. The commitment to user centred design and the adoption of a set of digital service standards are essential.

Digital service standards that are common across all public service organisations in Wales will embed user centred service design and deliver better services and outcomes for users. The Centre for Digital Public Services ensures that these standards are designed, adopted, promoted and sustained. The standards are used to help organisations consider all the elements that lead to better services for the people of Wales.

Wales is unique in its adoption of the [Wellbeing of Future Generations Act 2015](#), which requires public bodies in Wales to:

- think about the long-term impact of their decisions
- work better with people, communities and each other
- address persistent problems such as poverty, health inequalities and climate change

This forward-thinking approach is reflected in the Digital Service Standards for Wales. CDPS will continue to test and revise the service standards to meet user needs.

### Meeting user needs

1. **Focus on current and future wellbeing of people in Wales**
2. **Promote the Welsh language**
3. **Understand users and their needs**
4. **Provide a joined up experience**
5. **Make sure everyone can use the service**

### Creating good digital teams

6. **Have an empowered service owner**
7. **Have a multidisciplinary team**
8. **Iterate and improve frequently**
9. **Work in the open**

### Using the right technology

10. **Use scalable technology**
11. **Consider ethics, privacy and security throughout**
12. **Use data to make decisions**



**“This is really about  
service transformation  
enabled by digital - not  
digital transformation.”**

Sarah Prag, Quotidian Consulting



# Focus on the service first.

Ask your self and your teams these 5 questions:-

**Why are we doing this work?**

or What is our motivation for building this product or service?

**Who are our users?**

or Who do we think would need to use this product or service?

**What outcome will users get from this service?**

or What problem will it solve for people?

**What outcome are we looking for?**

or What problem will it solve for our organisation?

**What are our key metrics?**

or What do we need to measure against these outcomes?

<https://hollidazed.co.uk/2015/07/28/frame-the-problem/>



# Wales compared with the rest of the UK

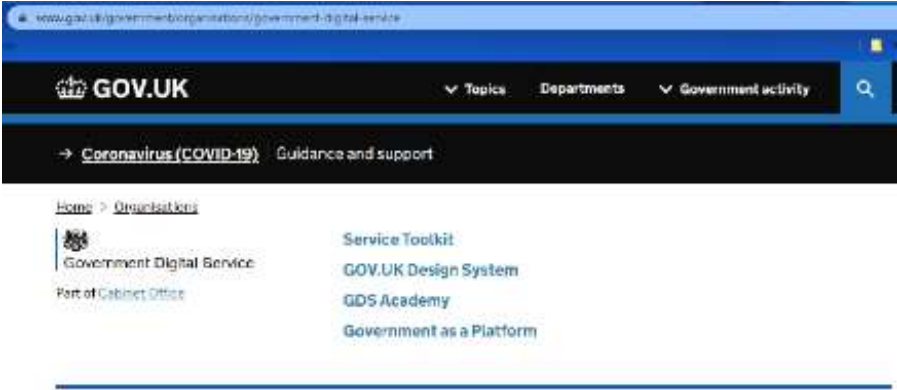
Possible link with our 'digital culture'?



**Sign Up & Skill Up for a Digitally Smarter Scotland**

We are on a mission: to give everyone in Scotland the essential digital skills they need to do their jobs, live their lives, and confidently use different digital services. To do this, we need your help..

**2013**



www.gov.uk/government/organisations/government-digital-service

**GOV.UK** Topics Departments Government activity

→ **Coronavirus (COVID-19)** Guidance and support

Home > Organisations

Government Digital Service  
Part of Cabinet Office

Service Toolkit  
GOV.UK Design System  
GDS Academy  
Government as a Platform

**2011**





</CHARITY  
DIGITAL  
CODE >



Main sources of learning or inspiration

[Third Sector lab \(Scotland\)](#)

[Zoe Amar \(Charity Digital London\)](#)

[Digital Transformation hub \(Australia\)](#)

[ACEVO](#)



It is worth following these guys on Twitter

\*\*\*Key point\*\*\*

My approach has been to adapt approaches to suit our experiences in Wales

[Browse all Guides \(sharedigitalguides.org.uk\)](https://sharedigitalguides.org.uk)



Home > Guides

## Browse all Guides

49 results (displaying most recent first)

Superhighways

### [Signing people up to a group using Airtable](#)

How to create a simple database and web form to collect and safely store people's details. No coding required. Uses free version of Airtable. Useful in many contexts.

Gracevine

### [Building trust with young people using online gaming](#)

Gaming with young people as a youth worker? Get tips and tricks on how to build trust safely playing games with young people one on one. Also has some tips on running group sessions.

Citizens UK and Living Wage Foundation

### [Tracking a monitoring and evaluation system using Airtable](#)

Sharing data across multiple teams and making it usable. Uses Airtable's key features. Useful for people who already understand monitoring and evaluation.

Reach Volunteering

### [Running an organisation wiki using Notion](#)

Sharing resources, process and learning internally. For small teams and large organisations. Helps your staff find information without hunting across drives and

# Before you start - think about....

- Impact on business continuity
- Know your priorities
- Look for IT champions both inside the organisation and externally.
- Include all even those who are not tech savvy
- You will need someone 'keen' to lead the charge with capacity
- Set up systems with sustainability in mind (future-proof)
- Explore getting your IT company/department to come on board to support you from the start.

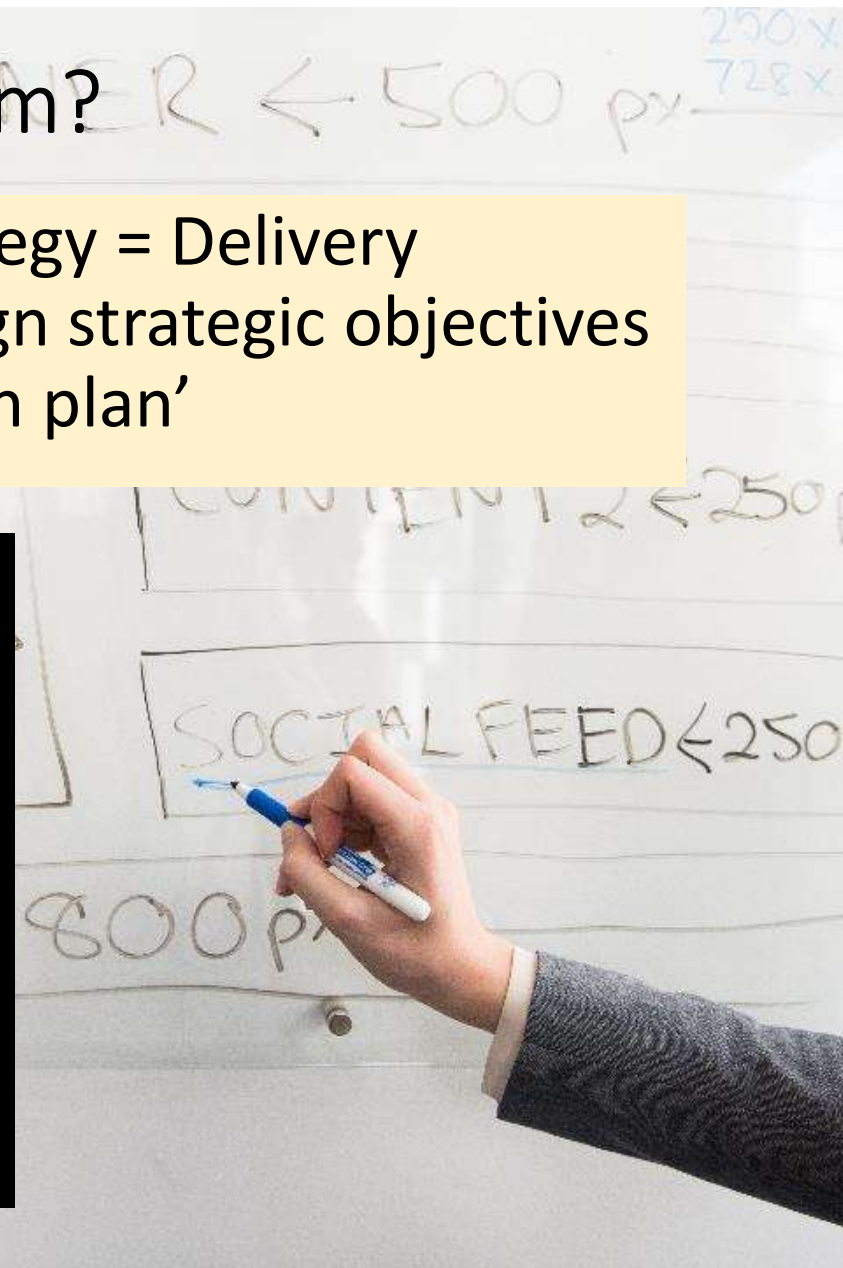


# What is a strategy in its simplest form?

The strategy is **delivery**: Strategy = Delivery  
Avoid an operational 'disconnect' align strategic objectives  
Create a simple 'action plan'

***"Your digital strategy is your organisation's guide to where digital fits in with your bigger journey. They can't be separate because digital issues will affect every part of your organisation, and every person in it".***

***Ross McCulloch, Third Sector lab***

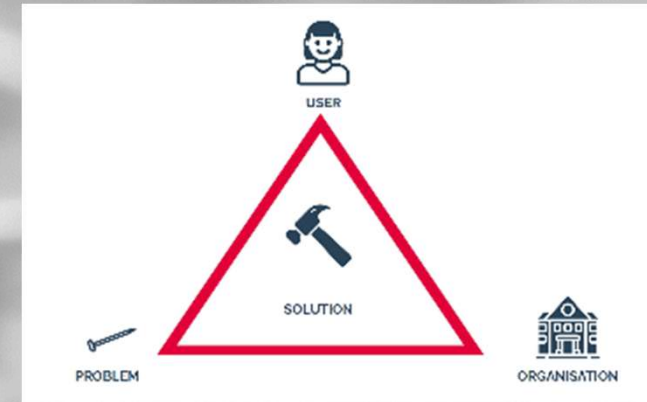
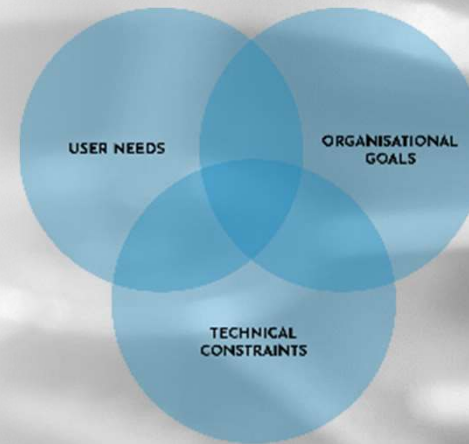


We have 2 choices for this journey, 'pragmatic' or 'complicated', one has a higher change of success



# A digitally enabled business

## Three key areas



### 1 - Organisational design (Leadership)

Develop the culture, processes, and operational framework to deliver your objectives efficiently

### 2 - Services

Establish a better understanding of our customers and design services around their needs

### 3 - Capability

Grow or bring in the skills needed to deliver your ambition





# Culture eats strategy for breakfast

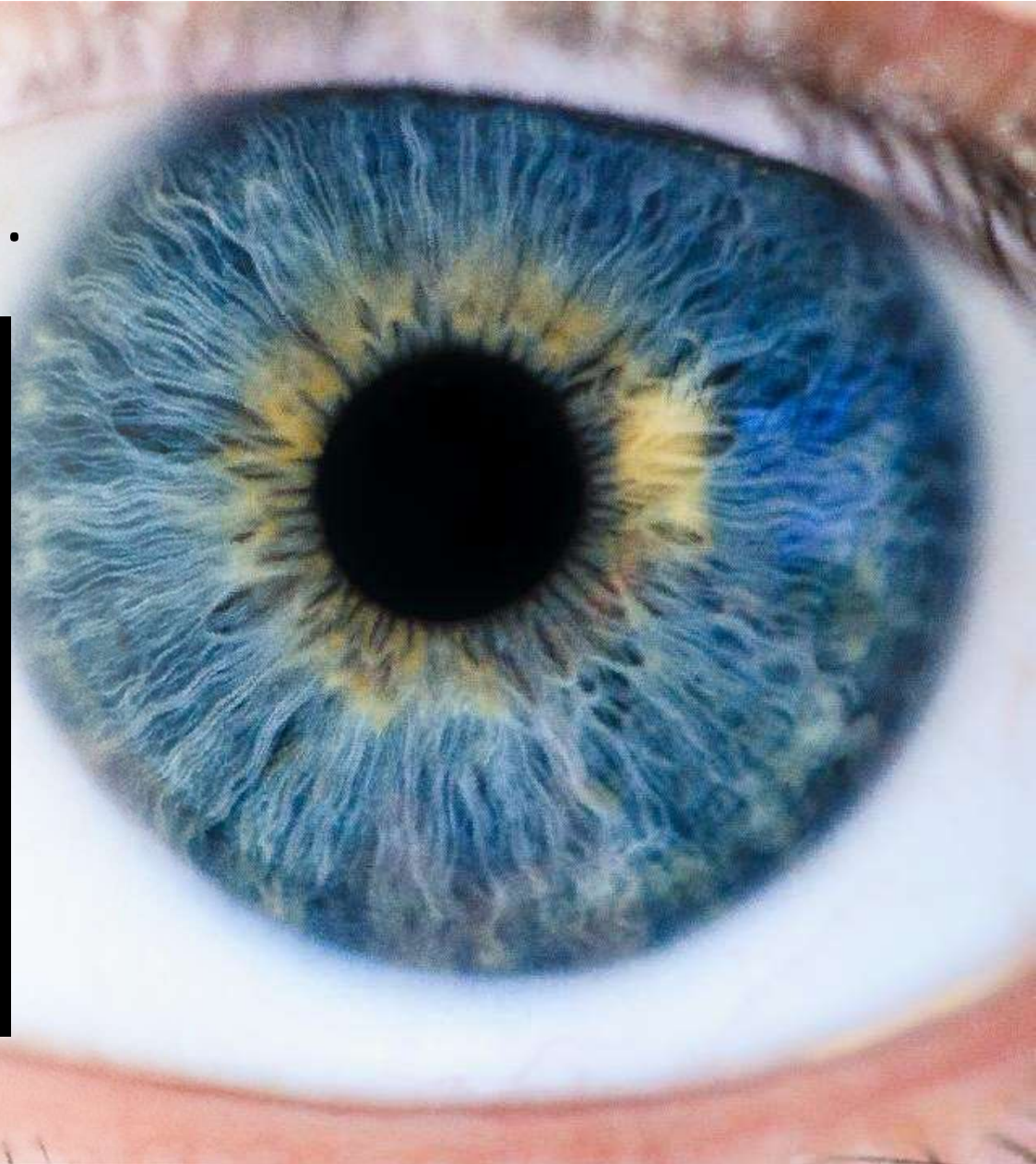
-Peter Drucker

Think about your  
organisations digital vision.....

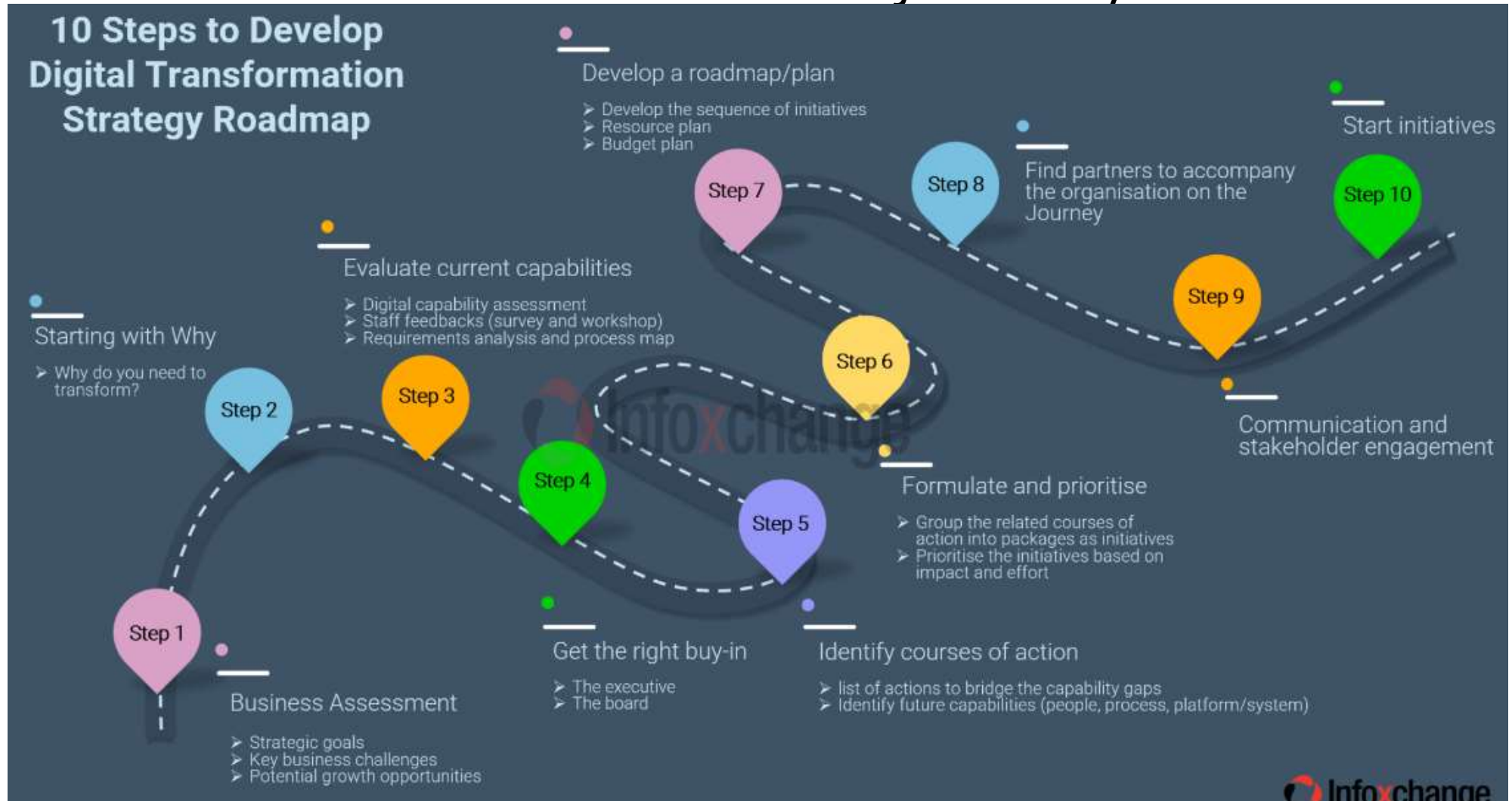
Challenge yourself, your team, your board to  
complete this statement:


**“By Dec 2024 we will be doing X, Y  
and Z so that we can achieve....”**

Now,  
How will digital feature in, or support your  
vision?



# Communicate the journey





We consume technology and digital in all manner of different ways.

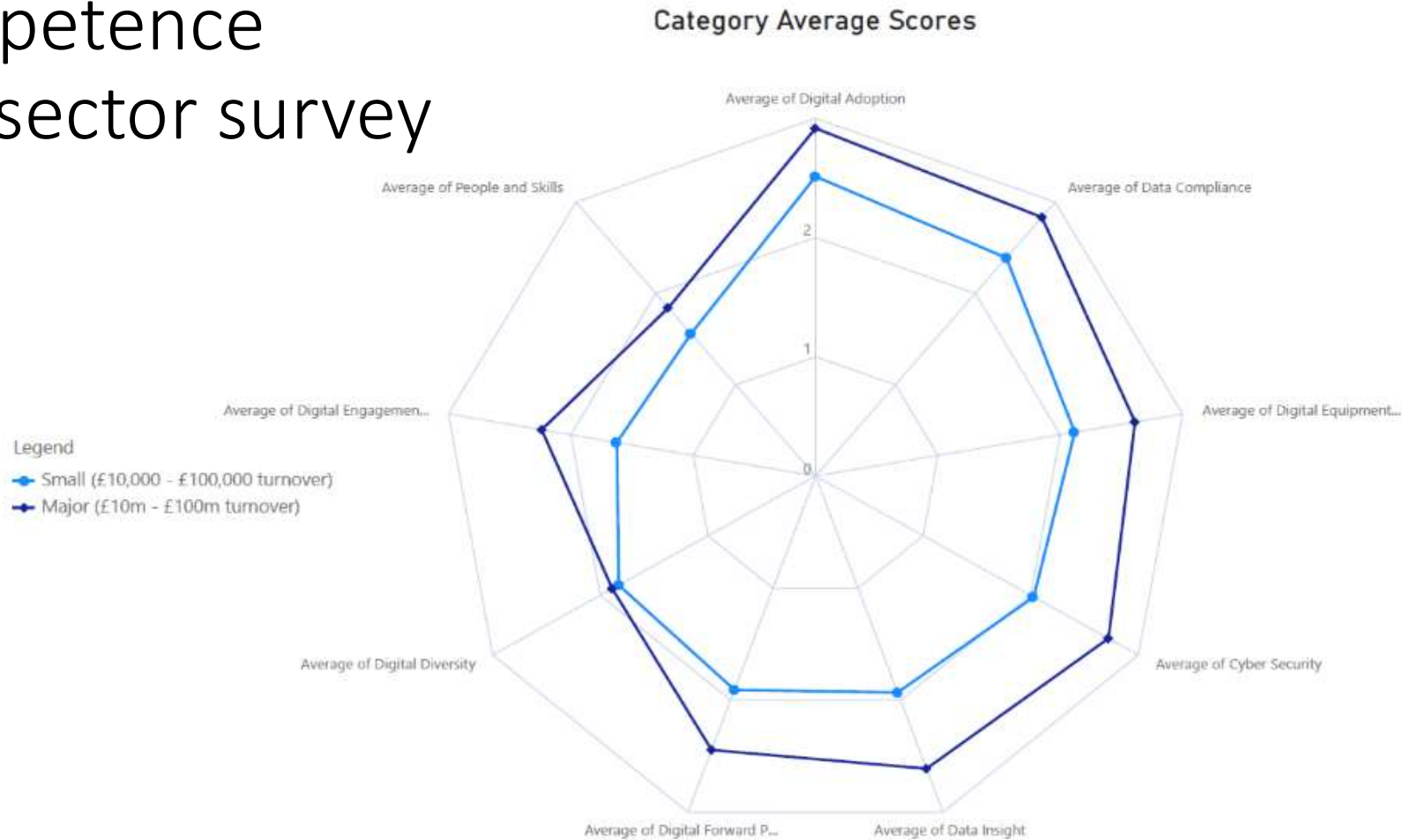
How do you define the term 'Digital' in the context of our organisation?

# Define what Digital means to your organisation

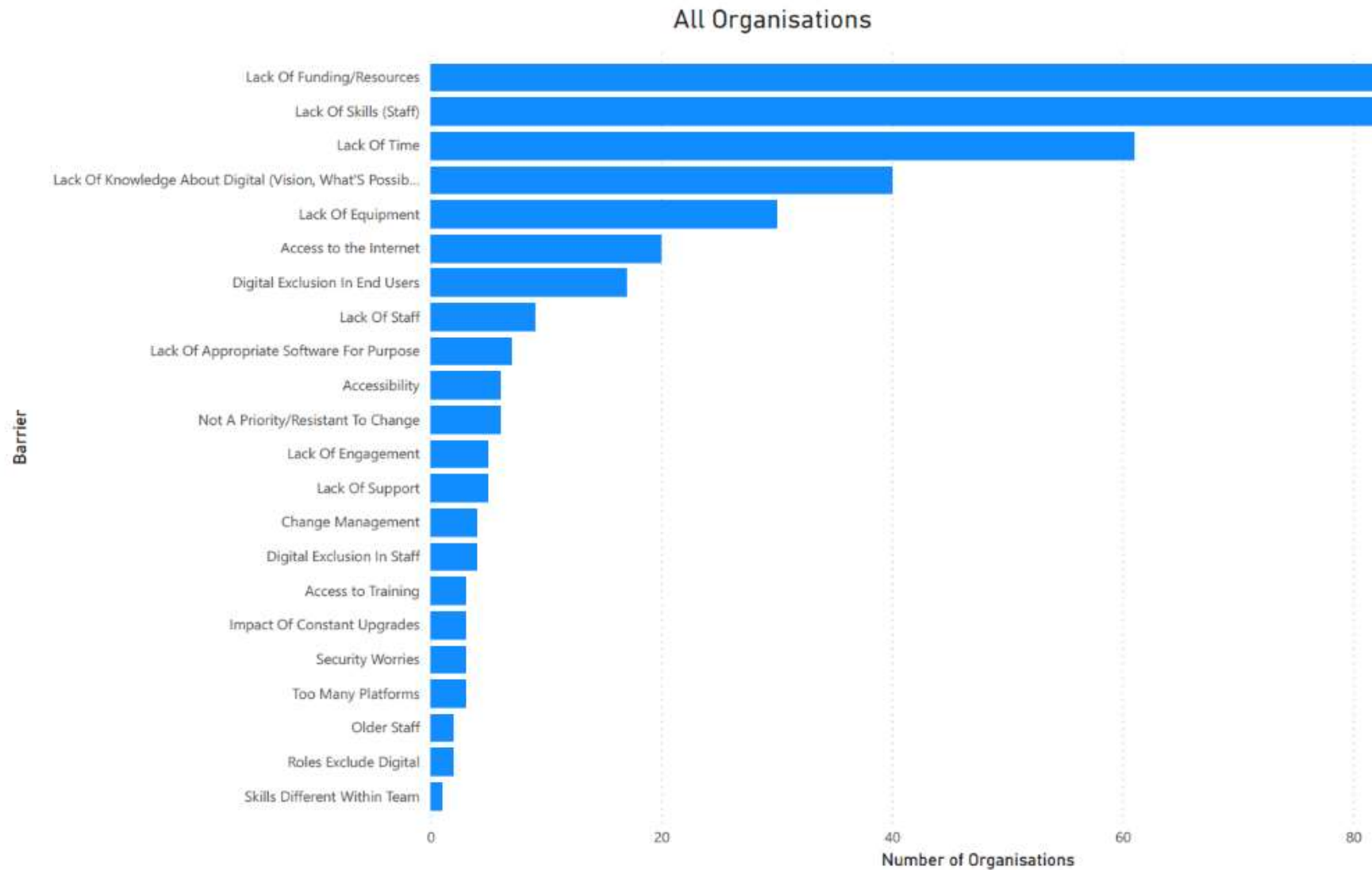
“Applying the culture and technologies of the internet era to make our organisations more resilient and responsive to the changing expectations, needs and behaviours of the people we support.”

Tom Loosemoore and slightly adapted by Catalyst

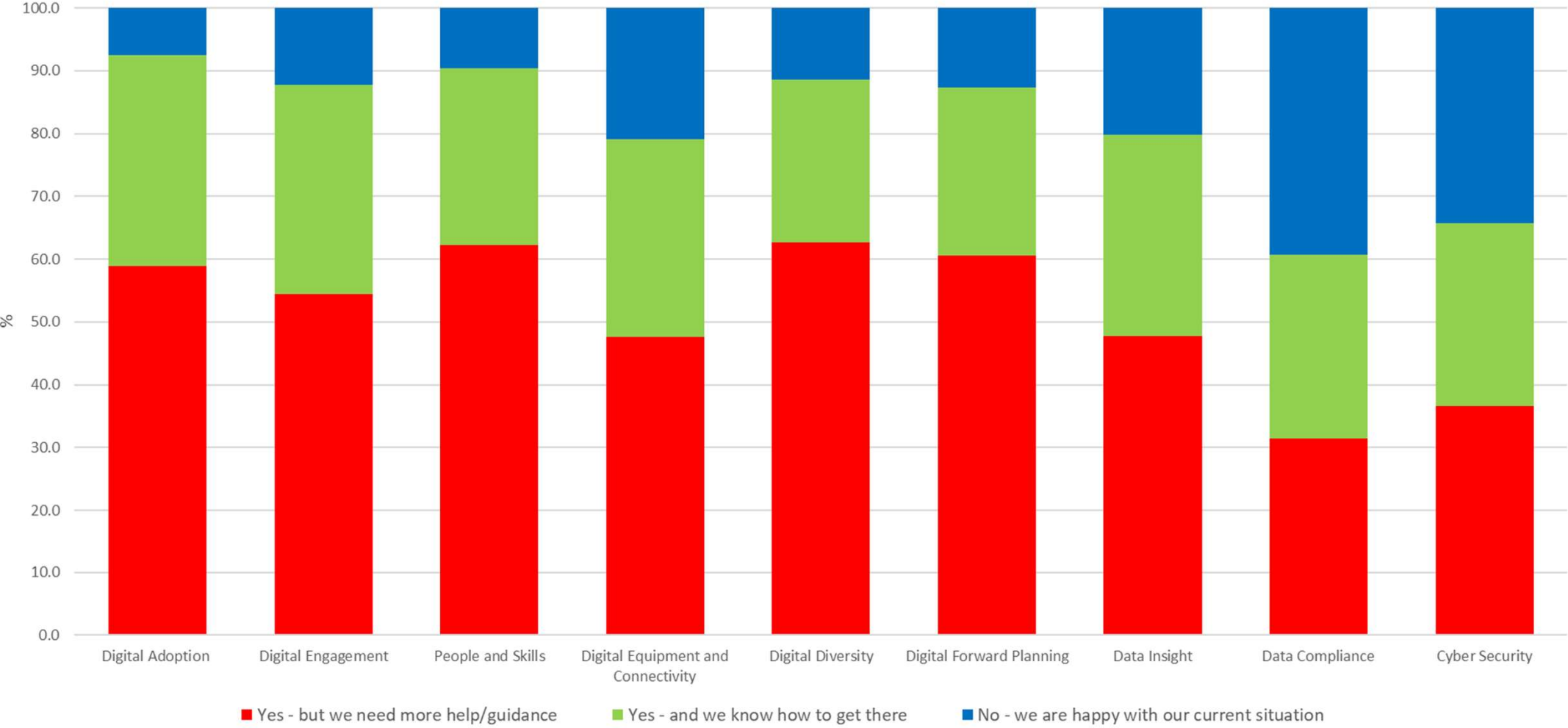
# Consider the Barriers Digital Competence 2021 Third sector survey



# Consider other barriers



Organisations Wanting to Progress





# The digital culture in Wales finding a suitable fit.

Survey findings – NEWID

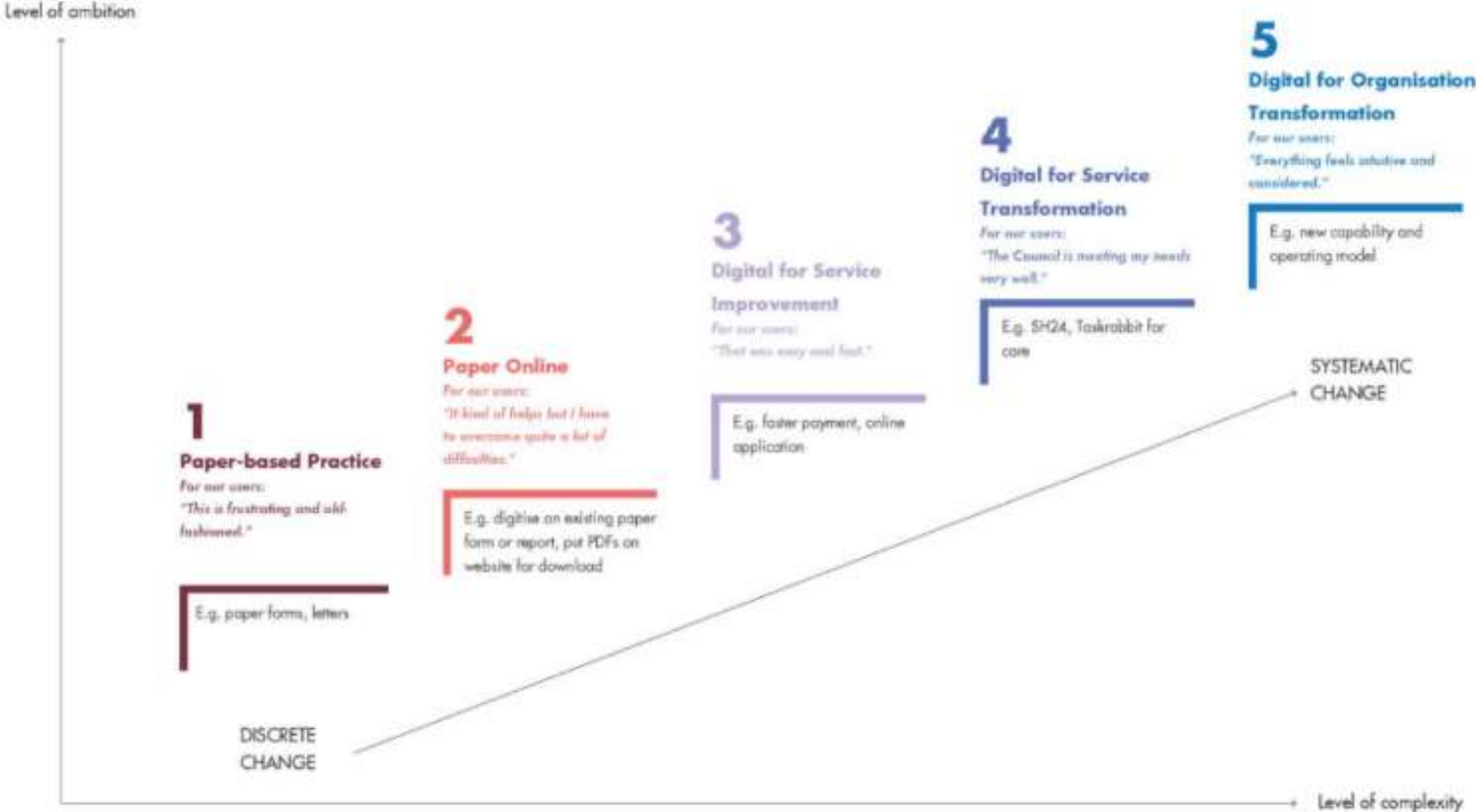
Other findings - SE mapping

We are not natural early adopters, risk takers

Other sectors - Business Wales

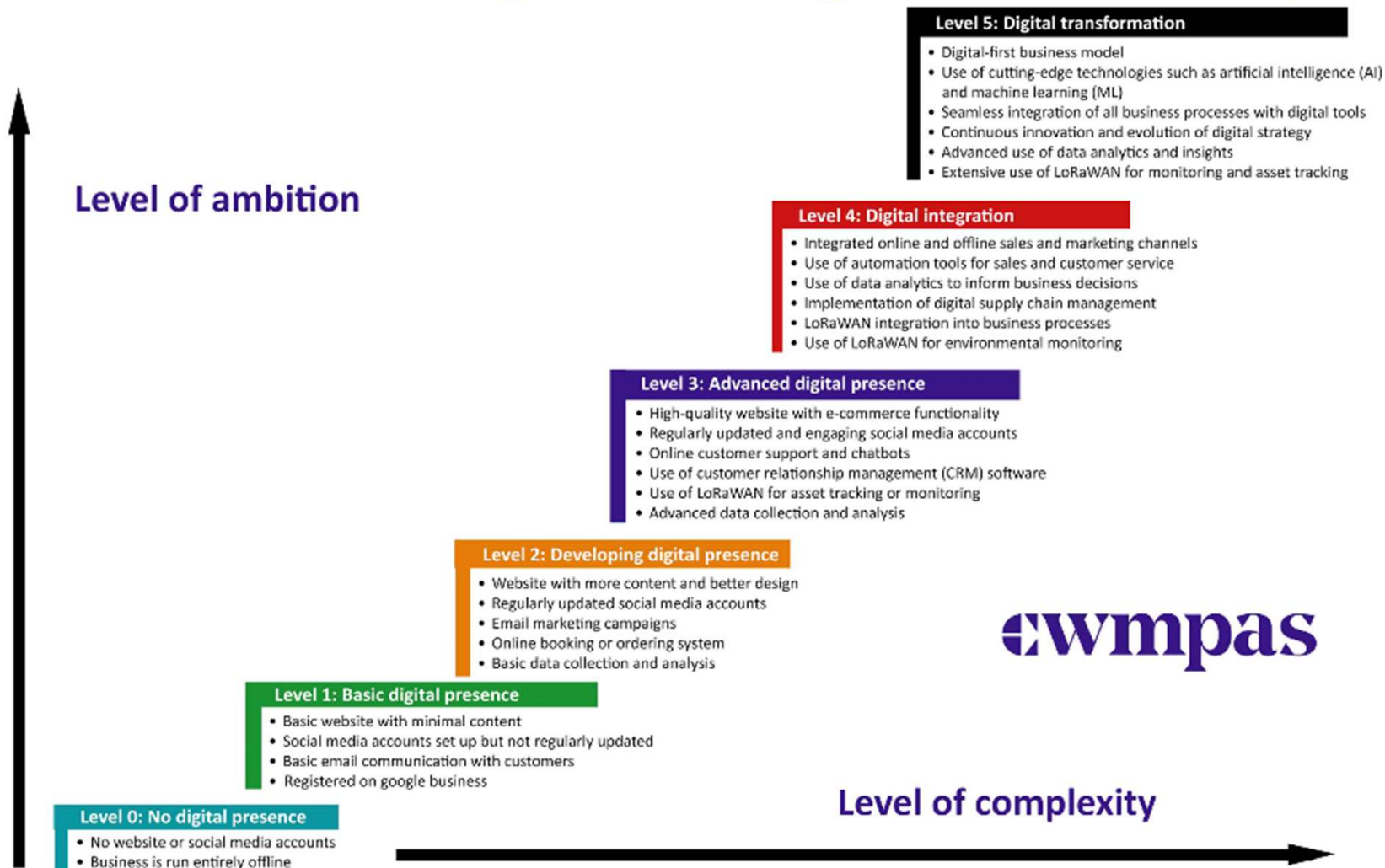


# The journey towards being a digitally enabled organisation




<https://blog.wearefuturegov.com/a-digital-maturity-assessment-that-your-organisation-can-act-upon-2eedfc456c26>

# Business Digital adoption journey.



# DIGITAL MATURITY MATRIX

## GETTING STARTED

This tool will help you explore how well your charity is taking advantage of all things digital .

Getting started

Leadership and strategy

Expertise and capacity

Technology

Service design

Content

Communications and campaigns

Data and insight

Security and data protection

Your results

### Step 1: sign up

Enter your name and email address and we'll email you a unique link to your version of the tool. You can use this to return to your answers at any time.

### Step 2: complete the tool

The tool contains eight groups of statements about best practice in different areas of digital. For each statement, you'll score your organisation for how it's doing now and for how you're planning for it to be doing after your chosen time period (e.g. one year). You can add notes to explain your answers if you need to, but please take care not to include any personal information in them. Be honest and realistic - it'll help you plan better.

Where are we now?:



Choose an answer

Where do we plan to be?:



Choose an answer

### Step 3: view your results

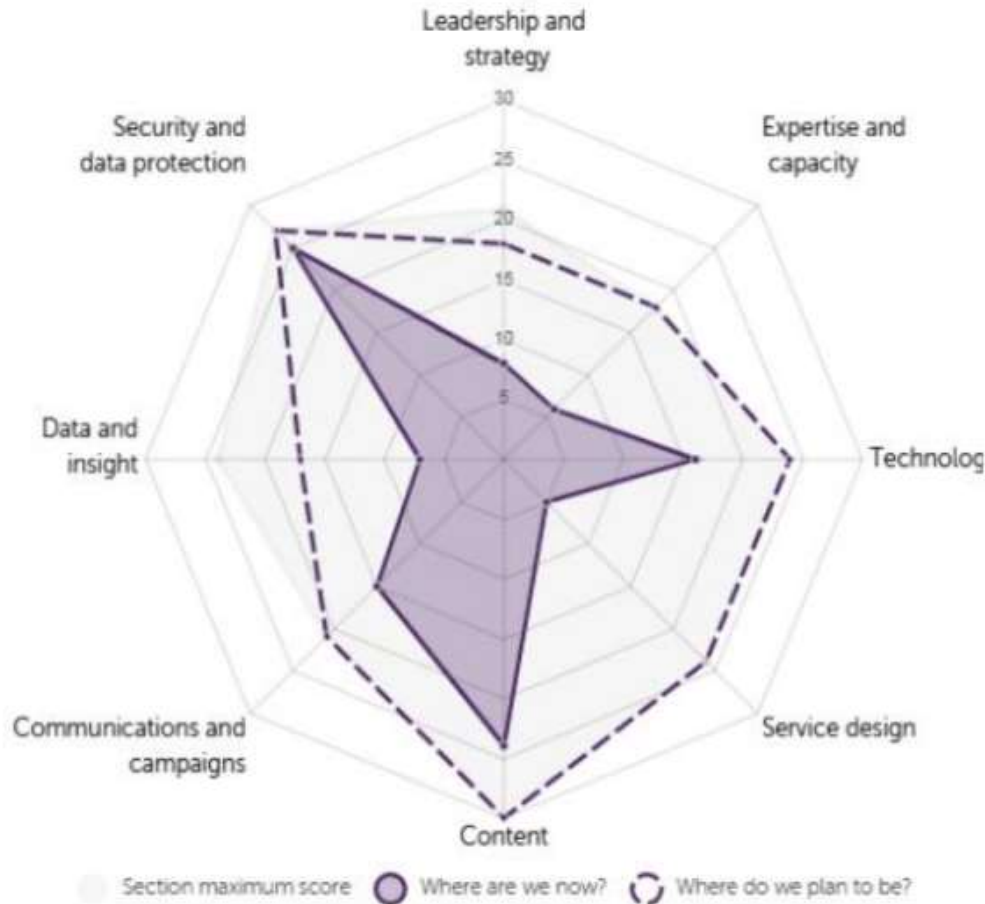
You can view your results at any time. You'll see scores for each area you've completed, your overall percentage score and a diagram of your results.

Sign up to use the Digital Maturity Matrix and receive a unique link to view and amend your results.

Email \*

<https://tools.ncvo.org.uk/digitalmaturitymatrix>

### Your Digital Maturity Matrix results



We currently score **56%** We plan to score **95%**

Leadership and strategy	We currently score 8/21 We plan to score 18/21
Expertise and capacity	We currently score 6/18 We plan to score 18/18
Technology	We currently score 16/24 We plan to score 24/24
Service design	We currently score 5/24 We plan to score 24/24
Content	We currently score 24/30 We plan to score 30/30

Where do we get started?

Identify priorities?

Digital Foundations come



**01** Digital inclusion and accessibility

1. Inclusion and accessibility

[Learn more](#)

**02** Data for decision making

2. Data for decision making

[Learn more](#)

**03** Service design

3. Service design

[Learn more](#)

**04** Digital service delivery

4. Digital service delivery

[Learn more](#)

**05** Cyber security & safeguarding

5. Cyber security safeguarding

[Learn more](#)

**06** Remote working and collaboration

6. Remote working and collaboration

[Learn more](#)

**07** Digital skills & training

7. Digital skills & training

[Learn more](#)

**08** Leadership and culture

8. Leadership & culture

[Learn more](#)

<https://cwmpas.coop/our-digital-toolkit/>

## Applicable in a Welsh context – Addas i Gymru

A good digital strategy is...

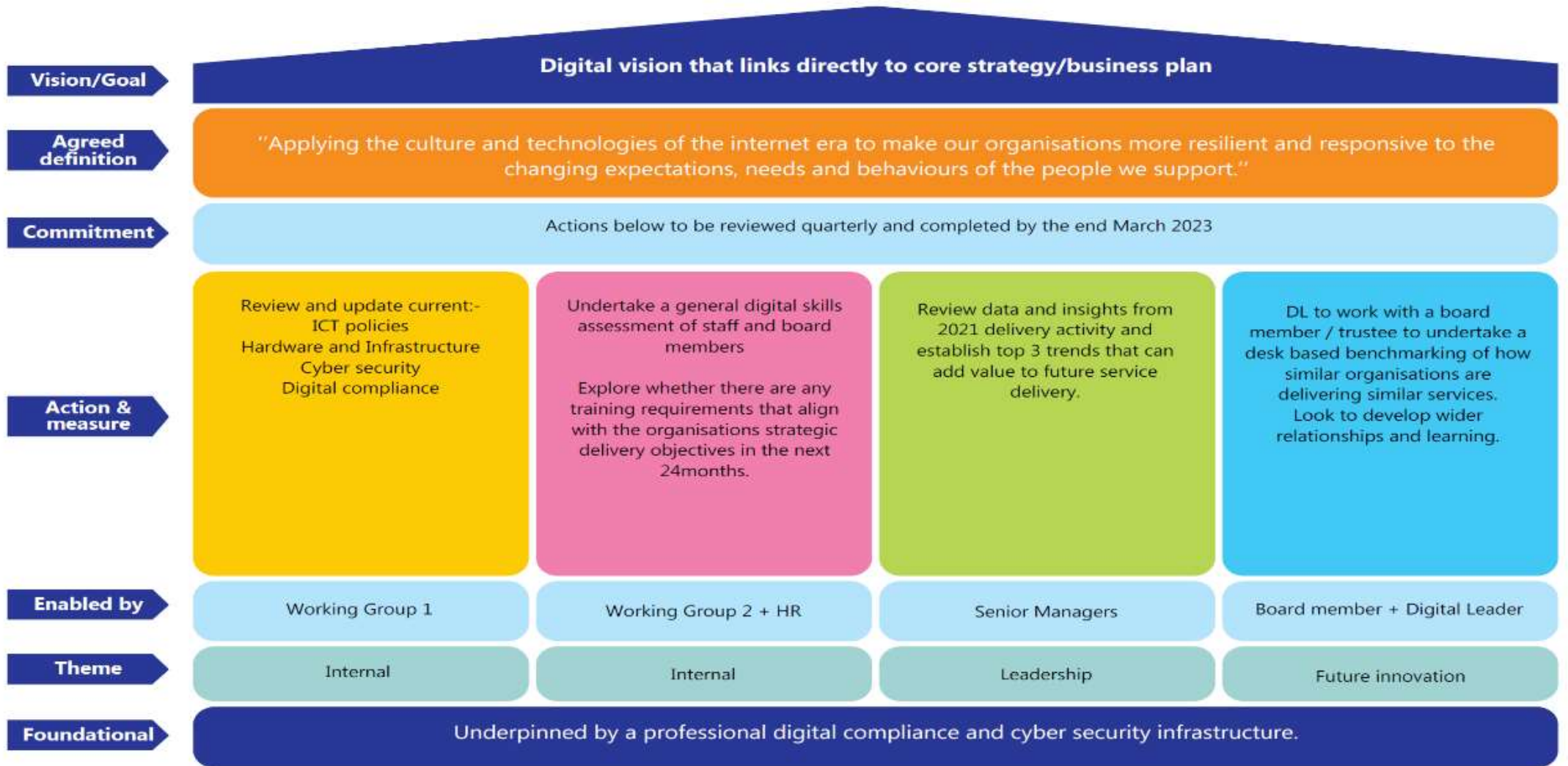
- Aligned to / interwoven with / helps drive organisational strategy
- Short
- As much about culture change as about digital
- User led (external and internal users)
- Responsive and agile  
\*\*(If it's not working change it)\*\*

### Good strategy

- Short
- Simple and concrete
- Focused and directional
- Action-oriented
- Coordinated effort
- Takes culture into consideration
- Flexible
- Clear management anchoring
- Broad involvement

### Bad strategy

- Long
- Complex and abstract
- Aims to do too much
- Focuses on ambitions and visions
- Long checklists
- Anticipates rational and idealistic world
- Static
- Unclear management anchoring
- Delegated to "experts"







## Tools you can use



Resources

## Resources

217 articles, guides and toolkits on digital change, digital services, working digitally, funding digital and more. Written by digital experts and people working with charities across the network.

[Charity Digital Resources and Guides \(thecatalyst.org.uk\)](https://thecatalyst.org.uk)

## Digital skills knowledge and expertise for JD's

At **Organisation X**, we know that we will only be successful in achieving our goals and keeping up with the changing needs and expectations of our **customers/communities** and supporters if we make the most out of digital technologies, skills and ways of working.

We all need to play a part within our roles to ensure our organisation is able to do this.

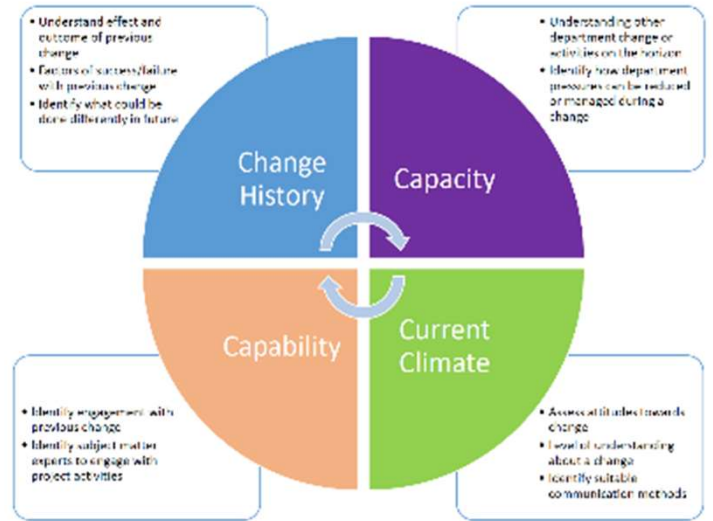
### All job descriptions:

- Confident using data and insight to improve performance and make decisions
- Fluent with digital collaboration tools to meet, share and collaborate with colleagues
- Commitment to understanding users' and audiences' needs and behaviours, and developing products, campaigns, services and communications based on meeting these needs
- A positive attitude to technology, insight and data, including an enthusiasm to use new technologies and ways of working to deliver team/individual objectives
- Understanding of personal data under the principles of GDPR
- A collaborative approach to working with other teams
- Able to consider barriers users might face in using our products and services, and use this insight to make sure they are accessible to everyone

### Just certain roles:

- Experience in product ownership – leading a service, campaign or product, including responsibility for its performance, delivery and improvement. *(manager/technical specialist and above)*
- Awareness of using insight from audiences, to design and develop services, campaigns or products that meet these needs
- Awareness of principles of content design and development of content across a range of different channels (including offline and online) to meet audience needs
- Basic digital marketing knowledge – awareness of the various methods (search engine optimisation, paid digital advertising (PPC and social media), organic social media, mass marketing emails) *(depending on relevance to role)*
- Willingness and ability to lead continuous and iterative ways of working built around test and learn *(manager/technical specialist and above)*
- Ability to motivate and inspire teams to work across functions to deliver shared objectives. *(manager/technical specialist and above)*

## Change Readiness Assessment



## Digital assessment tracker

Name:

Zone	Element	Scores at:			
		Not ready to change	Not sure about change	Ready to change	Champion
1. Data Are we organised or do we have any data to understand our organisation's digital performance, and how to improve it?	Can we track the data we need to measure our performance and use this to track and improve it? (e.g. the CRM)				
	Can we track the data we need to understand our audience and their needs and behaviours?				
	Can we track the data we need to understand our current and future digital marketing performance?				
	Can we track the data we need to understand our current and future digital marketing performance?				
	Can we track the data we need to understand our current and future digital marketing performance?				
	Can we track the data we need to understand our current and future digital marketing performance?				



The background is a gradient of blue, transitioning from a lighter teal at the top to a darker blue at the bottom. Overlaid on this are several thin, white, wavy lines that create a sense of motion and depth, resembling a stylized ocean or a digital signal.

**DIOLCH**  
**THANK YOU**