

One Digital (Phase 2) Project Evaluation Plan

PURPOSE:

This document outlines our Citizens Online Project Evaluation Plan for One Digital Phase 2 (June 2017 to May 2020). It details the evaluation methods that we'll use to record and analyse our projects' outputs. Our projects support and inform the One Digital Programme Evaluation and contribute to the outputs of the programme as a whole. Citizens Online aims to contribute to One Digital by delivering local projects in up to 20 new locations across the UK and deepening our understanding of our 'whole system' approach to digital inclusion called Switch, (previously "Systemic Approach" and "Digital Resilience").

We will maintain the 'Test and Learn' principles from One Digital Phase 1, meaning we will be responsive to change, allow ourselves to learn from failures and change our plans and pay equal amounts of attention to learning about what doesn't work as well as what does.

ONE DIGITAL PROGRAMME OUTCOMES

At the top level, the five One Digital consortium partners are aiming to collectively achieve the following programme outcomes (priority outcomes are D, E and G):

- a) One Digital becomes **a recognised and respected partnership** among key target audiences
- b) 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
- c) **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
- d) The **robust evidence base on 'what works'** for Digital Champion approaches to digital skills support is **increased**
- e) 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
- f) One Digital **Digital Champions are effectively skilled** and **supported by partner organisations** so they can successfully support people to develop essential digital skills
- g) We can **demonstrate the impact** of the One Digital digital inclusion activities **on our beneficiaries**

PROJECT OUTPUTS AND TARGETS

Figure 1: agreed metrics with Big Lottery Fund, copied from our Agreement with AgeUK.

Project Type	Inputs	Outputs
<p>DEEP DIVES:</p> <p>Citizens Online local teams in two locations (Brighton and Hove and Gwynedd). Delivering long term transformation and digital resilience in action.</p>	<ul style="list-style-type: none"> • 2 Local Project Coordinators • Mobile Digital Champions (professional/employed) • Partnership management and development activity • Existing partnership structures and governance • Signposting, triage and referral resources (e.g. websites) • Existing Baseline reports and data • Existing cohort of recruited Digital Champions (approx. 300 to end April 17) • Existing Unique End Learner records (approx. 1,800 to end May 17) • Existing organisational engagement records (approx. 80 to end April 17) 	<p>Across both Locations:</p> <ul style="list-style-type: none"> • 2 locations in Deep Dive projects with evidence of social return on investment • Local match funding in each area to support Digital Champions resourcing • 700 total DCs recruited across both locations (cumulative) • 6,000 total Unique End Learners across both locations (Cumulative / dependent on match funding to support professional DC resource) • 250 orgs engaged across both locations (cumulative) • 20,000 digital skills support interventions (final estimate)
<p>SWITCH PROJECTS:</p> <p>In 20 locations, delivering a detailed evidence base, action planning, partnership development</p>	<ul style="list-style-type: none"> • 20x £20k new location seed funding available (BLF OD Phase 2 funding from Citizens Online) • 20x new locations each with minimum £15k match • Marketing Collaterals • Existing One Digital outputs / evidence base from Citizens Online’s Digital Resilience model • Existing One Digital Phase 1 Evaluation / evidence base • Digital Inclusion Partnership & Projects Manager (COL recruitment) • Data Analyst & Web Technician (CO recruitment) 	<p>20 each:</p> <ul style="list-style-type: none"> • New Citizens Online Switch projects • New Digital Inclusion evidence bases (Baselines), • New partnerships / strategic action plans <p>Across all 20 startup projects:</p> <ul style="list-style-type: none"> • 225 Digital Champions • 2,500 End Learners • 1,000 organisations engaged

THEORY OF CHANGE & MODEL

Our original Digital Resilience Theory of Change (ToC) continues to underpin our work in Phase 2 of One Digital.

Our Objectives and Inputs/Activities remain the same – Switch projects focus on creating an evidence base and forming partnerships. The Deep Dives focus more on supporting digital journeys, amplifying marketing and enhancing provision / plugging gaps.

Our Outputs, Outcomes and Impacts remain in line with our ToC but our additional Phase 2 One Digital Outputs, Outcomes and Targets listed above also apply.

Our delivery also model remains the same for Phase 2 – Switch projects focusing on Baseline and Planning elements (Action Planning & Partnership Development) and Deep Dives focusing more on the embedded delivery aspects of Achieving Digital Journeys, Enhancing Provision & Plugging Gaps and Amplified Marketing.

All projects have a monitoring and evaluation framework.

Figure 2: Inputs, Outputs and Outcomes

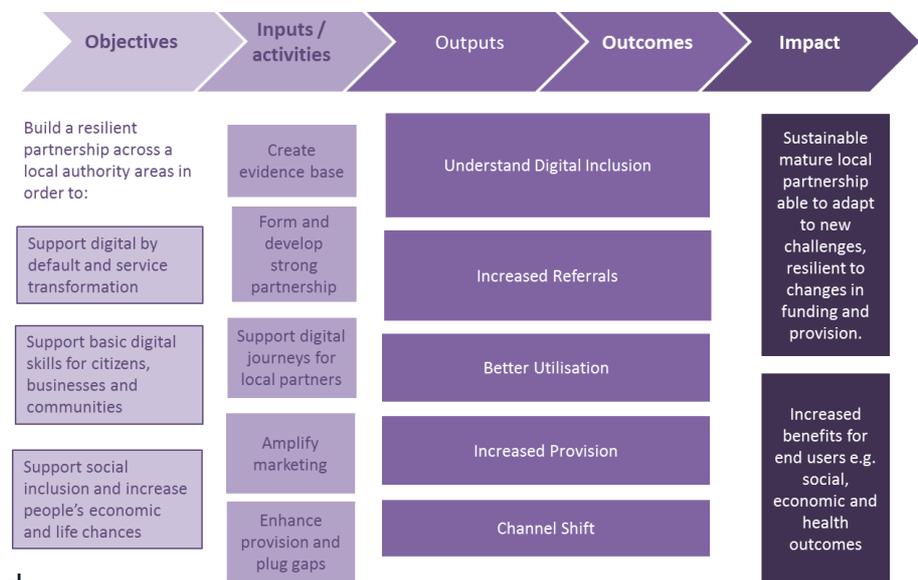
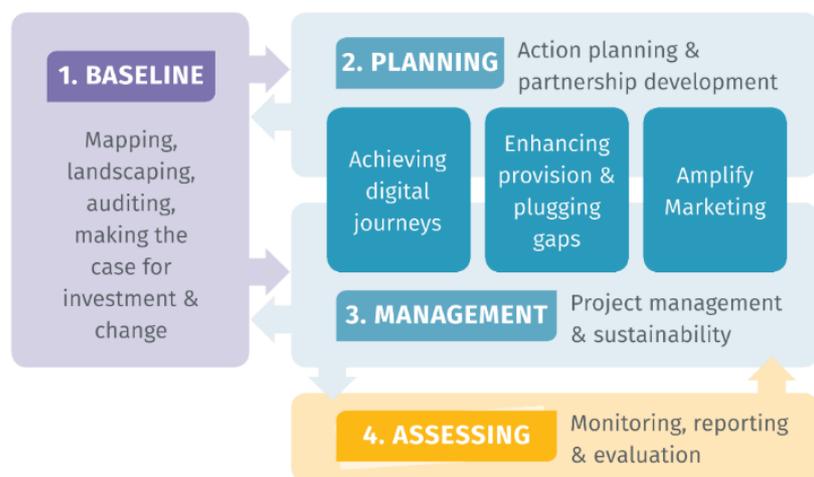


Figure 3: Elements of the Digital Resilience ToC



PROJECT ELEMENTS

Our Phase 2 Evaluation Framework is intended to gather further insight and learning about the different functional elements of our projects:

Figure 4: Project Elements

<p>1. Baseline Evaluation</p>	<p>This activity is a core part of what we do and a universal element of all of our projects – the creation of a digital inclusion evidence base. This includes surveying and assessing the Digital Maturity of a local partnership and the organisations within it. This element makes us unique within the One Digital partnership.</p>
<p>2. Strategic Action Planning Partnership Development</p>	<p>We advocate and facilitate the development of local digital inclusion partnerships (often within local authority areas) which can support the delivery of basic digital skills for citizens, businesses and communities; maximizing opportunities in an area. We are also building a Digital Leadership offer into our partnership development work.</p>
<p>3. Supporting digital transformation and channel shift (Achieving Digital Journeys)</p>	<p>Providing consultancy, advice and support to organisations undergoing digital transformation and channel shift. We can provide analysis and customer journey mapping, as well as asset mapping across communities (e.g. Signposting Websites)</p>
<p>4. Digital Champion Provision (Enhancing Provision & Plugging Gaps)</p>	<p>Either recruiting employees or volunteers as Embedded Digital Champions hosted in other organisations, or employing Citizens Online staff locally. Resources include our own materials as well as Digital Unite’s Digital Champions Network (DCN)</p>
<p>5. Marketing & Promotion</p>	<p>Raising the profile of digital inclusion activity. Targeted marketing and promotion of activities across a locality, using data and evidence from our Baseline Evaluations. Building a local brand and awareness of digital inclusion activities e.g. workshops, meetings and campaigns. This links to Digital Leadership work as well.</p>
<p>6. Monitoring & Evaluation</p>	<p>A cycle of learning and improvement is built into each local project – activities and targets are set with local partners and the key themes for each project area are agreed.</p>
<p>7. Transition Planning</p>	<p>Understanding what a local area needs to sustain Digital Champion skills and / or capacity to deliver essential digital skills provision into the future, including funding, people and information resources. Planning any transition of Citizens Online ending work in an area.</p>

OUR EVALUATION FOCUS AREAS

Area	Evaluation Method	Details	Where
End Learners	Case Studies	<ul style="list-style-type: none"> Short End Learner case studies on the experiences of individual beneficiaries. 	Deep Dives
End Learners	Geo-demographic analysis	<ul style="list-style-type: none"> Map and analyse demographic data about localities during the Baseline phase. Postcode analysis of End Learners against local project geo-demographic targets Postcode analysis of End Learners against demographic / equalities data (Indices of Multiple Deprivation (IMD) as minimum, potentially to include Age, Disability, welfare benefit claims) Analysis of returning / single session End Learners Examine the extent to which the location of End Learners reflects the target areas identified during Baseline work Make inferences about the likely Social Grade and demographic of our End Learners 	Deep Dives
Digital Champions	Activity Snapshot	<ul style="list-style-type: none"> During Phase 1 and Extension Phase, Citizens Online asked DCs to complete a tally chart detailing their experiences over a week, to complement and deepen understanding of DCN data tracking sessions. During Phase 2 we will conduct two further Activity Analysis weeks to further refine our understanding of DC experiences and data from the DCN. 	Deep Dives
Digital Champions	Case Studies	<ul style="list-style-type: none"> We will evaluate the different types of Essential Digital Skills support interventions We will identify which have worked well or were shown to have the most benefit for end learners We will obtain feedback to inform this learning through interviews and case studies with DCs. We will include the different types of sessions offered and delivered. 	Deep Dives & Switch Projects

ONE DIGITAL (PHASE 2) PROJECT EVALUATION PLAN

Digital Champions	Deep Insight Evaluation	<p>In the past Citizens Online has undertaken in-depth analysis, including longitudinal work, with End Learners (and similar work has been conducted by other organisations). However, examination of the experiences of DCs is less common, and will be a focus for us in Phase 2.</p> <ul style="list-style-type: none"> • Longitudinal Surveys with DCs in our Deep-Dive projects to explore wider impacts of DC work: successes of delivering sessions with End Learners, benefits for DCs of delivering Digital Skills training, challenges both overcome and ongoing, differences in context for volunteer, embedded, and paid DCs. These would be conducted with 30 DCs selected from those who have been active for some time, conducted as soon as possible, and then at 6 month intervals till the end of the project. • Focus Group with Embedded DCs - whose experiences we are particularly interested in. While we would seek to allow respondents to define topics of discussion, themes would include: ways in which they are able to incorporate DC work into their everyday roles, use of the DCN, views on the digital skills levels of the people they interact with on a daily basis and the ease of 'triaging' these, use of Citizens Online's Signposting Sites, any challenges or limitations associated with their 'dual-role'. • Analysis of interviews conducted with DCs during Phase 1. A thematic analysis and selection of notable quotations will be drawn from an exercise conducted but incomplete from Phase 1. There may be potential to combine this with selection of DCs for inclusion in the Longitudinal Study. 	Deep Dives
-------------------	--------------------------------	---	------------

ONE DIGITAL (PHASE 2) PROJECT EVALUATION PLAN

Organisational Engagement	Quarterly Project Monitoring	<p>Citizens Online will record the number of organisations engaged in each of the project areas across the Switch projects and Deep Dives.</p> <ul style="list-style-type: none"> - Quarterly new partners engaged for each project location - Phase 2 total (cumulative new partners from all project locations from June 2017 onwards) - CO One Digital Total (cumulative including numbers from Phase 1 and Extension Phase for Brighton & Gwynedd) <p>We will monitor the following categories of organisations:</p> <ul style="list-style-type: none"> • Funding partners (e.g. Board level partners like Gwynedd and Brighton & Hove councils) • Strategic Partners (e.g. those that represent on Brighton & Gwynedd Steering Groups) • Network Partners (e.g. organisations who attend network meetings, Baseline Workshops, complete Baseline Surveys, or are on our email lists for newsletters and meeting invites) <p>We will not count multiple people from the same organisation, however, when it comes to Local Authorities, we will allow for a reasonable split across major departments. For example, Brighton & Hove might count for</p> <ol style="list-style-type: none"> 1. Library Services 2. Housing Services 3. Revenues & Benefits Service 4. Adult Social Care & Public Health 5. Digital Transformation Service. <p>Similarly, in the NHS, there may be the following:</p> <ol style="list-style-type: none"> 1. Clinical Commissioning Group 2. Acute Hospital Trust 3. Community Mental Health Trust 4. Community Health & Care Trusts 5. Individual GP practices 6. Individual Pharmacies. 	Deep Dives & Switch Projects
---------------------------	-------------------------------------	---	------------------------------

ONE DIGITAL (PHASE 2) PROJECT EVALUATION PLAN

Organisational Engagement	Case Studies Survey Responses	We will evaluate different experiences regarding the engagement of these organisations across project areas, similarities, differences and good practice, regarding levels of engagement by organisations in different fields.	Deep Dives & Switch Projects
Effectiveness, Scalability & Sustainability	Meta-evaluation of monitoring and evaluation tools and incorporation of findings	<p>Monitoring and evaluation work has been ongoing for approaching 2 years, and it feels appropriate to assess the extent to which findings are being incorporated into our work.</p> <p>We hope our practice is being iteratively improved through self-reflection and engagement with the OD Community of Practice, but intend to examine this through a variety of methods in Phase 2:</p> <ul style="list-style-type: none"> ● Review of evaluation reports, changes made to project ● Review of monitoring numbers ● Semi-structured interviews with Citizens Online Project Leads ● Focus Group with Citizens Online employees exploring iterative changes in delivery, to include issues related to Signposting Sites and DCN (including translation) 	Deep Dives & Switch Projects
Effectiveness, Scalability & Sustainability	Deep Dive Evaluation	<p>Qualitative and quantitative findings regarding the value, outputs and impacts of these projects over the three years from Spring 2016 to Spring 2019. This report will focus on:</p> <ul style="list-style-type: none"> ● The effectiveness and scalability of the embedded Digital Champion approach in comparison to professional (employed) DCs (identified as an ‘explore further’ item in Phase 1 OD evaluation). ● The performance of the local partnership against the intended benefits and impacts identified in the Digital Resilience Theory of Change (Figure 1 above). ● Experiences of targeted marketing approaches. <p>The report will also include a review conducted earlier in Phase 2 (February 2018) to review the Baseline data reports, noting any changes in the digital inclusion ecosystem two years into delivery.</p>	Deep Dives

ONE DIGITAL (PHASE 2) PROJECT EVALUATION PLAN

<p>Effectiveness, Scalability & Sustainability</p>	<p>Project Case Studies</p>	<p>In addition to the creation of occasional case studies on the experiences of individual End Learners, we will produce short (two-page) case study reviews/reports on each of the elements of the Citizens Online Switch Model:</p> <ul style="list-style-type: none"> ● Value of Baseline Assessment – reviewing what’s worked and what’s not in our Baseline Evaluation Process. ● Digital Champions: review of Citizens Online’s experiences utilising different types of Digital Champion (Volunteer, Embedded, Paid) ● Achieving Digital Journeys Review Report covering methods, outputs and outcomes, including 5 x Case Studies: <ul style="list-style-type: none"> ○ Gwynedd HB Business Case Gwynedd Libraries (links to OD Strand 2 DC Case Study work) ○ DBH Revenues & Benefits – Digital Days (links to OD Strand 2 DC Case Study work) ○ DBH DT Team co-working ○ Surrey – Digital Transformation ● Enhancing Provision and Plugging Gaps: Report from Deep Dive services covering professional DC resource allocation: where, how long, impacts, benefits. ● Partnership: Experiences from Gwynedd/Brighton – report ● Leadership: Blog about development of DL workshops within Switch offer. ● Sustainability/Legacy: Exploring extent to which sustainable partnership/digital skills ecosystem was retained in Phase 1 project in The Highlands. ● Signposting Website: Exploring the use and evolution of these sites across projects where they have been created (four so far) 	<p>Deep Dive & Switch Projects</p>
--	------------------------------------	--	--

SUMMARY OF PROPOSED MONITORING AND EVALUATION METHODS

Figure 5: Matrix of Instruments to evaluate involvement of different stakeholders

Instrument	Respondents / Target Group				
	Digital Champions	End Learners	Citizens Online Project Leads	Citizens Online employees	Partner Organisations
DCN web app	√	√			
Surveys	√				√
Focus Group	√			√	√
Postcode Mapping and Analysis		√			
Semi-structured interviews			√		√
Case Study	√	√	√	√	√