

A guide to digital maturity assessments

July 2019

[Think Social Tech](#), [Innovation Unboxed](#) and [CAST](#), a [Catalyst Initiative](#)

About

This guide is intended to support those in charities and other social sector organisations to navigate the landscape of digital maturity frameworks and diagnostic tools. It outlines what you need to know about digital maturity assessment tools. It also recommends 8 key frameworks that are worth exploring and comparing, depending on your areas of interest and your organisations' size. It gives an overview of how they work and what they include so that you can determine which are most relevant and helpful to you.

These recommendations are based on research by Think Social Tech, Innovation Unboxed and CAST in April - July 2019. This involved a comprehensive mapping exercise of digital maturity frameworks (outlined in [this post](#)), followed by a thematic analysis of the contents of the 50 unique frameworks we found (which you can explore in this [Airtable](#) view). This process enabled us to identify which tools are well designed, comprehensive, targeted at specific audiences or needs (such as small or large charities) or evidence based.

Further resources

If you are looking for more knowledge of the tools on offer you can delve further into our research, and the range of digital maturity frameworks we discovered by exploring:

- **A public airtable mapping the digital maturity frameworks** The [Airtable](#) (similar to a spreadsheet) lists 50 unique frameworks which you can explore. This lists the tools, including their organisation, a link to their site, publication date, target audience, description of what it is, use case, evidence base and the areas of digital maturity that they focus on ('components'), as well as our analysis of their key themes (called 'focus areas').
- **A thematic analysis of the frameworks.** This [Airtable view](#) shows how we grouped the contents and components of the 50 frameworks in to common 'buckets', following a grounded theory process. This process identified 19 focus areas across the tools. We also examined their definitions and common stages of progression towards digital maturity set out in this [Airtable view](#).

Our detailed findings are available in this [Slide Deck](#) and this [blog post](#) via the Catalyst.

Part 1: An introduction to digital maturity frameworks

Digital maturity frameworks generally outline good practice in digital and help organisations to explore how effective they are at making best use of digital in order to:

- Assess how ready you are for change
- Identify what you are doing well in digital and any gaps you need to address
- Deliver effectively for your communities
- Reflect on your organisations' strategic direction and inform your digital strategy
- Consider the capabilities, skills and assets within your organisation
- Support conversations with service users, front-line staff and leadership relating to digital skills, capability and governance
- Increase your impact, efficiency and sustainability

For the purposes of this project, we aligned with the Charity Digital Code and [the Co-op's definition of digital](#) as a process of "applying the culture, practices, processes & technologies of the Internet era to respond to people's raised expectations". In this context, digital maturity is much broader than technology use, digital teams and digital products or services. It is also about their strategy and how their organisations' work.

Across the [set of 50 frameworks](#) we discovered 4 types of digital maturity framework: Sector analysis reports (reviewing sector progress on digital); general organisation guides; organisational diagnostic tools (to self-assess digital maturity) and those addressing specific functions (such as service design, data or content). Of the 50 frameworks we identified, 33 related specifically to charities, with 14 being diagnostic tools. The remaining 17 were for SMEs, social tech start ups and government with some relevance and interesting overlap with the charity sector.

We identified 19 common focus areas for digital maturity across the 50 frameworks, based on a thematic analysis of the contents and topics covered. Digital Maturity is most commonly described in terms of: Team, people and skills; Internal systems; Culture; Leadership; Risks; User-centred; Communications; Data; Financial sustainability. A smaller proportion of frameworks outline digital maturity in terms of collaboration; openness; strategy; accessibility; innovation; social impact. Ethical tech development, service design, future and diversity are cited by a very small number of tools but look to be emerging as important aspects of defining digital maturity. Whilst most only offer short definitions and descriptions of their topics (for example, they might only ask one question and ask for a rating in response), we did find consistency in what they covered, set out below.

Digital maturity focus areas

1. **Team, people and skills:** How organisations manage their staff, their interactions, the structure and systems to support and foster digital skills and capabilities.
2. **Internal systems:** How organisations plan and manage their technical systems, IT infrastructure, and data storage processes..
3. **Culture:** The capabilities that an organisation has, as well as the values, structures, ways of working and behaviours that support the right environment for digital success.
4. **Leadership:** How the Board, CEO and senior leadership think about organisational governance, strategic management and planning of digital in their organisations.
5. **Risks:** The processes, systems and infrastructure organisations have in place to responsibly manage privacy, GDPR and security in their organisation, as well as their awareness of risks and how to mitigate and manage these effectively.
6. **User-centred:** The process by which organisations respond to user needs and behaviours, including undertaking user research and engaging users when designing services to ensure their requirements are met appropriately and sensitively.
7. **Communications:** How organisations use digital to strategically communicate online and offline to manage their interactions with their stakeholders.
8. **Data:** The ability to collect, manage, store and strategically make use of data to inform decision making.
9. **Financial sustainability:** How organisations invest in digital strategically and responsibly to make the best use of its potential. This includes resourcing and funding the growth, impact and sustainability of digital products and services.
10. **Strategy:** The ability to set a clear direction of travel and purpose of the organisation, articulating what the organisation wants to achieve and how digital can help.
11. **Services:** Designing and developing services that put users at the core, where technology is strategically deployed to increase reach or improve delivery in ways that are simple, intuitive and comprehensible.
12. **Collaboration:** Building and enhancing organisational strengths, behaviours and capabilities through targeted engagement with others (internally and externally).
13. **Innovation:** The process organisations use to create, develop and pilot new ideas that address an unmet need in a cost efficient and low risk way.
14. **Accessibility:** The extent to which an organisations' services are designed to be accessible and inclusive of audiences, meeting complex needs and reaching those who are digitally excluded.
15. **Responsible tech:** The approach organisations take towards ethical development, including consequence scanning, factoring in unconscious bias and exploring the implications of digital.
16. **Open:** The fostering of a mindset that focuses on the practice of sharing, collaboration and continuous learning - making information more accessible to drive improvement.
17. **Future:** How organisations anticipate and plan for the future, taking into account the potential impact and implications of changes in technology and in wider society.
18. **Social impact:** How organisations look to improve people's lives and communities through their work, creating social value.
19. **Diversity:** How organisations ensure that they digital services they create are inclusive of marginalised and under-represented communities, are built by diverse teams and are inclusive by design.

Limitations of using digital maturity frameworks

It is important to note that our analysis found a number of limitations in the design, framing and content across the [50 digital maturity frameworks](#). These are important to keep in mind when considering which digital maturity framework to follow.

- Many are vague about their target audience, or are designed to be purposefully broad.
- It is difficult to determine which are suitable specifically for small or large charities and very few are designed specifically for large charities
- Most are designed for an individual to complete, rather than a team. The [Capgemini Report](#) however, shows there can be distinct differences in responses between leadership and other employees
- They require some understanding to complete (few give solid definitions) and confidence to acknowledge weaknesses
- Very few offer clear next steps or signposting to further resources or training. They are often linked to specific consultancy support.
- Most have a limited evidence behind them and they are largely based on internal learning or by reviewing other tools. Few have undergone extensive user testing beyond the design phase to follow up their effectiveness.
- Most tools typically prioritise areas of digital maturity (typically 8) and these vary substantially across the tools
- Good practice in digital is evolving. This research identified areas of focus that look to be important considerations for digital maturity, such as diversity, social impact and responsible tech development but are only addressed by a few frameworks.
- Some are paid for or not publically available and connected to consultancy support that you may be tied in to using

We concluded that there is no single authoritative framework that is appropriate to recommend across the charity sector. Instead, it is worth reviewing a selection of the ecosystem of tools out there for getting to grips with digital. For this reason we cannot recommend a single framework as best practice. It is also important to note that we don't know how widely they are used, if charities find them helpful, why they use them and in what context. Instead, the following section explains which 8 we feel are the most relevant and helpful to consider and compare, as well as others worth considering depending on your starting point and areas of interest.

Part 2: Recommended Frameworks

If you are thinking about using a digital maturity tool based we would suggest you consider:

1. The reasons why you think it is important your organisation needs to do this
2. Who is best placed to complete an assessment and whether this should be completed by more than one person, at different levels of seniority, individually or collectively.
3. Whether a single framework will be comprehensive or detailed enough to address a problem area and if scoring could help or hinder progress by drawing attention to some gaps and not others (particularly if they are not covered by a framework)
4. What the results of the tool could mean in the context of what you do
5. How to make best use of the findings in the context of the wider strategic direction of your organisation

Answering these questions should help you to be clear about the type of support, resources and training you need to have in place in order to develop your organisational digital maturity. When deciding which of the [50 digital maturity frameworks](#) to use, we recommend that you start by looking into some of the following frameworks:

- [Charity Digital Code](#) (based on solid sector expertise)
- [CAST Better Digital Services](#) (substantive user research and testing, with signposting to resources)
- [SCVO](#) (well suited to smaller charities, connects into their free service)
- [NCVO](#) (solid user testing and development based on existing tools)
- [New Reality](#) (thought leadership report based on substantive research, targeted at larger charities)
- [Digital leadership](#) Framework (most comprehensive tool, suited to larger charities)
- [Data Orchard](#) (most rigorously researched and developed, specific to data maturity)
- [Cogapp](#) (helpful for chief executives)

We have recommended this set because we believe that at least one will be relevant to your organisation and they are either: well designed; comprehensive; well targeted or evidence based (they draw on sector best practice, internal learning or user testing): It is also worth noting that some of the wider set of [50 digital maturity frameworks](#) look to be more relevant to charities of different sizes and at different stages of digital maturity:

- **Accessible guides for small charities or those at an early stage with digital:** [Charity Digital Code](#), [SCVO](#), [NCVO](#), [Charity Digital Code](#) and [CAST Better Digital Services](#) are the most accessible, with connections to further resources and training.
- **In-depth guides for larger charities and those at a later stage with digital:** [New Reality](#), [Digital leadership](#), [DataKind](#), [Cogapp](#) (specific to chief executives) are more extensive and provide an in-depth discussion of digital maturity.
- **Competency tests:** The Tech Trust: [ICT4NGOs](#) offers a unique approach in their test of technical knowledge, tailored to the level of skills an individual expects to have.
- **Connection to consultancy support:** The [DOT project](#) and [Aark Digital Maturity Assessment](#), [Innovation Unboxed](#), [Hubbub](#) and [FutureGov](#) are paid consultancy services specific to digital maturity. [SCVO](#) offers a free service for their members.

We also recommend that you consider any specific focus areas that you are keen to build on, taking note of the following digital maturity frameworks:

Team, people and skills:	NCVO
Culture:	New Reality , Charity Digital Code , Rockerfeller , Digital Leadership
Internal systems:	Tech Trust , ICT4NGO , Digital leadership , NCVO , New Reality
Leadership:	Digital leadership , Cogapp
Risks:	Charity Digital Code , SCVO
Communications:	Conscientious Content Happiness Index and NCVO
Data:	Data Maturity Framework
Financial sustainability:	Shift progressively
Strategy:	Charity Digital Code , CapGemini
User-centred /Services:	CAST Better Digital Services , GDS , NCVO , FutureGov
Collaboration:	CAST Better Digital Services , GDS , NCVO
Innovation:	100% Open , New Reality , Digital leadership , Rockerfeller
Accessibility:	CAST Better Digital Services , GDS , NCVO ,
Responsible, ethical:	Charity Digital Code , DotEveryone Tech transformed
Open:	100% Open toolkit , CAST Better Digital Services , GDS ,
Future:	Charity Digital Code
Social impact:	Shift , Tenets of Tech for Good , Social Tech Trust
Diversity:	Rockerfeller , Charity Digital Code

The focus areas for the guides we have recommended focus on the areas shown in figure 1.



Figure 1: The focus areas of our recommended digital maturity frameworks

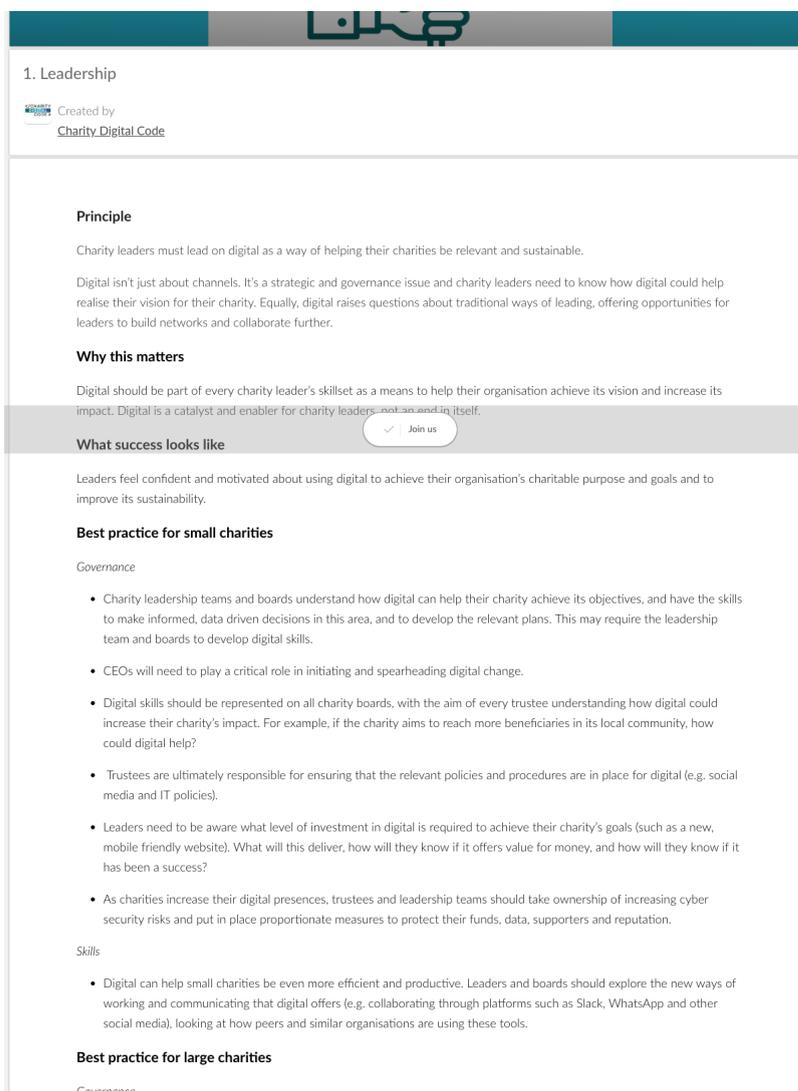
Charity Digital Code

The [Charity Digital Code](#) was developed in 2018, based on learning from 40 charities, a sector steering group and 171 responses to the sector wide consultation. It's free and is now incubated by CAST, offering connections to follow up training without insisting on this. It focuses on the principles and best practice in digital, rather than offering a diagnostic assessment. It also links to key resources to learn more about each area. It does not provide a diagnostic assessment but it is worth noting that [Hubbub](#) translates the Charity Digital Code into a diagnostic tool, connected to a separate organisation and consultancy offer)

Target audience: The Charity Digital Code has been produced for charities of all sizes, with separate guidance for small and large charities.

Topics: Leadership; user-centered; culture; strategy; team, people and skills, risks; responsible tech and ethics; future; innovation; accessibility; diversity and inclusion; **It doesn't cover:** Internal systems; communications; data; social impact; sustainability; services; collaboration or openness.

Our observations: The Charity Digital Code touches on a number of key considerations for digital maturity and is useful in differentiating expectations of larger and smaller charities. As such, it is helpful as a starting point to those organisations at an earlier stage in developing digital capacity.



The screenshot displays the '1. Leadership' section of the Charity Digital Code website. At the top, there is a header with the text '1. Leadership' and 'Created by Charity Digital Code'. Below this, the 'Principle' section states: 'Charity leaders must lead on digital as a way of helping their charities be relevant and sustainable. Digital isn't just about channels. It's a strategic and governance issue and charity leaders need to know how digital could help realise their vision for their charity. Equally, digital raises questions about traditional ways of leading, offering opportunities for leaders to build networks and collaborate further.'

The 'Why this matters' section explains: 'Digital should be part of every charity leader's skillset as a means to help their organisation achieve its vision and increase its impact. Digital is a catalyst and enabler for charity leaders, not an end in itself.'

A 'Join us' button is visible in the middle of the page. Below it, the 'What success looks like' section states: 'Leaders feel confident and motivated about using digital to achieve their organisation's charitable purpose and goals and to improve its sustainability.'

The 'Best practice for small charities' section is divided into two sub-sections: 'Governance' and 'Skills'. The 'Governance' sub-section includes a list of bullet points: 'Charity leadership teams and boards understand how digital can help their charity achieve its objectives, and have the skills to make informed, data driven decisions in this area, and to develop the relevant plans. This may require the leadership team and boards to develop digital skills.', 'CEOs will need to play a critical role in initiating and spearheading digital change.', 'Digital skills should be represented on all charity boards, with the aim of every trustee understanding how digital could increase their charity's impact. For example, if the charity aims to reach more beneficiaries in its local community, how could digital help?', 'Trustees are ultimately responsible for ensuring that the relevant policies and procedures are in place for digital (e.g. social media and IT policies).', 'Leaders need to be aware what level of investment in digital is required to achieve their charity's goals (such as a new, mobile friendly website). What will this deliver, how will they know if it offers value for money, and how will they know if it has been a success?', and 'As charities increase their digital presences, trustees and leadership teams should take ownership of increasing cyber security risks and put in place proportionate measures to protect their funds, data, supporters and reputation.'

The 'Skills' sub-section includes a bullet point: 'Digital can help small charities be even more efficient and productive. Leaders and boards should explore the new ways of working and communicating that digital offers (e.g. collaborating through platforms such as Slack, WhatsApp and other social media), looking at how peers and similar organisations are using these tools.'

The 'Best practice for large charities' section is also divided into 'Governance' and 'Skills' sub-sections, though the content for these is not fully visible in the screenshot.

NCVO - Digital Maturity Assessment

NCVO's [Digital Maturity matrix](#) is a diagnostic tool to self assess perceptions of digital maturity for a large number of key areas. Each question asks for a rating on a scale of 1 to 4 as to where you are now and where you want to be in future. It offers a visualisation of the maturity score, present and ambitions, as well as the ability to save and return to this.

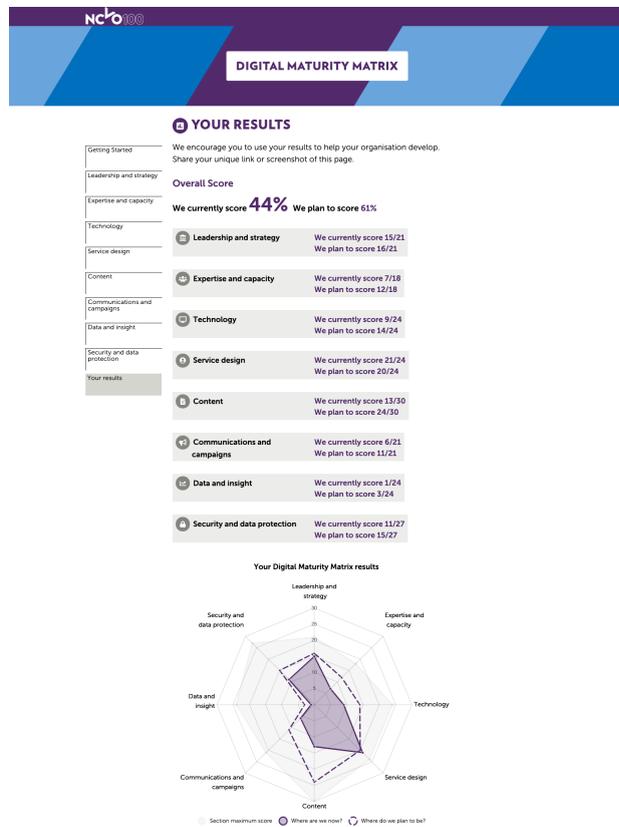
Target audience: The tool is designed for all charities, but is most well targeted towards smaller and medium size charities.

Topics: Leadership, user-centred, strategy, risks, data, communications, team, people and skills, internal systems, services, accessibility. **It doesn't cover:** Culture; sustainability; responsible tech; diversity; collaboration; innovation; future or social impact

Evidence base: This is based on an early prototype of the tool and substantive redesign based on internal learning, reviewing 5 other tools and in-depth user testing. The Matrix was first developed two years ago by third sector digital champion Jo Kerr at Breast Cancer Care and functions as an interactive checklist that anyone from any charity can go through and score their organisation against, looking at both how well they're currently taking advantage of digital and where they plan to be.

Our observations: This is very user-friendly and easy to complete, offering helpful signposting. It doesn't assume you want or need to make progress, offering a helpful approach to identify their gaps and weaknesses, as well as their own strategic priorities. The visualisation is helpful for showing relative progress, although it is difficult to determine next steps.

The screenshot shows the 'LEADERSHIP AND STRATEGY' section of the assessment. It includes a sidebar with navigation links: Getting started, Leadership and strategy (selected), Expertise and capacity, Technology, Service design, Content, Communications and campaigns, Data and insight, Security and data protection, and Your results. The main content area contains several questions with 4-point rating scales and 'Choose an answer' buttons. The questions are: 1. 'Our organisation's leaders understand and champion the importance of digital and technology.' 2. 'Our organisation's leaders are continually developing the knowledge and skills needed to lead digital change.' 3. 'Our organisation's plans are clear about how digital will help us achieve our vision, mission and goals.' 4. 'Our organisation understands how digital technology is changing, and we factor risks and opportunities into our plans.' 5. 'We have the investment we need to successfully deliver our digital plans.'



SCVO Digital Checkup

SCVO (Scottish Council for Voluntary Organisations) [Digital Check-up](#) is intended to be a starting point for a more detailed conversation with SCVO about digital needs. This follow up is free to member organisations. It is a very streamlined and simple diagnostic survey, giving you an overall score, as well as an average benchmark score for other organisations across similar income brackets. The tool also has extensive reading lists for further information, according to the area specified as most interesting to you.

Target audience: The guide is designed to be accessible to those very new to digital and is particularly relevant to small charities.

Topics: Leadership; culture; team; people and skills; risks; internal systems; communications; data. **It doesn't cover:** user-centred; data; financial sustainability; strategy; services; collaboration; innovation; accessibility; responsible tech; openness; future; social impact; diversity.

Evidence base: Internal learning and user feedback, the questions are updated regularly. To date 200 organisations have used the tool with 50 following up. The developers update the tool regularly based on data and feedback, as well as followup calls with those completing it.

Observations: This is one of the shortest and simplest tools to challenge organisations to think about what they need to improve on. Some idea of digital terminology and practice is required to complete the tool. However, this is helpfully positioned as a route to knowing what questions to ask and which topics to think about first.

The screenshot shows the SCVO Digital Checkup website interface. At the top, there is a navigation bar with links for 'Welcome', 'Take the checkup', 'Blog', and 'About'. The main header area features the text 'Benchmark your organisation and plot a route ahead' and a 'START THE CHECKUP' button. Below this, there are four icons representing different categories: Leadership, culture, and skills; Tools and equipment; Content, marketing and data; and Cyber resilience. The dashboard displays the user's overall score as 23% and the average score for 58 other organisations as 39%. A radar chart compares the user's scores (solid blue line) with the average scores (dotted grey line) across five categories: Overall, Leadership, Tools, Data, and Cyber. To the right of the radar chart, a table lists the scores for each category.

Category	Your scores	Average scores
Leadership, culture and skills	34%	54%
Tools and equipment	6%	33%
Content, marketing and data	25%	42%
Cyber resilience	36%	29%

At the bottom of the dashboard, there is a 'CONTACT' section with email and phone information, an 'INFORMATION' section with links to 'About', 'Privacy', 'Cookies', and 'Terms & conditions', and an 'ABOUT' section with a brief description of the tool. A 'READ RESOURCES' button is located at the bottom right of the dashboard.

Digital Leadership Framework

[Digital leadership](#) Digital Maturity Framework is a microsite and survey diagnostic test. Fifteen competencies are evaluated on the level between 1 and 5 to produce a digital maturity score. The test works best when it's completed by Digital Leads and their colleagues to capture different perspectives in the organisation.

Target audience: Larger charities

Topics: Team, people and skills; internal systems; culture; leadership; communications; data; financial sustainability; services; innovation;

It doesn't cover: risks; user-centred; strategy; collaboration; accessibility; responsible tech; openness; future; social impact; diversity

Evidence Base: Numerous charities across the sector using the survey (as well as informed insight from years of specialist insight / training in the sector)

Observations: This is by far one of the most comprehensive digital maturity frameworks with clear indicators of progress at each stage, showing clearly what is expected for a digitally mature organisation. However, the depth could be off-putting to some and the breadth could be overwhelming, make it challenging to know what to prioritise first.

	LEVEL 1: Basic digital operation	LEVEL 2: Good digital delivery	LEVEL 3: Digital as a channel	LEVEL 4: Digital integration	LEVEL 5: Transformed & changing
ATTITUDE	Scepticism Colleagues try to avoid dealing with anything digital	Respect Colleagues happy that specialists deal with digital - expect little involvement.	Participation Org understands the value and wants to learn more.	Inclusion Key to org success, incorporated into most thinking.	Evangelism Integral to the mission. Organisation keeps up with change.
COMMUNICATIONS PLANNING	No specific planning Digi used to promote existing comms.	Consultative Digi advice sought on execution of comms work.	Involved Digi is involved from the outset for most comms projects.	Strategic Most comms are digital by default. Comms teams have advanced skills.	Transformational Advanced digital approach embedded across comms - delivering big impact
AUDIENCE INSIGHT	Sporadic insight Insight from multiple sources used by one or two teams.	Growing insight Insight from multiple sources eg database and analytics, used by some teams.	Insight process Processes developing around insight gathering and use.	Insight in planning Audience insight used in shaping most work.	Embedded insight All work grounded in rich, up to date audience insight.
INNOVATION	Unaffordable Not prioritised, not happening.	Ad hoc Occasionally happens as part of existing projects.	Co-ordinated Re-imagining of some smaller aspects of services or products.	Strategic Structured innovation is transforming audience experience.	Structural Formal innovation programme is creating organisational change.
REPORTING	Some tactical KPIs eg web traffic but not used much by teams	Some testing & reporting Some aspects (email/soc. media performance) reported but lessons not used.	Aggregated reporting Performance data used and joined up, but hard to access.	Integrated reporting Quick turn-around access to performance data - used in planning.	Real-time reporting Always available and used strategically across teams.
DATA	Chaotic Data in the org is scattered and largely for offline activity.	Understood Data seen as important for the org. Quality and use improving in some areas.	Developing Clear roadmap for data management. Integration and analysis underway.	Data literate Quality, integrated data in use across much of the org.	Data-driven Live data is used across of the org to shape decisions and performance.
TECHNOLOGY INFRASTRUCTURE	Primitive Manual or limited systems with no integration.	Outdated System architecture is not keeping up with the needs of the organisation.	Keeping up Systems stable and enabling the basic operation.	Effective Systems clearly delivering improvements in productivity/effectiveness.	Leading edge 21st century tools connected strategically.
BUDGET	Survival Budget for basics only.	Maintenance Budget supports maintenance of current set up but not growth.	Testing Budget supports some improvements in priority areas.	Creative & growth Budget supports digital thinking and delivery across key operations	Sustainability & innovation Budget for evolution of digital operations improves organisation's impact.
DIGITAL CAPACITY	Lone wolf One person managing website, email or social No digital skills expected.	Limited A few people managing basic digital functions.	Digital Team Central team of digital specialists - some digital delivery in other teams.	Digital function Senior technology lead and team with growing digital opportunities in other teams.	Cross-org capability Senior technology leadership across the organisation with effective delivery teams.

Better Digital Services

[Better Digital Services](#) lists 9 key design principles that help charities build better digital services. It is a microsite produced by CAST, with links to case studies and key resources to learn more. The 9 principles are: User needs, Understand what is out there first, build the right team, take small steps and learn as you go, build digital services not websites, be inclusive, think about privacy and security, build for sustainability, collaborate and build partnerships, be open.

Target audience: Charities of all sizes looking to develop good digital services, either internally or with an external digital agency

Topics: Team, people and skills; user-centred; services; innovation; openness; collaboration; financial sustainability.

It doesn't cover: risks; strategy; leadership; internal systems; culture; accessibility; responsible tech; future; social impact; diversity; communications; data

Evidence base: Workshops and 1:1 research interviews with over 50 charities and funders of all sizes

Observations: This framework is very much focused on digital services, rather than organisational digital maturity. Whilst there is a lot of crossover, it is missing some of the components that are widely covered by other frameworks. It works best in tandem and offers some helpful follow up resources for areas of interest in development.

Principles I'm a Charity I'm a Funder

Home Digital Design Principles

Digital Design Principles

10 design principles to help charities build better digital services:

- 1 Start with user needs, and keep them involved
- 2 Understand what's out there first
- 3 Build the right team
- 4 Take small steps and learn as you go
- 5 Build digital services, not websites
- 6 Be inclusive
- 7 Think about privacy and security
- 8 Build for sustainability
- 9 Collaborate and build partnerships
- 10 Be open

Data Maturity Framework

The [Data Maturity Framework](#) and [Self-Assessment Tool](#) by Data Orchard are designed to help not-for-profit organisations better understand how they are doing with data and what they can do to improve.

The framework presents the five stages of progress in data maturity for organisations: Unaware, Emerging, Learning, Developing, and Mastering across seven key themes. These include Data, Tools, Leadership, Skills, Culture, Uses and Analysis

Topics: Data; culture; team, people and skills; leadership

It doesn't cover: User-centred; services; innovation; openness; collaboration; financial sustainability; risks; strategy; internal systems; accessibility; responsible tech; future; social impact; diversity; communications

Evidence base: It is based on research and development (including the Data Evolution project in partnership with DataKind UK 2015-17) which involved over 200 charities and social enterprises in interviews, workshops and user testing. Data Orchard's [tools, framework and research reports](#) are available free to download and use for non-profit use licenced under a Creative Commons Licence: Attribution-NonCommercial-ShareAlike 4.0 International (CC BY-NC-SA 4.0).

Observations: Whilst this framework is not about digital maturity, the two areas often go hand in hand. The framework is very well researched, thought through and evidence based, making it worth exploring. It is now available as an [online self-assessment and benchmarking tool](#).

Data Maturity Themes



Key reports

Cogapp: [Leading Digital Transformations](#)

This report is based on surveys with over 100 senior digital executives in the 100 charities by income and provides strategic advice and guidance for charity Chief Executives. Focus areas include: digital ambition, chain of command with head of digital, positioning digital in the organisation, investing in digital as infrastructure not marketing, digital literacy of senior teams

The [New Reality](#) is based on in-depth research with 50 charities in 2015, focusing on how charities can create a step change in digital. It is organised around 5 themes: leadership, culture, infrastructure, innovation, funding and service delivery. Despite being dated, the findings and guidance is largely in line with the group of digital maturity frameworks collated.

Summary

We hope this guide has given a useful overview and insight in to the types of digital maturity frameworks and an indication of which you might want to look at in more depth. We would recommend following [Catalyst](#) to find out more about what happens next. You can read more about the findings on this [blog post](#).

Author details:

Innovation Unboxed, Helen Lang

- Website: <https://www.innovationunboxed.org/>
- Email: helen@innovationunboxed.org
- Twitter: <https://twitter.com/iboxforgood>

Think Social Tech, Nissa Ramsay

- Website: <http://www.thinksocialtech.org/>
- Medium: <https://medium.com/@thinksocialtech>
- Email nissa@thinksocialtech.org
- Twitter: <https://twitter.com/NissaRamsay>

CAST

- Website: <http://wearecast.org.uk>
- Medium: <https://medium.com/@wearecast>
- Email: hello@wearecast.org
- Twitter: <https://twitter.com/TechforgoodCAST>