



Guide to Digital Transformation in Cultural Heritage

Building capacity for digital transformation across the Europeana Initiative stakeholders

By the Europeana Initiative-wide Digital Transformation Task Force

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1. Introduction

This is a guide to support the digital transformation of the cultural heritage sector across Europe.

This guide is written for the people who work in, around and for the many different museums, galleries, archives, libraries, heritage sites, arts organisations etc. that hold and protect cultural collections and seek to engage audiences with them. In this guide we have chosen to use the term ‘cultural heritage sector’ to mean all of these individuals, organisations and networks.

It is important to note that there is no one-size-fits-all solution for digital transformation and it can only happen in response to individual and organisational contexts - size, location, domain, purpose, audience etc. Digital transformation will take a different form for everyone and it is not possible to make recommendations in the form of ‘step 1, step 2, step 3...’ that would apply to anyone and to any situation.

Instead, this guide offers recommendations that **frame an approach to digital transformation** for the whole cultural heritage sector. The approach it recommends is values-led, guided by a commitment to be purposeful, inclusive and ethical so that we can address wider societal issues such as social justice, equity and the climate crisis. It is also centred on people’s needs and written in a way that can be responsive to the many different contexts across our sector.

We believe that by taking a united and collaborative approach, with shared understanding, we can understand how to harness the potential that digital transformation offers our sector.

2. About this Guide

We begin with a set of key definitions that make up a shared terminology to be used consistently across all parts of the sector.

This is followed by a set of three priorities:

- language and approach
- mindset and culture
- purpose and values

Each priority comes with related recommendations. For each recommendation we have set out:

- Why this is so important
- What needs to happen
- How to do it and who actions are for - individuals, organisations or networks

Finally, the guide provides a set of ‘**starting points**’ - prompts and questions to help you find a focus or a way in to beginning digital transformation that best suits your context.



3. Definitions

Clarity on key definitions supports a shared understanding and a secure foundation on which we can build transformation. As the language around ‘digital’ can feel daunting at times, and confusion around terms can hinder progress, this guide advocates for consistent use of key terminology. The definitions recommended below come from a range of established and recognised sources from within and around the cultural heritage community.

3.1 Digital

The term ‘digital’ refers to all of the following: digital content, services, experiences, data, systems, tools or technologies, as well as digital behaviours, motivations and culture.

Source: [Culture24’s Digital Pathways](#)

3.2 Digital transformation

Digital transformation is both the process and the result of using digital technology to transform how an organisation operates and delivers value. It helps an organisation to thrive, fulfil its mission and meet the needs of its stakeholders. It enables cultural heritage institutions to contribute to the transformation of a sector powered by digital and a Europe powered by culture.

Source: [Europeana’s definition for the cultural heritage sector](#)

3.3. Digital maturity

An individual’s or an organisation’s ability to use, manage, create and understand digital, in a way that is contextual (fit for their unique setting and needs), holistic (involving vision, leadership, process, culture and people) and purposeful (always aligned to the institution’s social mission).

Source: [One by One project](#)

3.4. Capacity building

Capacity building is the process of developing and strengthening the skills, instincts, abilities, processes and resources that organisations and communities need to survive, adapt, and thrive in a fast-changing world. Source: [United Nations capacity building](#)



4. Recommendations

4.1 Priority one - language and approach

Recommendation:

Understand and adopt this Guide's shared way of approaching, thinking about, discussing and planning digital activity and skills, personally, in organisations and in networks.

Why is this so important?

Sharing a common language (as set out in the definitions above) and approach (as set out in the framing below) to all aspects of digital, will help us bring people together, assess and understand challenges, align objectives, and build capacity. This is essential if we are to accommodate the multiple, complex and layered perspectives and contexts that exist across the cultural heritage sector.

Getting to know and living with the language and framing this guide advocates, when discussing, planning and making decisions about all aspects of your personal, your organisation's or your network's activity, day-to-day, will help you understand and develop your digital maturity. Digital maturity and digital transformation go hand in hand, you can't have one without the other.

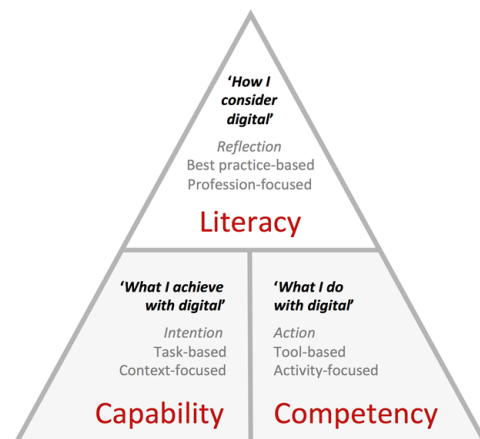
What needs to happen?

Learn, understand and adopt these two approaches to framing and describing digital skills, literacies and activities:

Digital skills and literacies

Digital skills break down into two types - a *competency* is action-oriented, the ability to use a tool or system. A *capability* is more contextual and achievement-oriented, knowing how to successfully apply that ability to a certain task.

Digital *literacy* is more reflective, being able to evaluate the appropriateness of those competencies and capabilities in a specific context



and taking a holistic, strategic approach to all aspects of digital.

Digital activity

All digital activities (*online publishing, content management, video production etc*) and all activities supported by digital (*finance, recruitment, fundraising*) within a cultural heritage organisation, can be usefully broken down into these four elements -

- What will we need to **use**?
- What will we need to **manage**?
- What will we need to **create**?
- What will we need to **understand**?

How I use digital	How I understand digital
How I manage digital	How I create digital

How do we, as individuals, organisations and networks, do that?

Individuals	Organisations	Networks
Use these framings in your thinking, conversations and planning, whenever anything digital is involved.	Integrate these framings into all organisational activities and functions, from project planning and recruitment to strategic decision-making and governance.	Advocate for and integrate these framings, in different languages, across all network activity, services and functions, across regions, countries and domains.
Assess, understand and develop the digital skills and literacies you personally have and need.	Audit the digital skills of your team and identify where to invest time and money in order to support development.	Support the development of digital skills and literacies in your network, formally and informally.

These ways of framing digital skills, literacies and activity can flex according to context. They work for people and organisations still at the beginning of their digital transformation journey as well as for those that are more digitally mature and confident.

Breaking digital skills down into competencies, capabilities and literacies is a way to ascertain what skills you have and identify where you need support. Breaking down digital activity into what is used, managed, created and understood helps you to see the breadth of considerations needed and works at any scale, from a single social media post to a 5 year strategic plan.



4.2 Priority two - mindset and culture

Recommendation:

Create optimum conditions for change through a mindset and culture that is open to learning and collaboration on all levels and in all contexts; recognises the importance of people-centred practice and emotional skills and intelligence and takes a holistic approach to digital transformation

Why is this so important?

Positive change that supports digital capacity building is most effective when it happens in a people-centred way, looking holistically at everyone's needs - volunteers, staff and leaders, as well as the communities and audiences you serve. We need to tackle the challenges of change in a collaborative, connected way.

What needs to happen?

Be open to change, learning and new ways of working.
Value and nurture people-centred practice and emotional skills and intelligence.

How do we, as individuals, organisations and networks, do that?

Individuals	Organisations	Networks
Be an agent of change - wherever you are situated you can build digital skills and capacity and kickstart change.	Create space at every level - give the development of digital skills and literacy space to breathe, even if that means doing fewer other things. Prioritise it organisationally.	Be an agent of change - use your network to support capacity-building, to kickstart change <i>and</i> to be responsive to change as it happens.
Be open to learning, reaching out and asking for advice, trying new things, learning from your mistakes and taking time to reflect.	Nurture a culture of experimentation - create the right conditions, giving people the mandate to try out new ideas, iterating in an agile, data-informed way.	Create space to learn and change - support communities of practice to share skills and best practice by connecting with peers - bring them together virtually



	Support digital skills and activity across all parts of your organisation and avoid siloing into one place.	and in person and amplify their voices.
Be a digitally literate leader - recognise the issues and build your own digital literacy to a point where you can create conditions for change, value skills development and understand the benefits of digital maturity.	Stop reinventing the wheel - share more, collaborate more and learn from each other's mistakes and successes, within and beyond the organisation. Adopt and adapt relevant skills and activities from other sectors into the cultural heritage sector.	Prioritise digital policy development and investment that values digital capacity building, skills and infrastructure at local, regional, national or international levels. Advocate to funders and other stakeholders for this approach too.
Understand and address your own fears, strengths, attitudes and confidence levels around digital.	Commit to being people-centred, not technology-led and to understanding why that matters. Acknowledge and address people's anxieties, lack of confidence and fear of failure, as well as people's strengths and skills.	Commit to being people-centred, not technology-led and/or data-focussed only, and to understanding why that matters. Advocate to funders and other stakeholders for this approach too.
Understand the value of your own emotional intelligence and skills and how they support digital capacity building, invest time in developing them and give them space.	Recognise that emotional intelligence and skills such as empathy, compassion, persuasion, change management, collaboration and more, go hand-in-hand with digital skills.	Understand and value the role of emotional intelligence and skills in digital capacity building. Support and nurture those skills across your communities of practice.



4.3 Priority three - purpose and values

Recommendation:

Ensure your digital transformation is purposeful and values-driven

Why is this so important?

We must not forget why we're doing this. Fundamentally, the cultural heritage sector needs to build digital capacity and understanding in order to be more resilient, remain relevant and thrive in the 21st century. This means making an impact and a difference to the people who visit and use your products and services. Beyond that, digital transformation needs to be driven by organisational mission, purpose and values, and to encompass wider societal issues such as social justice, equity and the climate crisis.

What needs to happen?

Make purposeful use of digital to enable and support your role and your organisation or network's mission. Let your use of digital be guided by personal, organisational and network values.

How do we, as individuals, organisations and networks, do that?

Individuals	Organisations	Networks
Understand the purpose of your role and be aware of the personal values you bring to your work. Ensure those values are reflected in the way you approach all aspects of digital in your role, including your choices around technology, your online identity and your digital behaviours.	Ensure your organisational mission, purpose and values are clear, relevant and understood by your team. Ensure they are reflected in the way everyone in your team approaches all aspects of digital. This includes your choices of technologies, your online identity, your digital behaviours and the way you prioritise digital activity and resources.	Ensure your network's purpose and values, along with your members' values, are clearly articulated, relevant and understood. Ensure they are reflected in the way your network approaches all aspects of digital. This includes choices around technologies, your online identity, your digital behaviours and the way you prioritise digital activity and resources.



<p>Consider what positive impact you want to have in your work and identify ways to evaluate and evidence that success. This might include social purpose, business resilience and impact specific to your organisation's context.</p>	<p>Understand that your organisation needs to be digitally mature enough, with appropriate levels of digital capacity and support, to meet its business needs, support income generation, be resilient and thus deliver your social purpose and overall mission.</p>	<p>Understand that networks need enough digital maturity and capacity to meet members' needs, be resilient and fulfil the network's mission. Support your members in understanding and adopting this approach and advocate for them with funders and stakeholders.</p>
<p>Ensure your digital skills, literacy and activity are always fit for purpose, effectively supporting your role and the organisation's mission.</p>	<p>Consider what positive impact you want to have from each of your activities and identify ways to evaluate and evidence that success.</p>	<p>Consider what positive impact you want to have from each of your activities and identify ways to evaluate and evidence that success.</p>
<p>Make best use of digital tools to gather, analyse, generate and share data and intelligence, in support of your role.</p>	<p>Make best use of digital tools to gather, analyse, generate and share data and intelligence, within and beyond the organisation.</p>	<p>Make best use of digital tools to gather, analyse, generate and share data and intelligence across your network - ie engagement trends and benchmarks. Look for and share evidence that supports member and sector priorities.</p>
<p>Make decisions around digital based on honest, realistic evidence.</p>	<p>Make decisions around digital that support your mission based on honest, realistic evidence.</p>	<p>Make decisions around digital that support your network based on honest, realistic evidence.</p>
<p>Be legally compliant, ethical and transparent in all digital aspects of your work. This includes considerations around safeguarding, inclusion, equity, access, openness, storage, security and environmental sustainability.</p>	<p>Be legally compliant, ethical and transparent in all digital aspects of your organisation's activity. This includes considerations around safeguarding, inclusion, equity, access, openness, storage, security and environmental sustainability.</p>	<p>Be legally compliant, ethical and transparent in all digital aspects of your network's activity. This includes considerations around safeguarding, inclusion, equity, access, openness, storage, security and environmental sustainability.</p>



5. Starting points

Every person and every organisation needs to follow their own path. These prompts are not an exhaustive list, they are designed to help you develop your understanding so you can ask useful questions and then take action. They will help you work out where to start and where to focus your efforts. You don't need to follow them in linear order and you don't need to use all of them, just begin where it feels right.

You could use the prompts in a range of ways, including:

- Informally, as conversation starters or more formally, documenting responses to inform strategies
- As a solo, reflective exercise
- With a colleague or team
- As the basis for a workshop or planning session
- In larger organisations, via online surveys to gather feedback
- As a one-off, using the prompt to kick-start exploration
- Regularly, in team meeting agendas, or setting separate meetings
- Flexibly - feel free to adapt these to your setting and context and build on them in ways that work for you.

Once you have decided where to begin developing your digital capacity and maturity, you might need support to do so, whether that takes the form of resources, training or communities of practice. We have listed a number of well-researched, tried and tested resources that have been created by Culture24 and the Europeana Initiative stakeholders, in Appendix 3. Again, those resources are not an exhaustive list but are a useful starting point.

5.1 Digital skills and literacies

Considering digital skills:

Digital skills have two elements:

- **digital competencies**, action-oriented skills, the ability to use a digital tool, technology or system, to know how to do the basics effectively
- **digital capabilities**, more intentional - the skills required to use those tools effectively in a cultural heritage setting, to fulfil tasks according to your specific context

Overall, how digitally skilled and confident are you, your colleagues and your leadership team?
How do you know?

Do you have processes and support in place for developing your digital skills and confidence and for monitoring progress continuously?



Do you feel confident that you know how to use the digital tools your role requires for collaborating and communicating with your colleagues? Eg email, word processing, using the internet, online purchasing, project planning, online meetings etc?
Beyond the basics, do you have the skills to make best use of those tools to meet your organisation's and your communities' specific needs?

To what extent do you have the basic digital skills and confidence you need to effectively use the public-facing digital tools your role requires? Eg web publishing tools, social media platforms, audio-visual equipment etc?
Beyond that, to what extent do you have the confidence and skills required to use them to serve your organisation's purpose?

To what extent do you have the digital skills and confidence required to manage the tools, data and information your role and organisation requires? Eg collections and data management, financial, ticketing, HR systems, etc?
Do you know ways how you can improve your confidence and develop your skills?

Considering digital literacies:

the ability to reflect upon an individual's or organisation's competency with digital (using digital tools) and their capability with digital (achieving tasks with digital), but also how they understand and review this digital practice in an informed way within the wider contexts of their institution, professional networks, sector and society.

Overall, how digitally literate are you, your colleagues and your leadership team? How do you know?

Do you have processes and support in place for developing and maintaining your digital literacy and for monitoring progress continuously?

Is your organisation's leadership and governance digitally literate?

Do you, and does the leadership team in your organisation, have enough digital literacy and confidence to understand why digital capacity-building is vital and that it needs to be given time, space and resource in order to thrive?

Do you, and does the leadership team in your organisation, have enough digital literacy to make strategic decisions around digital activity and transformation, and to weave it into business planning, to serve your mission?

Do you and your colleagues have enough digital literacy, between you, to inform and support your organisation's activity across all areas - internal and external - where digital plays a role?



5.2 Digital activities

Considering what you USE: These prompts cover the digital things you USE , the digital tools, systems, processes, hardware and software that underpin all of the activity in the organisation in the most effective and useful way (this relates to not only digital activity but also anything that has a digital element).
Individuals
Do you have an overview of the digital activities that form part of your role and your organisation's work and the digital tools available to you in this context?
Are you personally using digital tools, systems and processes effectively in your role? e.g. office software, social media, content/data management, digital communications, image/sound recording, etc. Are they the right tools for the task?
If you're in a leadership position do your staff/volunteers have the right digital tools, processes and systems in place to support and enable them to do their jobs effectively? Are they using the right tools for the task and are they using them effectively?
Organisations
Is the organisation using digital tools, systems, software and processes in an effective way? e.g. office software, social media, content/data management, digital communications, image/sound recording, etc. Are they the right tools for the task? Does your team know how to use them?
Are the digital tools, systems, software and processes you use integrated across the organisation where they need to be? Are you using tools to connect staff to data, platforms, services, communications?
Networks
Is your network using digital tools, systems, software and processes in an effective way? e.g. office software, social media, content/data management, digital communications, image/sound recording, etc. Are they the right tools for the task? Do your members and stakeholders know how to use them?
Is the network providing effective digital tools and systems to support its members and to collaborate and connect with the wider cultural heritage sector and beyond?



Considering what you need to MANAGE:

These prompts cover things you MANAGE around your activity, that relate to digital, such as governance, resourcing, legal compliance, data standards, finance, audience data, digital skills, capacity and more.

Individuals

Are you, personally, managing your use of digital tools and systems effectively? For example, managing passwords, licences and data, internally and externally?

Do you have enough time, capacity, resources and support to manage the digital elements of your role?

Are you supported to manage and build your personal digital skills and capacity?

If you're in a leadership position, are you ensuring those things (above) are in place for staff and volunteers in your organisation?

How do you want to manage your identity online? What are you comfortable with sharing on any particular social media platform? Do you want to keep the private and the professional separate? Are you managing your permissions and privacy settings to reflect these choices? Do you have the right security measures in place as required by your role?

Organisations

Are you managing your data effectively? Do your systems support easy access from team members working in a variety of locations? Is it easy to search and retrieve data? Are you managing permissions, copyright and licensing effectively? Are you legally compliant?

Are you offering support and guidance around how to manage standards, integration and best practice specific to your organisation's purpose and values? Is the organisation cognisant of and compliant with all relevant regulations, requirements and standards relating to all digital activity and data?

Are you managing how digital is resourced? Does your organisation have effective and sustainable strategies, plans and processes in place? Have you considered both the upfront and ongoing costs of managing and maintaining your digital technologies, systems and tools as well as the digital skills development of your workforce and volunteers?

How do you want to manage your organisational identity online? What are you comfortable with sharing on any particular social media platform? Are you managing your permissions and privacy settings to reflect these choices? Do you have other security measures in place as required by your organisation's context of work?



Are you managing your digital infrastructure effectively? E.g. access to data, shared communications, provision of hardware/software, regular updates for all machines, support for remote working etc.

Are you creating the space for developing digital skills within your workforce and volunteers? Are you auditing and managing these developments effectively? Are you skills-sharing, training and recruiting for the right skills and literacies?

Networks

Are you managing your data effectively? Do your systems support easy access to and from your network? Is it easy to search and retrieve data? Are you managing permissions, copyright and licensing effectively? Are you legally compliant?

Are you offering support and guidance around how to manage standards, integration and best practice specific to your community of practice? Are you helping your network to be cognisant of and compliant with all relevant regulations, requirements and standards relating to all digital activity and data?

Are you supporting your network members to share and develop digital skills, literacies and capacity together, in relevant, useful communities of practice?

How do you want to manage your network's identity online? What are you comfortable with sharing on any particular social media platform? Are you managing your permissions and privacy settings to reflect these choices? Do you have other security measures in place as required by your network's context?

Are you managing your digital infrastructure effectively? E.g. access to data, shared communication channels, provision of software, regular updates for all applications, support for federated working and collaboration etc.

Considering what you CREATE

These prompts cover the things you CREATE with and for digital, for example strategies, policies and plans; collection records, exhibitions and resources; research findings, reports, storytelling, marketing, community-building content and more.

Individuals

Is all of the digital content you create accessible, inclusive and compliant with your organisation's standards, ethics and values?

If you create externally-facing digital content as part of your role, are you clear on its purpose, target audience and effectiveness? Are you confident in what you're creating and why? Is



there a clear strategy in place to guide your work? Do you have ways to evaluate your digital content's effectiveness and impact?

Do you create internally-facing reports, plans, guides, strategies or other content, using digital channels or with a digital focus, as part of your role? If so, are you clear on their purpose and audience? Do you have enough capacity and resources to create and disseminate them effectively?

Do you need to create or re-visit a plan for your digital content creation? Something to help you plan your time effectively? Consideration might be: frequency, duration, format, style, tone of voice etc

Organisations

Have you audited the digital content your organisation has already created? Do you know what you have and have you considered if it is fit for your organisational purpose?

Do you have guidelines in place for your staff who create externally-facing or internally-facing digital content that helps them understand its purpose, target audience and effectiveness? Do you ensure that your staff has enough capacity and resources to create and disseminate this content effectively? Do you have tools and processes in place that help you evaluate the effectiveness of the digital content your organisation creates?

Do you want to co-create content with others (volunteers, community groups, subject specialists etc)? Do you understand the literacies of the group you want to work with and how they may need support (technically, practically, emotionally, financially etc)?

Do you need to create digital policies or strategies to help you make sure your digital activity is effective and impactful? Consideration might be: target audiences, impact metrics, brand values/personality etc

Every social media platform has a different culture, personality and style. What personality has your organisation created in whatever platforms you are on? Is that personality a good fit for the platform? Does it reflect your values? Are you able to create content that is fit for purpose for that channel?

Networks

Are there opportunities for your network to create new alliances, partnership and connections that support the resume of existing digital content in impactful ways?

Is there value in creating an online community for your network, or are their existing online communities that you can join, boost or foster?



Does your network need to create digital policies or strategies of/by/for your community? What role can you have in creating strategic connections across your network to help ensure their digital activity is effective and impactful?

Do you want to co-create content with others (volunteers, community groups, subject specialists etc)? Do you understand the literacies of the group you want to work with and how they may need support (technically, practically, emotionally, financially etc)?

Every social media platform has a different culture, personality and style. What personality has your network created in whatever platforms you are on? Is that personality a good fit for the platform? Does it reflect your values? Are you able to create content that is fit for purpose for that channel?

Considering what you need to UNDERSTAND

These prompts cover the things you need to UNDERSTAND around digital for all of your activity, from the big picture to the granular tasks.

Individuals

Do you understand how digital fits into your role and helps you do your job? Can you see the bigger picture of where your personal digital skills, literacy and capacity support your role and organisation?

Do you have a strong enough understanding, or digital literacy, to know why you've chosen a particular digital tool, activity, platform or approach? Is your choice of a specific digital tool or channel the most appropriate for your intended purpose and the intended audience? Do you consider yourself digitally literate enough to understand how to keep track of ongoing developments and new releases of the tools you use and to evaluate new tools as potential alternatives?

Do you understand the culture of the digital spaces you operate within? Do you consider things like filter bubbles, algorithmic bias, privacy, security, use of cookies, data tracking and surveillance?

Do you understand what digital success means for you and your role? Can you track, extract and interpret the data and analytics from the digital platforms you use? Are your decisions driven by reliable data and evidence?

Organisations

Do you know where you are in your digital transformation journey? Have you audited and analysed your organisation's current digital maturity and capacity? Have you set development targets?



<p>Do you understand how digital activity and capacity can help your organisation function effectively and deliver its mission in an impactful way? Can you see the bigger picture within which your organisation fits?</p>
<p>Do you understand the benefit of digital skills and knowledge-sharing across the organisation and the risks of digital activity and capacity being siloed within IT or tech teams?</p>
<p>Do you understand the value of experimentation in helping your organisation and your team try out new things to build digital capacity? Do you understand the risks involved and how experimentation can help to mitigate them?</p>
<p>Does your organisation have a strong enough understanding, or digital literacy, to know why to choose a particular digital tool, activity, platform or approach? Is the choice of a specific digital tool or channel the most appropriate for the intended purpose and the intended audience? Is your organisation digitally literate enough to understand how to keep track of ongoing developments and new releases of the tools used and to evaluate new tools as potential alternatives?</p>
<p>Does your organisation understand the wider digital culture within which it works? Digital behaviours and motivations? Do you understand the culture and ethics of the digital spaces you operate within? Are you considering things like filter bubbles, algorithms bias, privacy, security, use of cookies, data tracking and surveillance?</p>
<p>Do you understand what success looks like for your organisation and how digital activities and tools can support that? Can you track, extract and interpret the data and analytics from the digital platforms you use? Do the relevant people in your organisation have access to this data? Are your decisions being data and evidence driven?</p>
<p>Networks</p>
<p>Do you understand how digital activity can help your network function effectively and deliver its mission in an impactful way? Can you see the bigger picture, how your network connects and supports others?</p>
<p>Have you audited your network's current, overall digital capacity and maturity? Do you understand why this matters? Are you effectively supporting your network members in their digital transformation journey? Does your support acknowledge the circumstance that your network members are all at different stages of their digital transformation journey?</p>
<p>Do you understand what success looks like for your network and how digital activities and tools can support that? Can you track, extract and interpret the data and analytics from the digital platforms you use? Do the relevant people in your network have access to this data? Are your decisions being driven by reliable data and evidence?</p>
<p>Does your network understand the wider digital culture within which it works? Digital behaviours and motivations? Do you understand the culture and ethics of the digital spaces</p>



you operate within? Do you support your members to understand and consider things like filter bubbles, algorithms bias, privacy, security, use of cookies, data tracking and surveillance?

Is your network making best use of the opportunities digital offers to share, connect, analyse, disseminate and amplify knowledge, intelligence, evidence and insight across communities of practice?

6. Putting this into practice

The definitions, recommendations and starting points in this guide are offered to you as a way to frame your approach to digital transformation as an individual, for your organisations or your network.

They can be worked through personally or shared amongst your colleagues/team. They can be used to frame workshops or meetings seeking to build digital capacity. They can also form part of discussion and strategic planning with leadership teams, funders or stakeholders.

Use this guide as the starting point for your conversations and as a framework to shape your thinking, approach and strategies.



Credits

This guide was written by Anra Kennedy, Partnerships Director and Jane Finnis, CEO, Culture24. With support from Alec Ward and the Culture24 team.

It was developed between October 2021 and April 2022 through the work of a European Initiative Digital Transformation Task Force that Culture24 was commissioned to guide and support. The Task Force brought together representatives from the three pillars of the European Initiative - the European Foundation (EF), European Network Association (ENA) and European Aggregators' Forum (EAF) - alongside two independent representatives.

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- Marta Peinador, Independent
- Susanna Ânäs, Independent

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[Culture24](https://www.culture24.org.uk/) is an independent UK charity that helps arts and heritage people drive positive change inside their organisations, building resilience and capacity so they can respond to the challenges and opportunities today and to come <https://www.culture24.org.uk/>