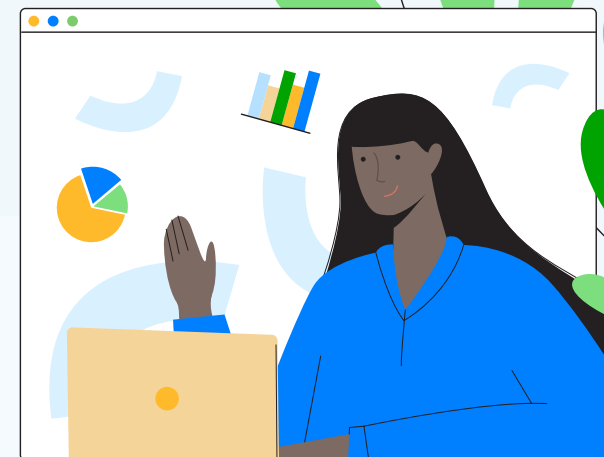# CHARITY DIGITAL SKILLS
REPORT 2022
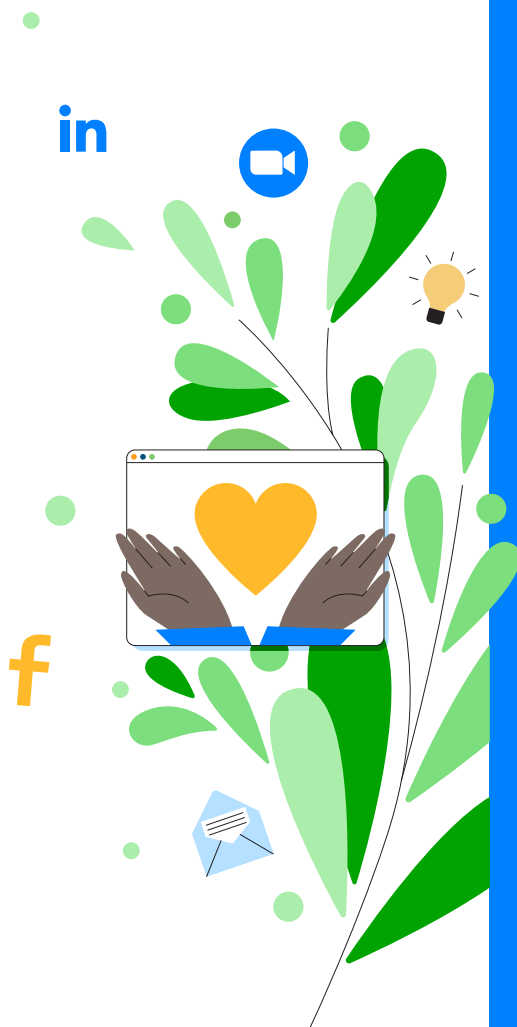
CHARITY
DIGITAL SKILLS
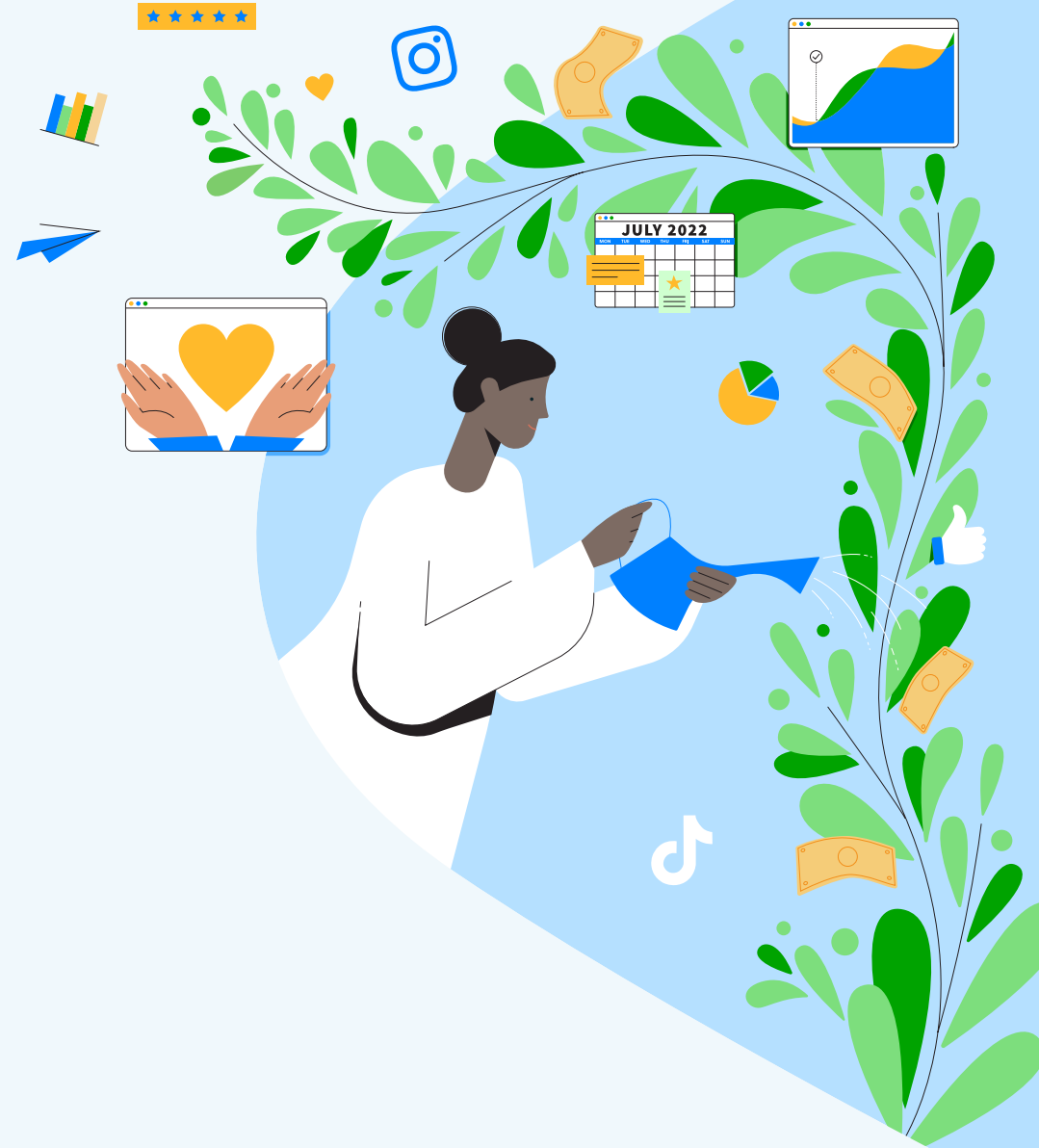# REPORT 2022

#CHARITYDIGIREPORT

zoe amar
digital

THINK
SOCIAL
TECH

CONTENTS

INTRODUCTION

INTRODUCTION

Over the last two years, the sector has gone through a period of intense digital adaptation. In the 2020 and 2021 Charity Digital Skills Reports we tracked how charities' use of digital was changing and the effect this was having on strategy, leadership, skills and operations. This year we wanted to find out what role digital was playing for the sector on the 'road to recovery' phase of the pandemic.

The sector has had a tough time since we went into lockdown in 2020. In the 2022 Report we wanted to find out more about what support the sector needs, as well as the funding and other resources that funders can provide, particularly for organisations of different sizes, at different stages of digital and for those led by groups facing racial inequality.

Established in 2017, The Charity Digital Skills Report is the annual barometer of digital skills, attitudes and support needs across the sector. Everything you have told us via the surveys has helped us track how charities are evolving, as well as gathering insights into areas that are critical success factors for digital progress, such as understanding users, leadership and governance and strategy.

This year, we redeveloped the survey extensively to capture a snapshot of the sector at this pivotal moment of change and to discover where it needs help with digital to maximise its impact. That's why we've asked new questions to uncover exactly what funders need to do to help get the sector onto a sustainable footing. This has to be done in an inclusive way, so we have also gathered insights into the different support needs of organisations led by and serving groups facing structural inequity.

Our report aims to:

- Map charities' digital priorities as we enter the next phase of the pandemic. How important is digital in their future plans and where do they see it in their future?

- Understand the key trends in how charities' use of digital has changed over the last year, so that you can benchmark your organisation.

- Track progress made over the last five years and what this means for the sector.

- Measure where charities have skills gaps and what they need to grow their digital knowledge and confidence.

- Gather data on what funding and support needs charities have to help them move forward with digital so that we can take these findings to grant makers and recommend what they need to do more effectively.

We'd love to hear what you think about the report, how you are using the findings and how we might build on this next year in our *feedback form*.

INTRODUCTION

We are delighted to be working as part of Catalyst again on the report. Catalyst is a collective of individuals and organisations (including charities, funders, agencies and freelancers) helping UK civil society grow in digital. They are building an ecology of interconnected support initiatives, shared infrastructures, learning networks and community spaces that help charities and civil society organisations harness the power of digital, data and design to respond to the changing needs in their communities. The report will be an essential resource for their work in helping civil society rebuild from COVID-19 in a more responsive, sustainable and equitable way.

We are also delighted to be supported by Comic Relief, The Clothworkers' Foundation, M-hance and Digital Wonderlab.

There are some encouraging findings in this year's report about charities' commitment to digital and their plans for the future. Our data reflects that digital growth has stabilised although many organisations still have ambitions to do more.

One of the aims of our report has always been to democratise digital across the sector, showing how every organisation, regardless of size, can grow their skills and use digital to make an even bigger difference. We were concerned to find that the gap between charities who are at more advanced stages of digital has become more pronounced this year. As a sector, we must commit to digital being for everyone and not something that is split between the digital haves and have nots. We will achieve far more from digital if we collaborate with each other and learn together.

Thank you for supporting our report.

Zoe Amar and Nissa Ramsay
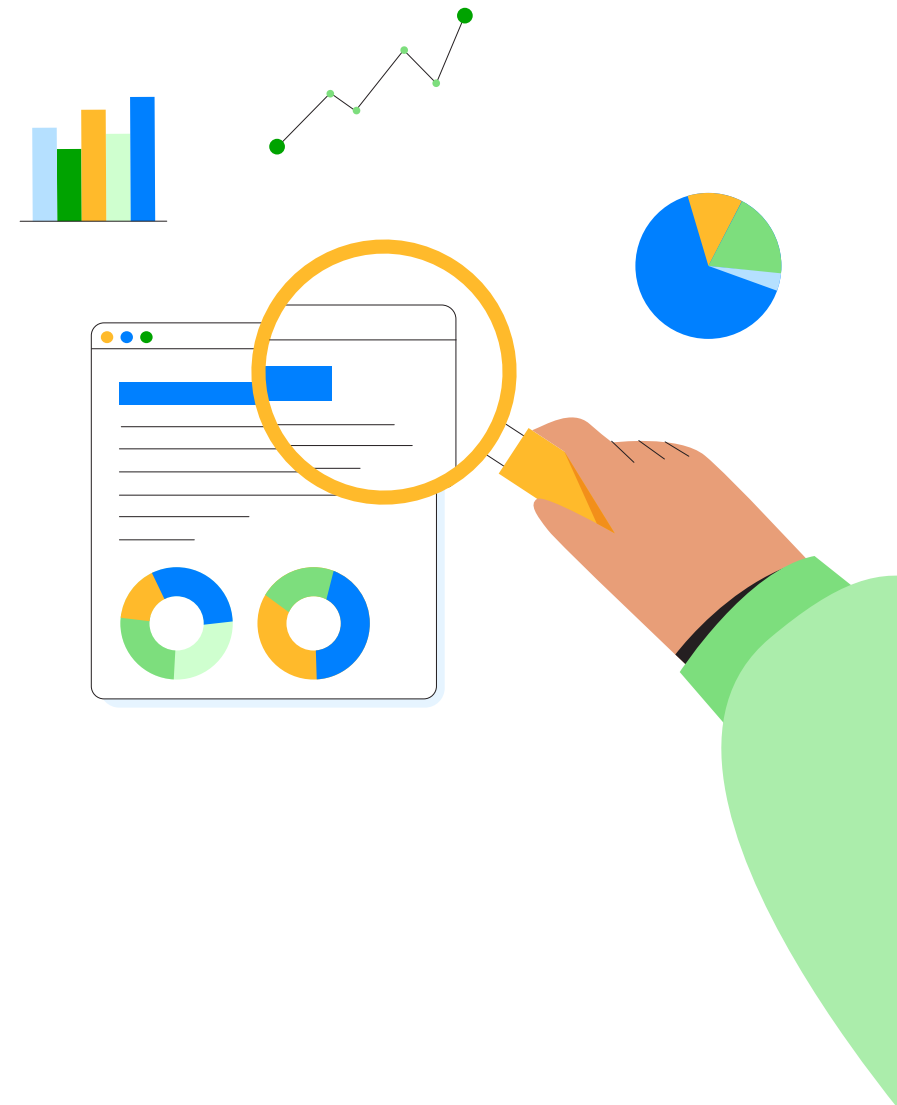
BACKGROUND TO THE RESEARCH
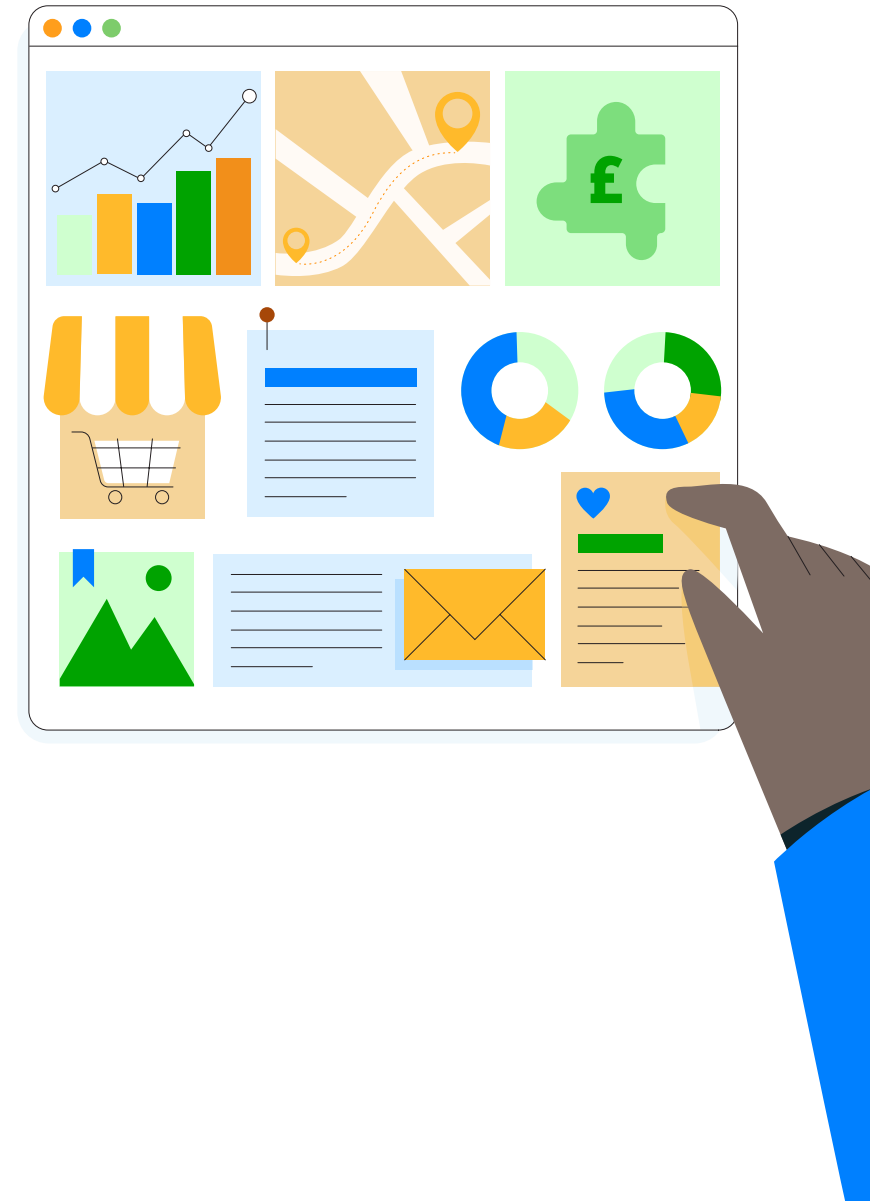
BACKGROUND TO THE RESEARCH

From 29 March to 20 May 2022 we gathered data on charities' reflections on another year of digital change and what this means for their plans, ways of working, funding and support needs.

We are extremely grateful to the 435 charity professionals who took the time to tell us how they are using digital, what's changed for them over the last year and where they think digital can help them on the road to recovery. We've also asked about funding and support needs so that we can make recommendations to funders and the wider sector about what is needed to help charities.

This year, we are pleased to have received more responses from small and medium sized organisations (62% have an annual turnover of less than £1 million) at various stages in their digital journey. The survey also looks to represent the views of a diverse range of organisations, with 48% being led by groups that commonly or historically experience structural inequality and 77% predominantly supporting these groups. Half of our responses came from CEOs or those in leadership teams, whilst 28% came from staff. It is helpful to have this range of insights in the report.

Comparisons between charities: Key definitions

Throughout this report we have included relevant highlights from our analysis of key differences by size of charity, stage of digital maturity and for those groups led by and supporting groups experiencing structural inequality. Unfortunately, we did not achieve a high enough representation of charities from Northern Ireland and Wales, to compare responses by country. We have offered some insights on charities led by groups that commonly or historically experience structural inequality where we have meaningful data to do so. We hope to improve on this next year.

Throughout this report we have adopted the following definitions and combined survey responses to aid the analysis.
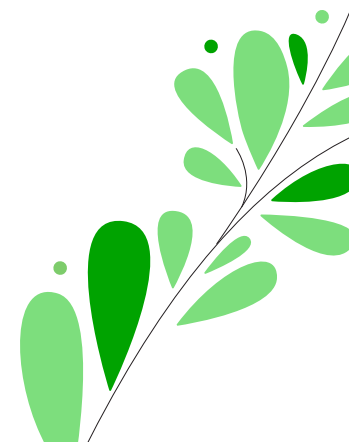
Size

Small charities
Respondents specifying an annual turnover of **less than £1 million**.

Large charities
Respondents specifying an annual turnover of **more than £1 million**.

Stage

We asked respondents to select which stage of digital development was the best fit for them, based on the following statements:

Curious	**Starting out**	**Advancing**	**Advanced**
We have some digital basics in place, such as social media or remote working, with ambitions to do more.	We're developing our use of digital across the organisation but we don't have a strategy in place yet.	Digital is part of our strategy, but we've not embedded this yet. We're investing in technology and developing our skills.	Digital is integral to our organisational strategy and embedded in everything we do.
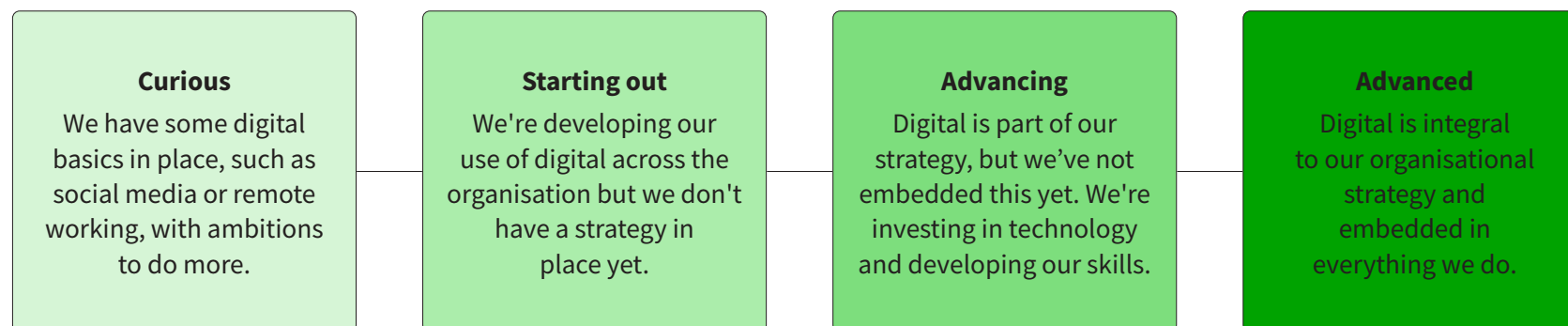
Overall, we found a clear relationship between digital stage and digital skills responses, showing that the classification is relevant and meaningful to respondents. We have also combined these stages to identify key differences as follows:

Early stage
Combines those that specify **'curious'** and **'starting out'**.

Advanced stage
Combines those that specify **'advancing'** or **'advanced'**.

Charities

We use the term charity in this report as shorthand to refer to the range of nonprofit and social sector organisations completing the survey, rather than to refer solely to registered charities (84% of respondents were charities).

NB: All survey data was rounded to the nearest whole number. Percentages may not total 100 due to this rounding up.

OVERVIEW OF SURVEY RESPONDENTS

435 responses

🏠 **17%** Worked remotely
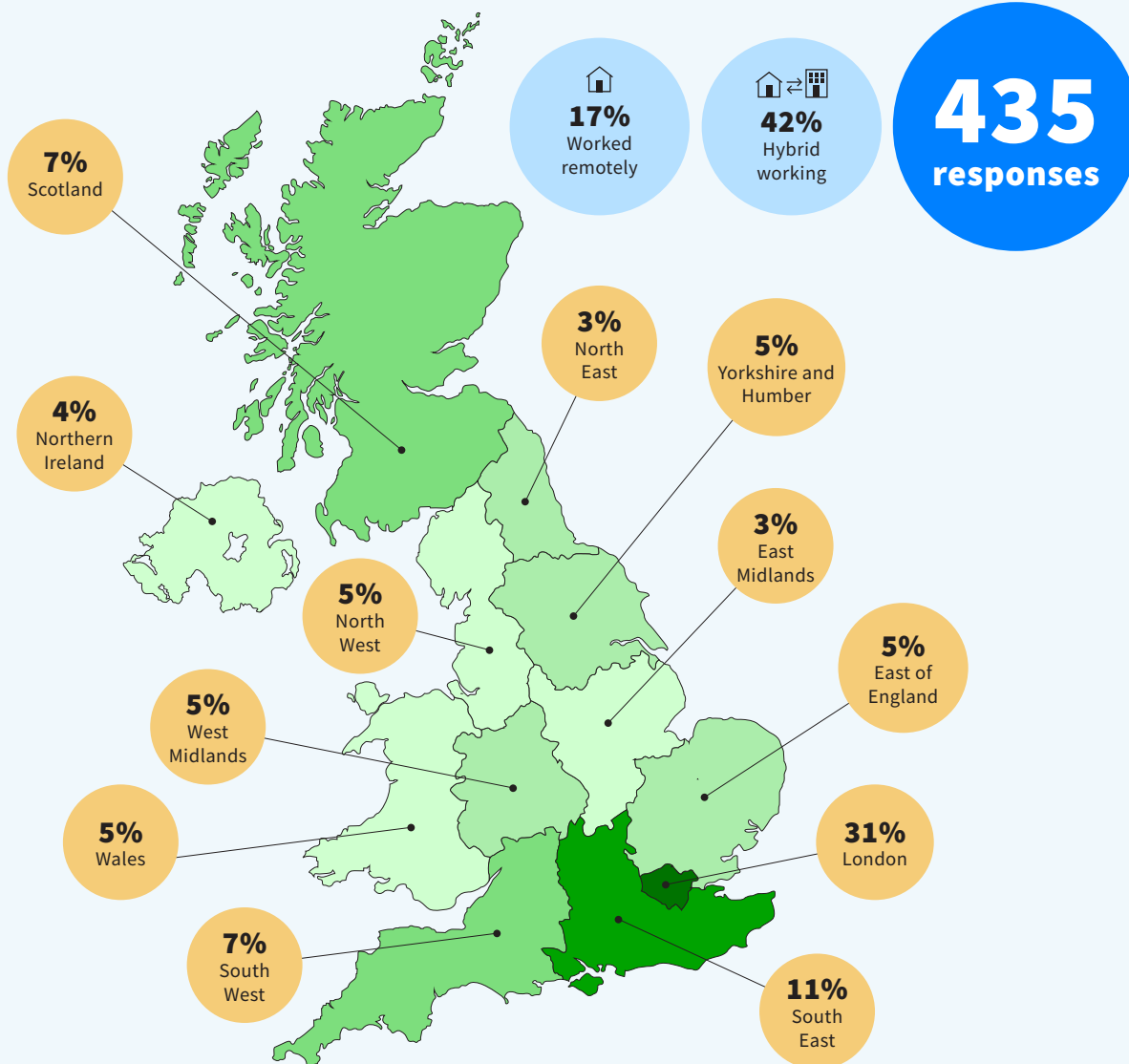
🏠⇄🏢 **42%** Hybrid working

7% Scotland

4% Northern Ireland

3% North East

5% Yorkshire and Humber

5% North West

3% East Midlands

5% West Midlands

5% East of England

5% Wales

5% South West (7%)

31% London

11% South East

7% South West

ROLES

28% Staff member

27% Leadership team

23% CEO

23% Management

12% Trustee / Board / Non Executive role

6% Volunteer

4% Freelancer / Contractor

RESPONSIBILITIES

53%	Communications
53%	Fundraising
53%	Digital
40%	Operations
39%	Impact / Evaluation
38%	Marketing
32%	Finance
30%	Service delivery
28%	Policy / Research
28%	HR / Learning & development
27%	IT
13%	Making grants, social investments or funding decisions
9%	Other

LEGAL ENTITY

84% — Registered Charity

26% — Company limited by guarantee

8% — CIC limited by guarantee

3% — Social enterprise

3% — A grantmaking organisation, trust or foundation

1% — Community business

0% – Sole trader/Freelancer or contractor | Company limited by shares | Unincorporated organisation | Co-operative societies and community benefit societies

CHARITY INCOME

6%	15%	30%	11%	22%	9%	1%
MICRO £0 to £10,000	**SMALL** £10,001 to £100,000	**SMALL/MEDIUM** £100,001 to £500,000	**MEDIUM** £500,001 to £1m	**LARGE** £1m to £10m	**MAJOR** £10m to £100m	**SUPER-MAJOR** £100m+

5% didn't know or preferred not to say

GROUPS

- **49%** None applicable / none of the above / prefer not to say
- **27%** Women and girls
- **12%** Older people
- **10%** Communities experiencing racial inequality
- **9%** People who are educationally or economically disadvantaged
- **9%** Another group with lived experience, not listed here
- **8%** Disabled people
- **7%** Faith communities
- **6%** Younger people
- **5%** Migrants
- **4%** LGBT+ people

SUPPORT

- **40%** People who are educationally or economically disadvantaged
- **33%** Younger people
- **28%** Disabled people
- **26%** Women and girls
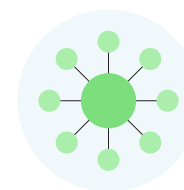- **24%** Older people
- **21%** Not applicable / None of the above / Prefer not to say
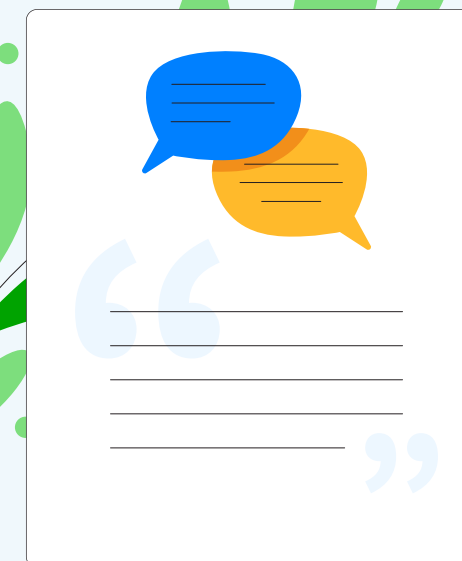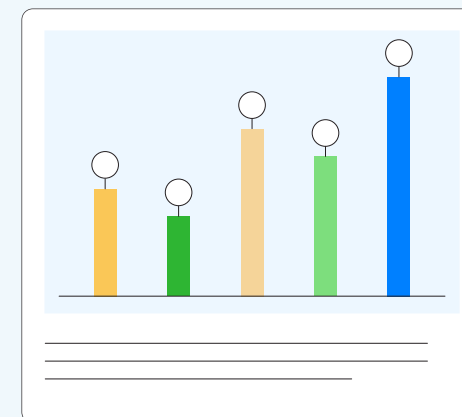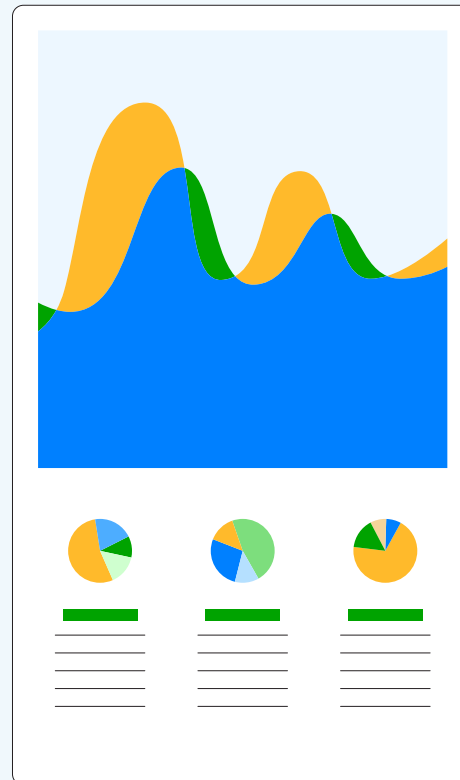- **20%** Communities experiencing racial inequality
- **19%** Another group with lived experience, not listed here
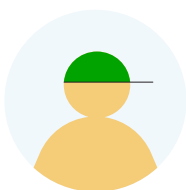
KEY FINDINGS

KEY FINDINGS

In the 2020 and 2021 reports we shared data on how charities were using digital to respond to the pandemic. This year's report tells us how charities are beginning to plan for what comes next.

There is no doubt that some parts of the sector have been transformed over the last two years. The vast majority of charities now see digital as a much greater priority, having grown their confidence and skills during lockdown. There is still demand for digital services. Hybrid ways of working are here to stay. Increased time online is forcing more charities to address wellbeing. Charities are more confident with their basic digital skills, particularly how to use technology to communicate and work remotely effectively.

Yet there looks to be a greater divide emerging between the charities who are now approaching digital strategically and those who are at earlier stages. Small charities also tend to be at an earlier stage of digital, requiring tailored support and funding. Charities have told us about some significant funding and support needs, such as funding for devices, software and infrastructure, training and skills development. If these needs go unmet, it will diminish their impact. We need a sector-wide approach to funding digital more effectively to shore up charities' sustainability and to practice what we preach on inclusion.
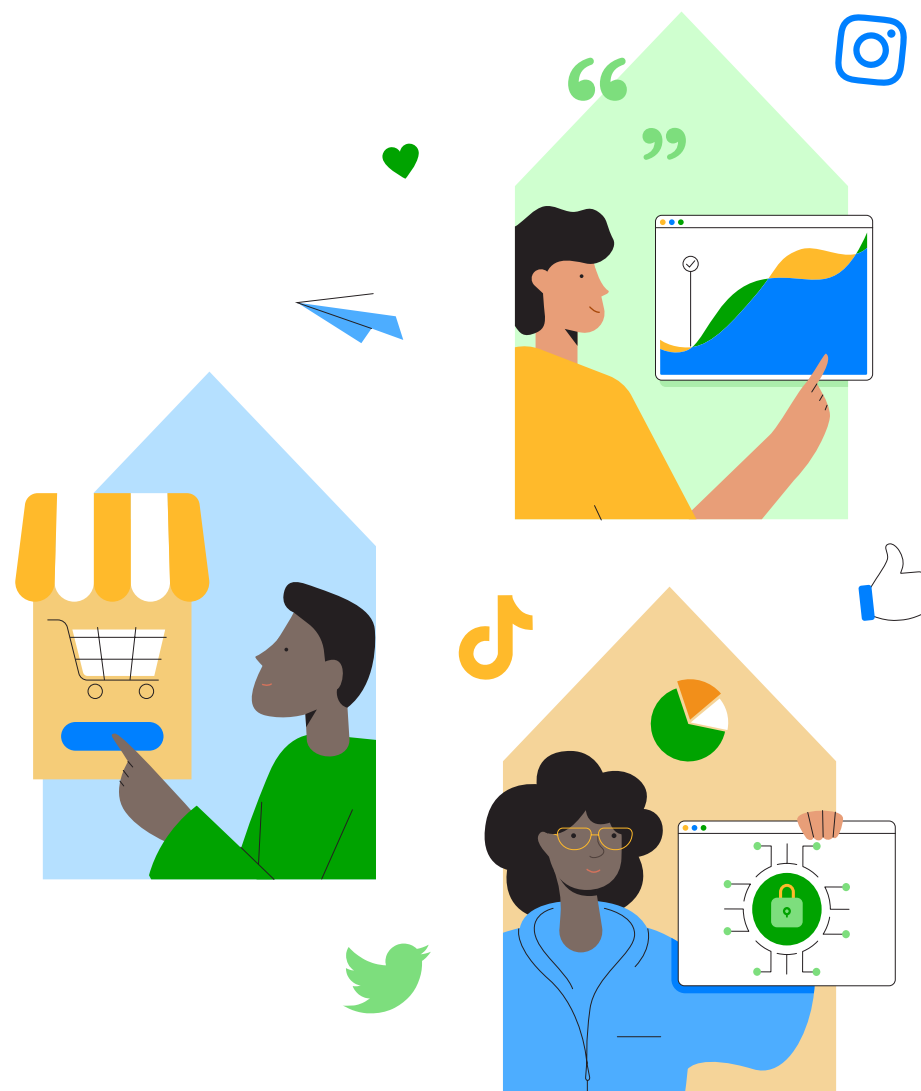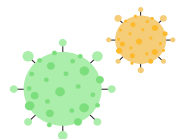
How COVID-19 has changed the sector

- 82% of charities see digital as either a much greater or more of a priority as a result of the pandemic.

- 55% are offering hybrid services (i.e. online and in person), although this is much less than the 71% last year who told us that they were offering a hybrid delivery model.

- Demand for digital services continues. 48% of charities have seen demand for digital services increase, with 53% offering new online services and 21% expanding their areas of delivery since moving online. However, this is less than in 2021, when 70% told us they'd seen an increased demand for their services and 83% had started offering online services.

- Charities are embedding remote working, with more than half (52%) exploring how to improve remote working and 19% recruiting in new geographical areas.

- Digital skills in the workforce are also in focus, with 22% recruiting new digital roles or changing roles to include these responsibilities and 19% incorporating digital skills/ways of working in job descriptions. In addition, 16% are outsourcing more work to freelancers and agencies.

Remote work

- Wellbeing has become more critical, with 35% of charities interested in helping staff work remotely without compromising on this. This proportion has more than doubled since last year.

- The majority of organisations (62%) now have hybrid working arrangements in place. This is similar to the 68% who told us last year that they were planning hybrid working arrangements.

- Only 1 in 10 say that they will return to the office. In addition, 42% specify hybrid working as their typical office location.

- Charities are becoming more confident about using digital for communications and remote working, with more than half (52%) rating themselves as excellent, compared to 41% last year. However, 44% say they are fair at this, similar to the 46% last year. This shows that charities are still learning about how to use digital effectively for communications when working remotely.

- Interestingly, hybrid working arrangements look to be more common in large charities (76%), compared to small charities (54%).

Strategy

- More than half (56%) of charities now have a strategy for digital. This is a 4% decline from 60% last year, but is still more than 2020 when 49% had a digital strategy.

- Creating a digital strategy or integrating digital into the organisational strategy is also seen as a priority by more charities, with 40% rating this as important, compared to 29% in 2021.

Future digital plans

- Almost three quarters of charities (72%) are actively working towards progressing with digital through tools, skills, infrastructure, service delivery and more. This is a positive indication of their digital ambitions on the road to recovery.

- The number one priority for charities is improving their website, online presence and social media. More than two thirds (68%) see this as pressing and it remains the most urgent priority since last year.

- Nearly half of large charities see digital as a much greater priority (48%), compared to less than a third (30%) of small charities.

Barriers to digital progress

- 4 in 10 (40%) of charities need funding for devices, software and infrastructure. This has risen from being the third to the most urgent challenge for them.

- Upskilling staff and volunteers is the second most important challenge, faced by 38% of charities.

- Almost two thirds (64%) are concerned about client data use and collection.

- More than 1 in 3 charities (38%) are troubled by the fact that some parts of their organisation are more digitally mature than others. This can lead to different sub-cultures and ways of working in teams, which makes collaborating much harder.

- Resourcing is also a challenge, with 30% investing in digital and IT in an ad-hoc way and 18% without an IT provider/source of IT advice to help them.

Digital funding

- Nearly three quarters (73%) of charities have found their digital grant funding needs have increased this year, with a third saying that this has increased significantly.

- Almost half of charities (45%) have not been able to access grant funding for digital over the last year, once again demonstrating that there is significant unmet need.

- Key challenges when applying for funding are that 41% aren't clear on whether they can include ongoing digital costs, such as software and licences, 41% are not sure what digital costs they will have, and 37% are unable to include core digital costs.

- More than half (56%) would find it very helpful to apply for funding for internal digital projects, IT and core infrastructure upgrades, whilst 54% would find it very helpful to apply for support for organisational development around digital.

- The most helpful change that funders can make, for both large and small charities, is the scope to include core digital costs in all funding applications. 95% of charities would value having scope to include core digital costs in all funding applications, including 72% who would find it 'very helpful', a significant increase on the 47% who highlighted this as a top funding need last year. Funders need to respond to this growing demand urgently.

- As charities look to the road to recovery, they need more support from funders as part of the 'funder plus' model, including training, strategy development and infrastructure. 59% would find it very helpful to access free support from experts, whilst 47% would find application advice very helpful.

- Training for staff and volunteers continues to be one of the most pressing funding needs for 4 out of 10 charities (40%), consistent with our findings last year.

- Charities want support from funders to create the right foundations for the next stage of their digital journey. More than a third (38%) would like time to develop their digital approach/strategy, indicating that charities would value the headspace and support to create consistent principles to guide the next stage of their digital development. This need has increased from 21% last year.

Recruitment and retention

- For charities delivering digital services, 51% have recruited for digital roles this year.

- Half (51%) are struggling with a shortage of good quality candidates, whilst 44% are not able to match private sector salaries and 41% found scoping for the right type and level of digital role a challenge.

- 88% of respondents say it's either very important or important for them to work for organisations who are taking active steps to grow their employees' digital skills.
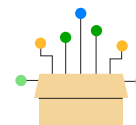
Tools, products and services

- A third of charities see tech issues as vital, with 35% seeking to improve GDPR and data security compliance and 33% looking to invest in digital or data infrastructure and systems. Both of these are cited as a greater priority by more charities since last year.

- More than half of charities (51%) are looking to review their website, whilst 42% want to review their Customer Relationship Management system (CRM) and 35% do the same for their fundraising database, and 42% their online data collection tools (e.g. surveys), website analytics (44%) and data visualisation software (25%).

- Almost three quarters (73%) of charities are delivering digital services, either through third party platforms such as Zoom, Facebook or Slack or by developing their own solutions, whilst 22% are not.

- Just over 1 in 5 (21%) are building their own digital products, tools and services.

- 51% are not making their solutions available to others and 45% are not collaborating with other nonprofits on digital development, whilst 22% are not sharing learnings about their processes openly.

- Just over a third (35%) want to develop, scale or improve digital services. Only 19% wanted to improve their online services last year.

- When size comes into play, a third of large charities are building their own digital products, tools and services, whilst only 14% of small charities are doing this.

Accessibility

- Charities need support with digital accessibility skills for services, with more than half (57%) stating that they are fair and 22% are poor at it.

- Just over two thirds (67%) think their digital tools and services meet different accessibility needs to some extent.

Tech ethics and managing risk

- 70% of charities are concerned about digital sustainability and funding beyond the first year, whilst 27% of charities are looking at their tech carbon impact.

- More charities are looking into choosing suppliers who share their ethics and values. In 2021, 35% were looking at this; 55% are now interested in this.

- More than half of charities (51%) are looking at the risks of platform dependency.

Diversity and inclusion

- 1 in 4 charities (25%) do not have diverse teams developing digital products and services and are not conducting user research with diverse communities.

- Increasing the diversity of service users is more important to charities now, with more than a third of charities (35%) seeing it as a priority, compared to 27% in 2021.

Digital roles and responsibilities

- Just under a third (32%) of charities have someone leading on digital either as part of or in addition to their work, a 10% decline from last year.

- Some charities report a sense of collective leadership in digital, with more than 1 in 4 (27%) telling us a group of their colleagues are looking to achieve digital progress. 19% have made digital part of everyone's responsibilities or roles, similar to last year's 20%.

- However, just over 1 in 5 (22%) do not have anyone in their organisation pushing the digital agenda forwards, a significant increase on the 14% in 2021.

Leadership

- Charities are still looking for stronger digital leadership from their CEO and boards. For the fourth year running, charities told us that the most important thing they are looking for from CEOs and boards is a clear vision of what digital could help them achieve (58%). This has increased from 52% last year.

- 40% would like their leaders to develop and embed a good digital strategy.

- 36% want their leaders to have an understanding of digital tools, compared to 24% last year. This demonstrates how essential it is for leaders to broaden their skillset.

Boards

- Almost two thirds (64%) of boards' digital skills are either low or have room for improvement, increasing from 58% last year.

- Despite the digital skills gap on boards, 54% of boards either don't have any plans to increase digital skills or don't know what their plans are.

- Only 6% are recruiting a digital trustee, similar to the 8% last year. This is worrying given charities' increased digital adoption.

- It is concerning that only 1 in 5 charities (21%) have buy-in and support for digital at trustee level.

- It is also worrying that for small charities, 37% don't have any plans to upskill their board, compared to 21% of large charities.

Skills

- More than half of charities (51%) want to build the confidence and skills of their staff and volunteers. This is a marked contrast to 2021, when only 14% saw developing their colleagues' skills as a priority. 36% want to grow the digital skills of their board and leadership team, a significant increase on 8% last year.

- The number one aim for charities in improving digital skills is to improve their brand and profile, with almost half (47%) citing this as their goal. This has risen significantly from eighth place last year and may indicate the competitive nature of the current fundraising environment. On a similar note, attracting more funding has risen from the ninth to the fourth highest priority.

- Having a shared definition of digital and how to apply it is still an area that charities are struggling with. 68% say they are fair at this, similar to the 69% last year and 65% in 2020.

- More charities need support with keeping up to date with digital trends. More than half (53%) say they are fair at this and 38% say they are poor.

- Charities continue to be confident about their social media skills, with 24% rating themselves as excellent.

- 1 in 4 (25%) think they are poor at email marketing, with 29% putting themselves in the same category for making the most of their website. 40% think they are fair and 42% poor at SEO and ads.

Data

- Charities are still struggling with developing the skills to use, manage and analyse data. 58% are fair at this and almost 1 in 3 (29%) are poor. This is a concern as the numbers in both these categories have not changed much since 2020, despite increased use of digital during the pandemic.

- Similarly, there is also a knowledge gap around advanced use of data to plan services, with responses majoring on fair and poor skills (both at 44%). This has barely changed from responses in the same categories last year.

- 51% see using data and insights more effectively to improve services and operations as a priority, which is 21% more than last year.

Digital fundraising

- Charities lack confidence with digital fundraising, despite *online giving doubling during the pandemic*. Almost half (49%) believe they are poor at this and a third (32%) believe that they are fair. These proportions have barely changed since 2020, demonstrating that charities need help with these skills.

- The proportion of charities who want to improve their online fundraising has doubled, with almost half (49%) seeing this as a priority, compared to 23% last year.

Digital service delivery

- Charities are feeling confident about GDPR compliance, with 38% identifying themselves as excellent.

- Charities are more cautious about their digital safeguarding skills, with over half (52%) stating that they are fair at this and 23% poor, both of which are very similar to last year. This is a concern in itself given the sector's increase in digital service delivery during the pandemic.

Understanding users

- This continues to be a skills gap across the sector. Charities need more support to learn about their users from website and analytics data. 42% rate themselves as poor at this and 40% as fair.

- Meanwhile almost two thirds (62%) rate themselves as fair and 1 in 5 (21%) as poor at understanding how their audience uses digital. This continues to be a skills gap as 57% saw themselves as fair and 26% as poor in 2021.

- Organisations need support with undertaking user research, with 41% seeing themselves as poor and 45% as fair. The former has barely changed since last year and the skills gap in this area is likely to be linked to the lack of confidence in using digital in service delivery, with more than half (56%) seeing themselves as fair and 26% as poor, comparable to last year.

- Just over 1 in 5 (23%) often undertake user research and 1 in 4 (25%) often engage with users to identify improvement.

Small charities

- Small charities would benefit from dedicated support and funding to close what looks like a growing digital skills gap between large and small charities.

- Half of small charities are at an early stage with digital (56%), compared to a quarter of large charities (24%). Nearly 1 in 5 (18%) are at the 'curious' stage compared to 2% of large charities. This has not changed since last year.

- Whilst 65% of small charities are actively planning to make progress with digital, this is much lower than the 82% of large charities.

- On average, only 36% of small charities feel that their internal systems, tools and communications are effective, compared to 49% of large charities.

- The key barrier to progress for nearly half (47%) of small charities is finding the funding they need to invest in devices, software or infrastructure.

- A third of small charities say that their need for grant funding has increased significantly and a further 42% say it has increased a little. However, only 36% have been able to access grant funding for digital costs in the last year, compared to 49% of large charities.

- Small charities would most value funding for: Training for staff and volunteers on digital (44%); computers, devices and software or subscriptions for the organisation (43%); and time to develop our digital approach or strategy (36%).

Equality, diversity and inclusion

- Over half of the organisations (58%) led by groups that commonly or historically experience structural inequity are small (with annual income of under £1 million) and nearly two thirds (64%) have an income of under £100,000. This echos *Ubele's research* indicating that BAME-led charities are predominantly small.

- Many of the insights for digital skills and funding needs in small charities look to apply to both. For example for charities led by communities experiencing racial inequality (42 responses), 60% are at an early stage with digital (21% curious). We hope to gain further insights on any key differences in 2023.

DETAILED FINDINGS

OVERALL TRENDS

1 **What stage is your organisation at with digital?**

More than half (56%) of charities are taking a strategic approach to digital. This is slightly less than the 60% last year, but is still more than 2020, when 49% had a digital strategy.

We asked survey participants to select which stage of digital development was the best fit for them, based on the following statements:

Curious: We have some digital basics in place, such as social media or remote working, with ambitions to do more.

Starting out: We're developing our use of digital across the organisation but we don't have a strategy in place yet.

Advancing: Digital is part of our strategy, but we've not embedded this yet. We're investing in technology and developing our skills.

Advanced: Digital is integral to our organisational strategy and embedded in everything we do.

| Curious | Starting out | Advancing | Advanced |

Pie chart values: 12%, 12%, 31%, 44%
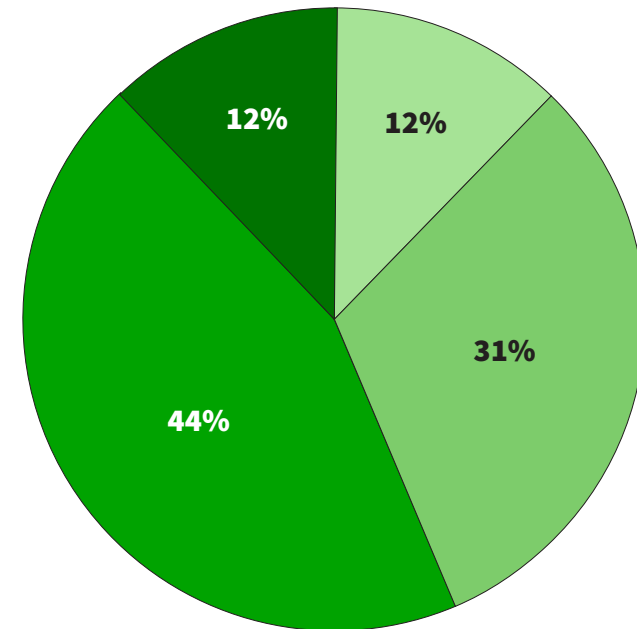
Digital strategy insights

- The number of charities with a strategy in place for digital has fallen slightly from 60% last year to 56%. These organisations describe themselves as either advanced or advancing digitally.

- Compared to 2021, 44% do not have a strategy, a 3% increase on 41% last year.

- Those that don't have a strategy are either curious, with some digital basics such as social media and remote working, or are starting out, developing their use of digital across their organisations.

- Whilst there has been a change in the number of charities taking a strategic approach to digital, this may be reflective of the fact that more small charities have taken the survey this year. It also shows that charities are at very different stages with digital.

- Only 44% of small charities have a strategy in place for digital, compared to 76% of large charities.

Digital stages insights

Curious: Exactly the same proportion of organisations (12%) are at this stage, meaning that this number has not shifted since 2020. In previous years we also captured data about charities who were 'barely online' as an earlier stage. Given this had fallen to 1% in 2021, we removed it as an option this year.

Starting out: There has been a slight increase in organisations starting out, rising from 28% last year to 31% in 2022.

Advancing: The numbers of organisations in this category, for whom digital is part of their strategy, has remained at 44% since last year.

Advanced: The proportion of charities in this category has declined from 16% last year to 12% this year. For this group, digital is an integral part of their organisational strategy and embedded across all areas of their work.

- Overall, 43% of the organisations completing the survey are at an early stage with digital, whilst 56% are advancing.

- Interestingly, the self-assessments of digital stage (the first substantive question in the survey) do correlate with later responses about digital capacity and skills. For example, 99% of those at early stages do not have anyone pushing forward with digital, compared to only 9% of those advancing and advanced.

- On average, those at the curious stage score themselves lowest across every single skill area compared to those at other stages. Those at the 'starting out' stage rated their skills lower than those at the advancing and advanced stage. Finally, those at an advanced stage scored themselves highest across every single skill area.

- For example, in terms of basic digital skills, only 36% of those at the curious stage rated themselves as excellent, compared to 49% of those starting out, 61% of those advancing and 91% of those at an advanced stage.

Size and stage insights

- Large charities appear to be further ahead with digital than small charities.

- Of the 273 small charities, 56% are at an early stage with digital. This includes 18% who say they are curious and 37% starting out.

- In comparison, only 24% of large charities feel that they are at an early stage, with only 2% specifying 'curious' and 22% 'starting out'.

- This pattern mirrors what we saw in 2021. The proportion of small charities at an early stage has remained consistent (64% of those with an annual income of under £100,000 in 2022 and 2021).

- However, the proportion of large charities at an early stage has decreased from 40% in 2021 to 24% in 2022. Those with an income between £100,000 to £1 million and at an early stage have increased slightly, from 42% in 2021 to 50% in 2022.

- This shows that small charities would benefit from funding or support specifically to help them progress with digital.
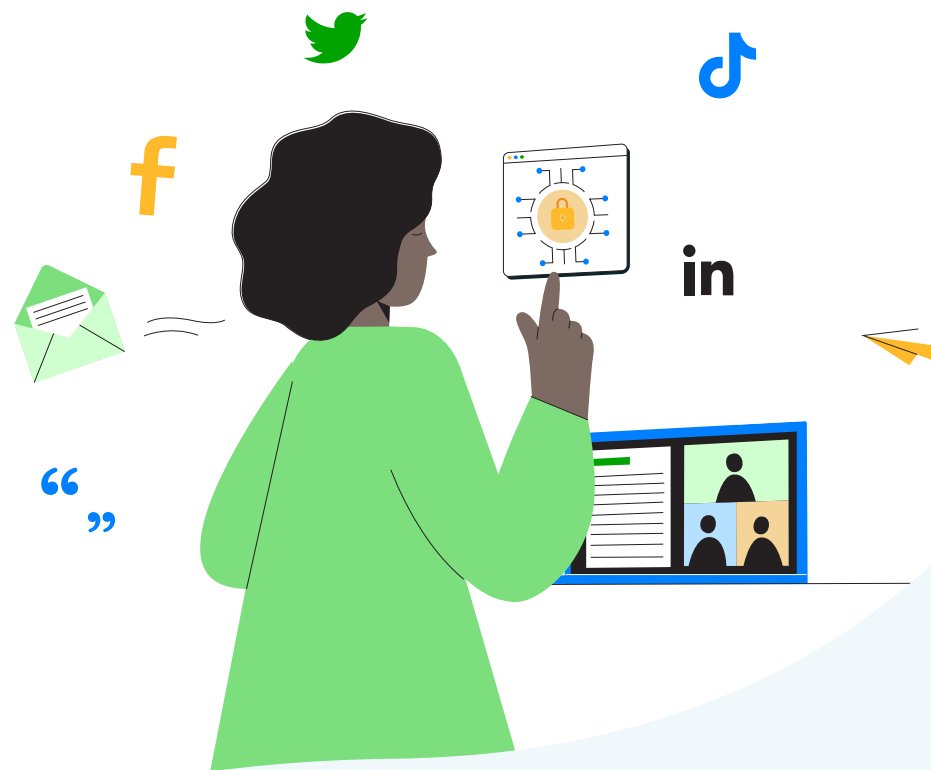
2 **Would you say your organisation is planning to progress with digital (thinking holistically about your digital tools, technology, skills, infrastructure, service delivery, operations)?**

Almost three quarters of charities (72%) are actively working towards progressing with digital through tools, skills, infrastructure, service delivery and more. This is a positive indication of their digital ambitions on the road to recovery.

We asked this question to gauge intentions about digital ambitions as charities emerge from the pandemic.

- Almost three quarters (72%) are actively working towards digital progress, from tools to technology and skills.

- Just under 1 in 5 (19%) want to make progress, but feel that they won't make the changes they'd like to.

- Only 8% are happy with where they've got to with digital.

- Less than 1% either don't need or want to make progress, or are planning to use digital less.

- The fact that the above findings are heavily weighted towards charities taking active steps towards digital progress is very encouraging.

- However, only 35% of those at an early stage with digital are actively planning to progress, compared to 65% of those at advancing stages.
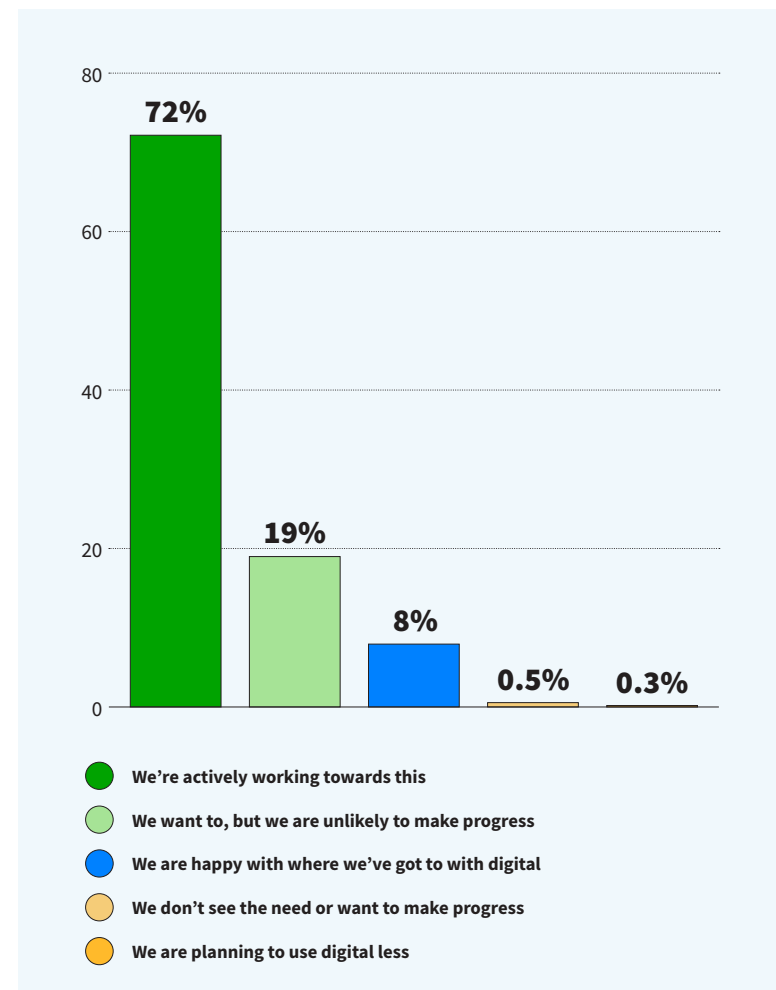
Legend:
- ● We're actively working towards this
- ● We want to, but we are unlikely to make progress
- ● We are happy with where we've got to with digital
- ● We don't see the need or want to make progress
- ● We are planning to use digital less

3 **What is your set-up in terms of digital responsibility in your organisation, including staff and volunteers?**

Just under a third (32%) of charities have someone leading on digital either as part of or in addition to their work, a 10% decline from last year.

32%	We have someone leading on digital as part of or in addition to their main work
27%	There is a group of us looking to make progress with digital
22%	We don't have anyone pushing forward with digital
21%	We have digital expertise / in-house digital team
19%	We all have digital responsibilities /digital is part of everyone's role
18%	We have a dedicated digital lead
11%	We have internal digital champions (to support staff / volunteers)
6%	We have digital champions supporting our community to get online
3%	I don't know
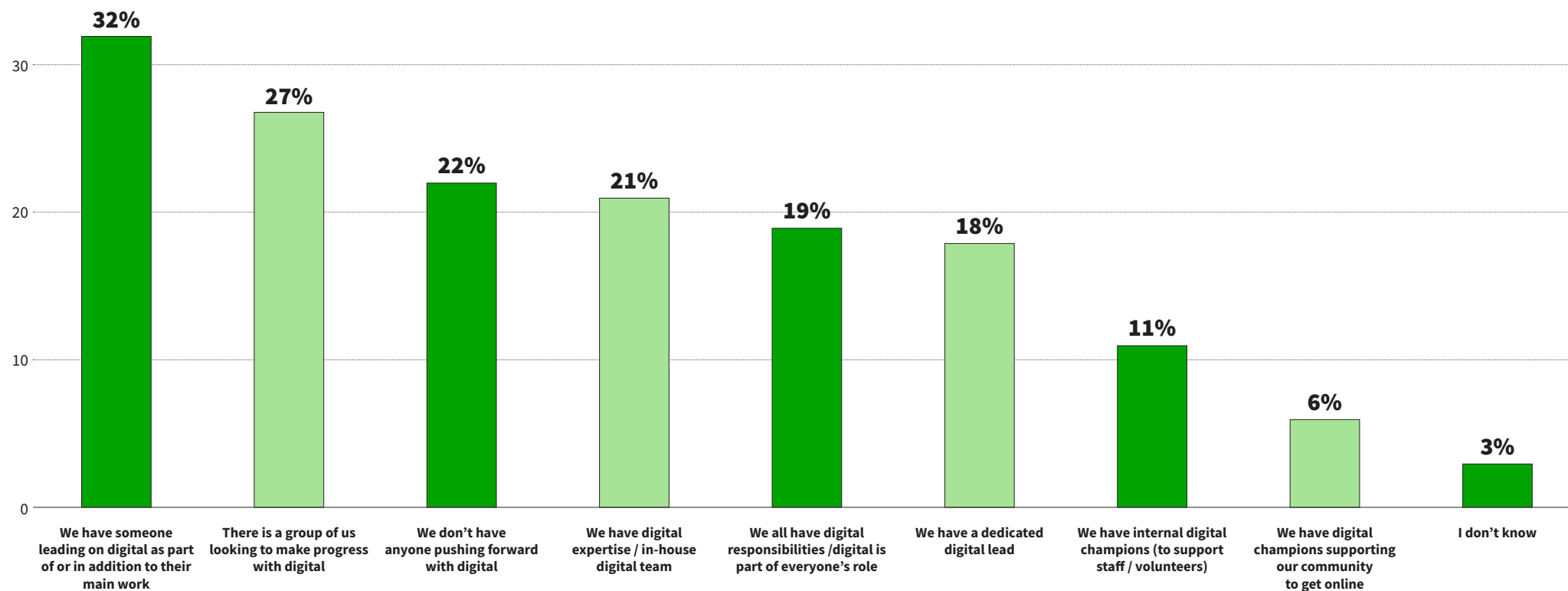
3   What is your set-up in terms of digital responsibility in your organisation, including staff and volunteers?

- This is the second year we have asked charities about their digital responsibilities at all levels of their organisation.

- Almost a third (32%) have someone leading on digital as part of their role or in addition to their main work. This is considerably less than the 42% who told us they had this last year.

- However, some charities report a sense of collective leadership in digital, with more than 1 in 4 (27%) telling us a group of their colleagues are looking to achieve digital progress. 19% have made digital part of everyone's responsibilities or roles, similar to last year's 20%.

- Yet just over 1 in 5 (22%) do not have anyone in their organisation pushing forward with digital, a significant increase on 14% in 2021.

- 21% have either digital expertise or an in-house digital team, compared to 25% who had an in-house digital team last year. Please note that we deliberately reworded this option to make it more inclusive for small organisations.

- 18% have a dedicated digital lead, compared to 23% last year.

- Despite the digital adoption trends of the pandemic, those championing digital are still relatively low. 11% have champions to help staff and volunteers, whilst 6% have champions to help their communities get online. The former hasn't changed much from the 12% who had champions last year.

- Overall these results indicate that whilst there is support for digital progress, organisations look to be struggling with the internal capacity to drive this forward. This is perhaps why 28% are looking for funding for core digital roles and 18% needing additional resources for someone internally to lead on digital change.
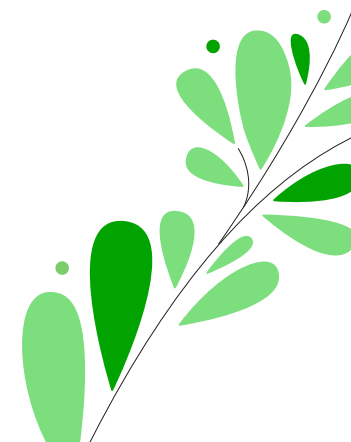
DIGITAL SKILLS

This year we asked about digital skills across three broad areas: internal operations, engaging with audiences and delivering services. Looking across these areas, we can see clear skills strengths and gaps. These are consistent for small and large charities.

The top 5 skills (over 80% rated themselves as 'excellent' or 'fair')

- Basic digital skills (such as email, video calling)

- Using digital for remote working and communication
  (e.g. instant messaging, online meetings)

- GDPR compliance

- Social media

- Understanding of digital and how to apply it

The top skills gaps (over 40% rated themselves as 'poor')

- Digital fundraising

- Analysing data to plan services (e.g. statistics, predictive modelling)

- Learning about our users from website and analytics data

- SEO (Search Engine Optimisation) and ads

- Undertaking user research

Overall, the digital stage selected correlates with the ratings of each skill area given. For every skill, those at the curious stage score themselves lower than those who are starting out, who in turn score themselves lower than those who are advancing, whilst those who are at an advanced stage score themselves highest.
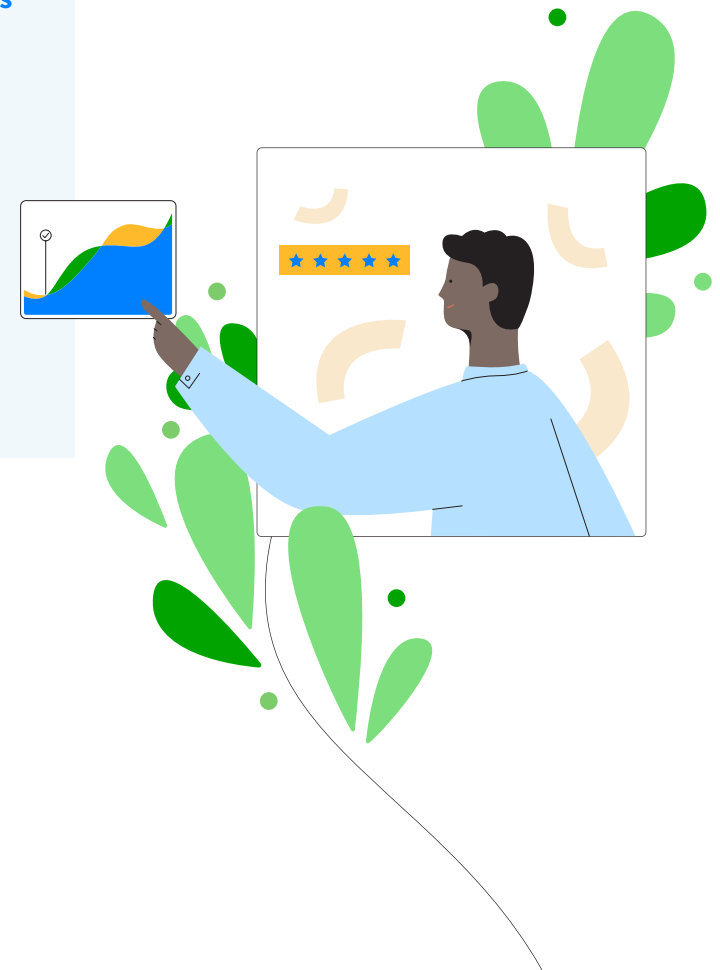
4 **How would you rate your organisation's skills in the following areas internally?**

More than half of charities (52%) rate themselves as excellent at using digital for communications and remote working, indicating growing confidence. Yet there are significant knowledge gaps in cybersecurity, using data and keeping up to speed with digital trends. Charities need support to develop these skills.

Area	Excellent	Fair	Poor	Don't know / Not applicable
Basic digital skills (such as email, video calling)	58%	41%	2%	
Using digital for remote working and communication (e.g. instant messaging, online meetings)	52%	44%	4%	
Cybersecurity	18%	57%	22%	3%
Understanding of digital and how to apply it	13%	68%	17%	1%
Using, managing and analysing data about services, clients or impact	12%	58%	29%	2%
Analysing data to plan services (e.g. statistics, predictive modelling)	8%	44%	44%	4%
Keeping up to date with digital trends	8%	53%	38%	1%

● Excellent ● Fair ● Poor ● Don't know / Not applicable

4 How would you rate your organisation's skills in the following areas internally?

- There has been a small increase in the number of charities with excellent basic digital skills, rising from 56% in 2021 to 58% this year. Last year, the number of charities in this category doubled from 2020, suggesting that growth has now plateaued.

- Charities are becoming more confident about using digital for communications and remote working, with more than half (52%) rating themselves as excellent compared to 41% last year. However, 44% say they are fair at this, similar to 46% last year. This shows that charities are still learning about how to use digital effectively for communications when working remotely.

- The number of charities rating themselves as excellent at cybersecurity has fallen from 25% last year to 18%. The same number of respondents who see themselves as fair at this has risen from 50% last year to 57%.

- Having a shared definition of digital and how to apply it is still an area that charities are struggling with. 68% say they are fair at this, similar to 69% last year and 65% in 2020. Creating an understanding of key digital concepts and how to implement them effectively is an area that is often overlooked in tech adoption.

- Charities are still struggling with developing the skills to use, manage and analyse data. 58% are fair at this and almost 1 in 3 (29%) are poor. This is a concern as the numbers in both these categories have not changed much since 2020, despite increased use of digital during the pandemic.

- Similarly, there is also a knowledge gap around advanced use of data to plan services, with responses majoring on fair and poor skills (both at 44%). This has barely changed from responses in the same categories last year.

- More charities need support with keeping up to date with digital trends. More than half (53%) say they are fair at this and 38% say they are poor, compared to 47% and 39% respectively last year.
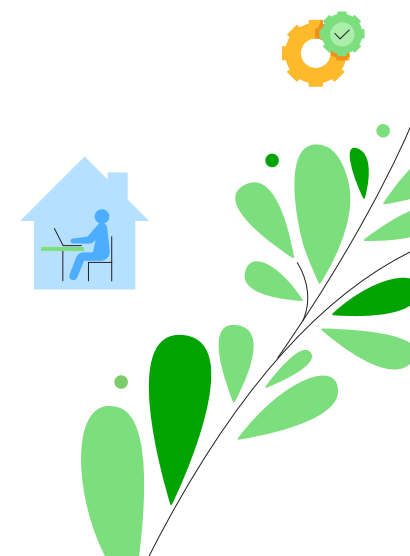
5 **How would you rate your organisation's skills in the following areas when engaging with your audiences and the people you support?**

Whilst charities continue to feel confident about their use of social media, with close to 1 in 4 rating themselves as excellent, many reported skills gaps in digital fundraising, email marketing and understanding their users.
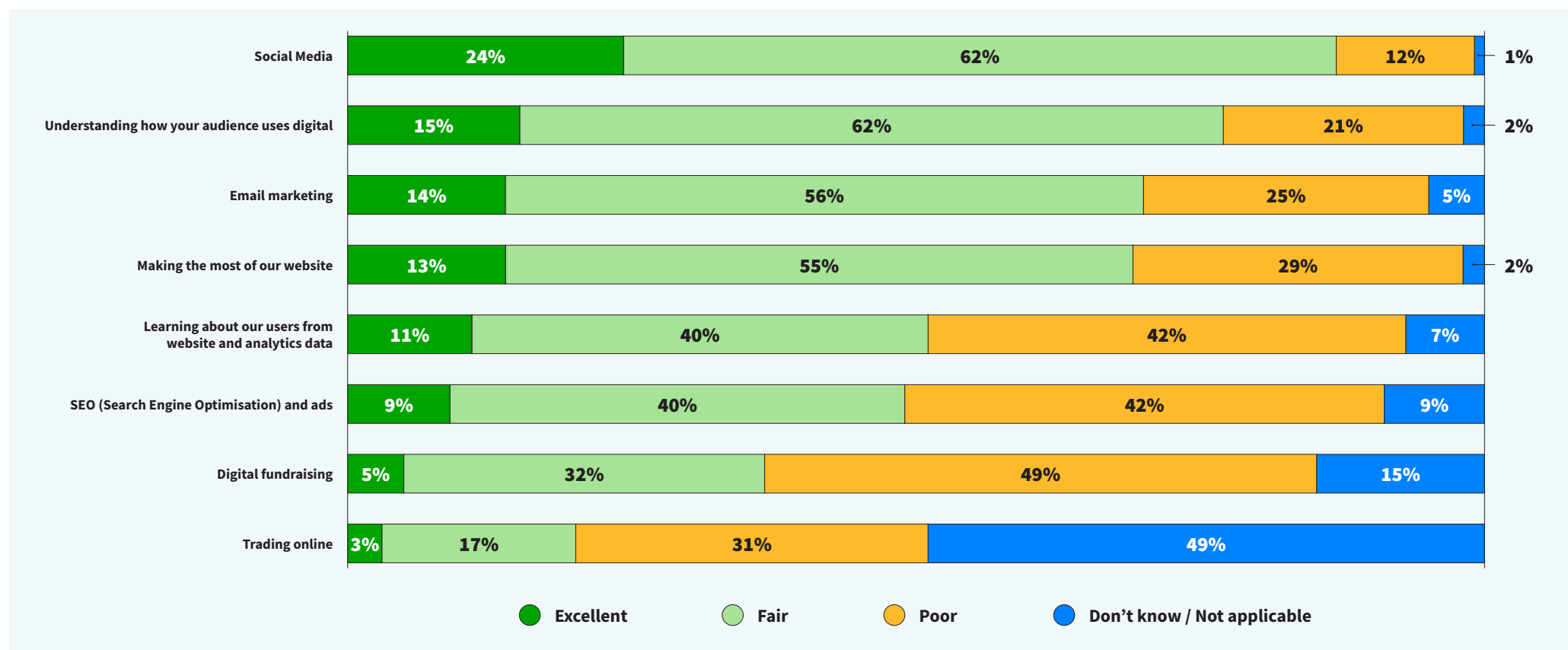
	Excellent	Fair	Poor	Don't know / Not applicable
Social Media	24%	62%	12%	1%
Understanding how your audience uses digital	15%	62%	21%	2%
Email marketing	14%	56%	25%	5%
Making the most of our website	13%	55%	29%	2%
Learning about our users from website and analytics data	11%	40%	42%	7%
SEO (Search Engine Optimisation) and ads	9%	40%	42%	9%
Digital fundraising	5%	32%	49%	15%
Trading online	3%	17%	31%	49%

● Excellent   ● Fair   ● Poor   ● Don't know / Not applicable

5 **How would you rate your organisation's skills in the following areas when engaging with your audiences and the people you support?**

- Charities continue to be confident about their social media skills, with 24% rating themselves as excellent. However, this is less than the 31% who saw their skills as excellent last year. Almost two thirds of organisations (62%) rate themselves as fair, compared to 55% last year.

- Digital marketing is still a skills gap. More than half of organisations rate themselves as fair at email marketing (56%) and making the most of their website (55%). 1 in 4 (25%) think they are poor at email marketing and 29% put themselves in the same category for making the most of their website. 40% think they are fair and 42% poor at Search Engine Optimisation (SEO) and ads, an increase on 36% and 39% respectively last year.

- Charities need more support to learn about their users from website and analytics data. 42% rate themselves as poor at this and 40% as fair.

- Meanwhile, almost two thirds (62%) rate themselves as fair and 1 in 5 (21%) as poor at understanding how their audience uses digital. This continues to be a skills gap, as 57% saw themselves as fair and 26% as poor in 2021.

- Half of small charities rate themselves as poor at digital fundraising, learning about users from website analytics data and SEO. In comparison, large charities are more confident in these areas (around a third rate themselves as poor).

- Charities lack confidence with digital fundraising, despite *online giving doubling during the pandemic*. Almost half (49%) believe they are poor at this and a third (32%) that they are fair. These proportions have barely changed since 2020, demonstrating that charities need help with these skills.

- For the first time, we asked charities about their online trading skills, which will be of particular interest to those with online retail operations. Just under a third (31%) rate themselves as poor at this.

6 **How would you rate your organisation's skills in the following areas of service design and delivery?**

Almost 40% of charities think they are excellent at GDPR compliance in digital service delivery. However, they are less confident with safeguarding, accessibility, user research and the use of digital in service delivery.

- Charities are feeling confident about GDPR compliance, with 38% identifying themselves as excellent.

- Charities are more cautious about their digital safeguarding skills, with over half (52%) stating that they are fair at this and 23% poor, both of which are very similar to last year. This is a concern in itself given the sector's increase in digital service delivery during the pandemic.

- Organisations need support with undertaking user research, with 41% seeing themselves as poor and 45% as fair. The former has barely changed since last year. The skills gap in this area is likely to be linked to the lack of confidence in using digital in service delivery, with more than half (56%) seeing themselves as fair and 26% as poor, comparable to last year.

- Charities need support with digital accessibility skills for services, with more than half (57%) stating that they are fair and 22% that they are poor at it.

- Charities of all sizes agree on their strengths and skills gaps.

	Excellent	Fair	Poor	Don't know / Not applicable
GDPR compliance	38%	54%	6%	2%
Digital safeguarding	18%	52%	23%	6%
Ensuring online services are accessible to all users	14%	57%	22%	7%
Understanding how your audience uses digital	13%	53%	29%	4%
Undertaking user research	8%	45%	41%	5%

● Excellent ● Fair ● Poor ● Don't know / Not applicable
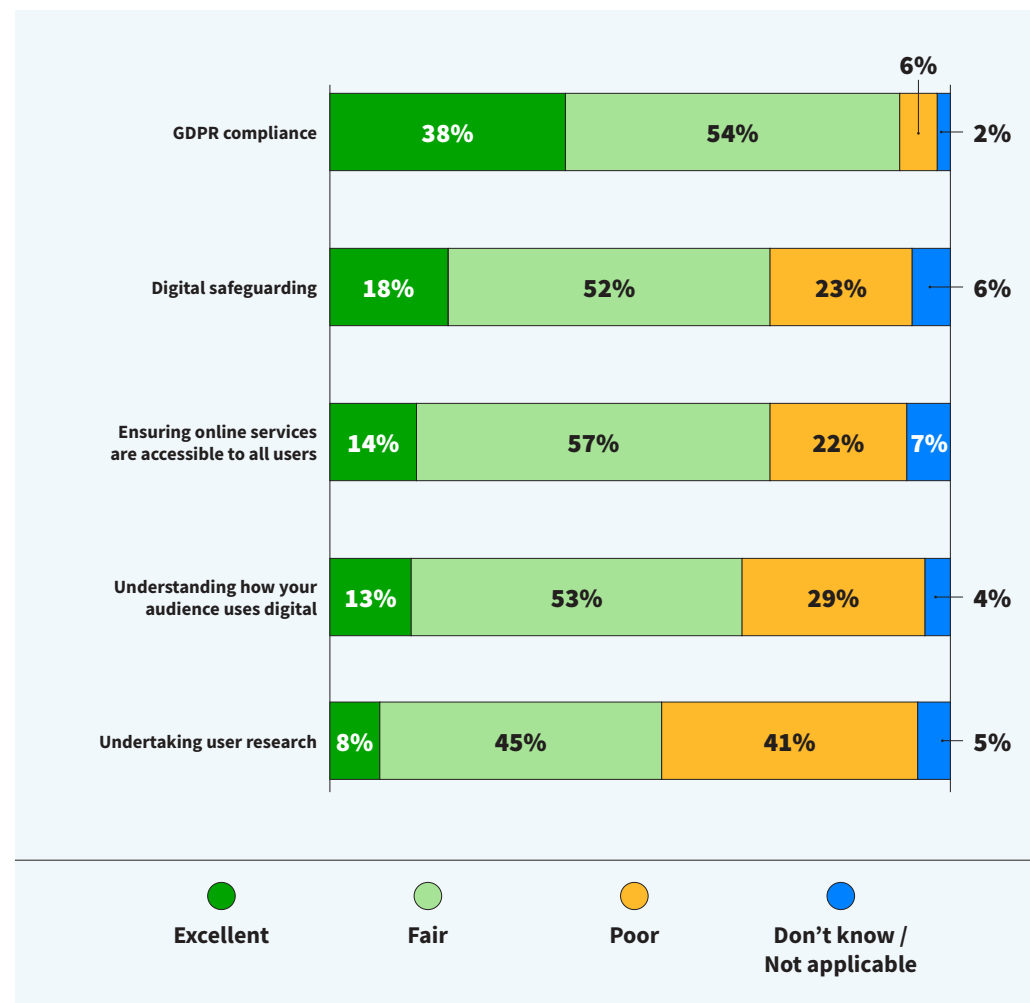
7 Do you have the following in place and if so, do they meet your needs?

More than half of charities (51%) are looking to review their websites, whilst others need to review their CRMs and fundraising databases.

- We're aware that many charities are reviewing which tools they use, so we decided to gather data on sector trends about whether these platforms are fit for purpose.

- More than half of charities (51%) are looking to review their website, whilst 42% want to review their CRM and 35% to do the same for their fundraising database; 42% their online data collection tools (e.g. surveys); website analytics (44%); and data visualisation software (25%).

- However, over 50% of charities found that the following tools were working effectively for them: online emails and files (71%); their social media presence (60%), including organisational Facebook page (55%); internal communications and messaging tools (54%); and online accounting packages (52%).

- The results are largely similar for all sizes of charities. However, only 53% of small charities feel their social media presence is effective, compared to 74% of large charities.

	Yes, meets our needs effectively	Yes, needs a review	No / Don't know
Organisation website	45%	51%	3%
Online email and files - allowing staff / volunteers to work remotely	71%	25%	4%
Active social media presence (e.g. Twitter, Instagram)	60%	34%	6%
Organisation Facebook Page	55%	36%	9%
Internal communication and instant messaging tools (Slack, Teams)	54%	27%	19%
Online data collection tools (e.g. surveys)	36%	42%	22%
Website analytics	34%	44%	22%
Client management / Customer Relationship Management database (e.g. Salesforce, Dynamics)	30%	42%	28%
Online accounting package (e.g. SAGE, QuickBooks)	52%	42%	29%
Fundraising database	19%	35%	46%
Online HR system	27%	22%	51%
Data visualisation software (e.g. Tableau)	9%	25%	66%

● **Yes, meets our needs effectively**   ● **Yes, needs a review**   ● **No / Don't know**

8 **What are the key things your organisation could do if it increased its digital skills?**

Improving brand and profile, getting more from their data and growing their reach are the top 3 priorities that charities have when developing their digital skills.

- The number one aim for charities in improving digital skills is to improve their brand and profile, with almost half (47%) citing this as their goal. This has risen significantly from eighth place last year and may indicate the competitive nature of the current fundraising environment. On a similar note, attracting more funding has risen from the ninth to the fourth highest priority.

- Getting more from data is the second priority, although at 46% is similar to last year's rating of 47%.

- The same number of charities as last year (38%) want to grow their reach by developing their digital skills.

- A third of charities want to grow their digital skills to develop their relationships with their community, such as supporting more people (34%), attracting more donations (33%) and delivering better services (31%).

- Given some of the challenges currently facing the sector and where digital can help with increasing efficiencies, recruitment and meaningful relationships with key stakeholders, it's perhaps surprising that the following were not rated as higher priorities by respondents: spending less time on administration (31%); influencing policy makers and the media (25%); engaging and supporting volunteers effectively (22%); and developing staff and retaining talent (21%).

Category	Percentage
Improve our brand and raise our profile	47%
Get more from our data	46%
Grow our reach	38%
Attract more funding	36%
Deliver our strategy more effectively	34%
Support more people	34%
Attract more donations	33%
Deliver better services	31%
Spend less time on administrative tasks	31%
Influence policy makers and the media	25%
Engage and support volunteers more effectively	22%
Develop our staff and retain talent	21%
Other	1%

Top 3 skills aims for small charities:

1. Improve our brand and raise our profile.

2. Get more from our data.

3. Attract more funding.

Top 3 skills aims for large charities:

1. Get more from our data.

2. Improve our brand and raise our profile.

3. Deliver our strategy more effectively.

Charities also told us that increasing their skills would help them with the following:

"Understand our impact."

"Better communication between staff, better comprehensive systems."
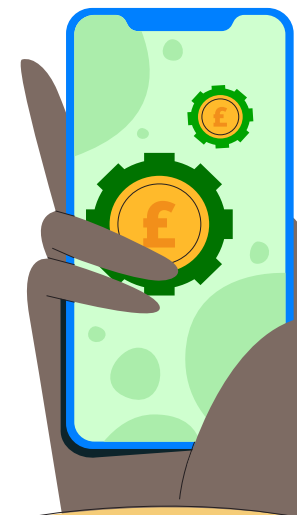
9 **How important is it to you to work for an organisation that is actively developing its digital capabilities and skills?**

Almost 9 out of 10 respondents (88%) want to work for an organisation that is actively developing its digital skills.

- 88% of respondents say it's either very important or important for them to work for organisations who are taking active steps to grow their employees' digital skills.

- Just 10% were neutral about this and only 2% said this wasn't important.

- These proportions are broadly similar to last year, showing that working for a charity committed to growing digital skills and capabilities remains important to our sector's workforce.

- When looking at size, 73% of those working for a large organisation say it's very important (and 22% say it's important) to work for an organisation that is actively developing its digital capabilities and skills. For those in small charities the figures are lower, with 45% saying it is very important and 38% saying it's important.

2%

10%

33%

55%
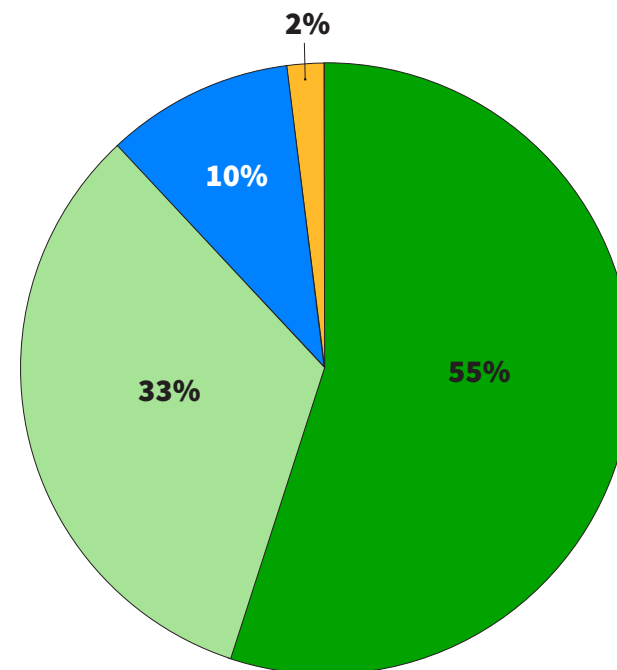
● Very important   ● Important   ● I'm neutral about it   ● Not important   ● Very not important

SERVICE DESIGN

10 **Is your organisation designing and developing digital services, tools or products for use by staff, volunteers or clients?**

73% of charities are delivering digital services, with 60% of charities largely using third party platforms such as Zoom, Facebook or Slack.

- Almost two thirds (60%) of charities are delivering digital services through third party platforms such as Zoom, Facebook or Slack.

- Just over 1 in 5 (21%) are building their own digital products, tools and services.

- Just over 1 in 5 (22%) are not delivering digital services, tools or products.

- Overall, 73% of charities are delivering services online, either through third party platforms or by developing their own solutions.

- When considering size, a third of large charities are building their own digital products, tools and services, whilst only 14% of small charities are doing this.

- In 2021, just under half of charities (46%) were developing their own tools, services and products for their organisation, indicating that charities are scaling their work in this area.

- This question was a filter for the following further questions around service design and skills in developing and delivering digital services. These were completed by approximately 295 respondents and all percentages refer to this number.

Bar chart:
- Yes, we develop our own in-house digital products, tools and services for our organisation: 21%
- Yes, we deliver services, largely by using third party platforms (such as Zoom, Slack, Facebook): 60%
- No: 22%
- Not sure: 5%
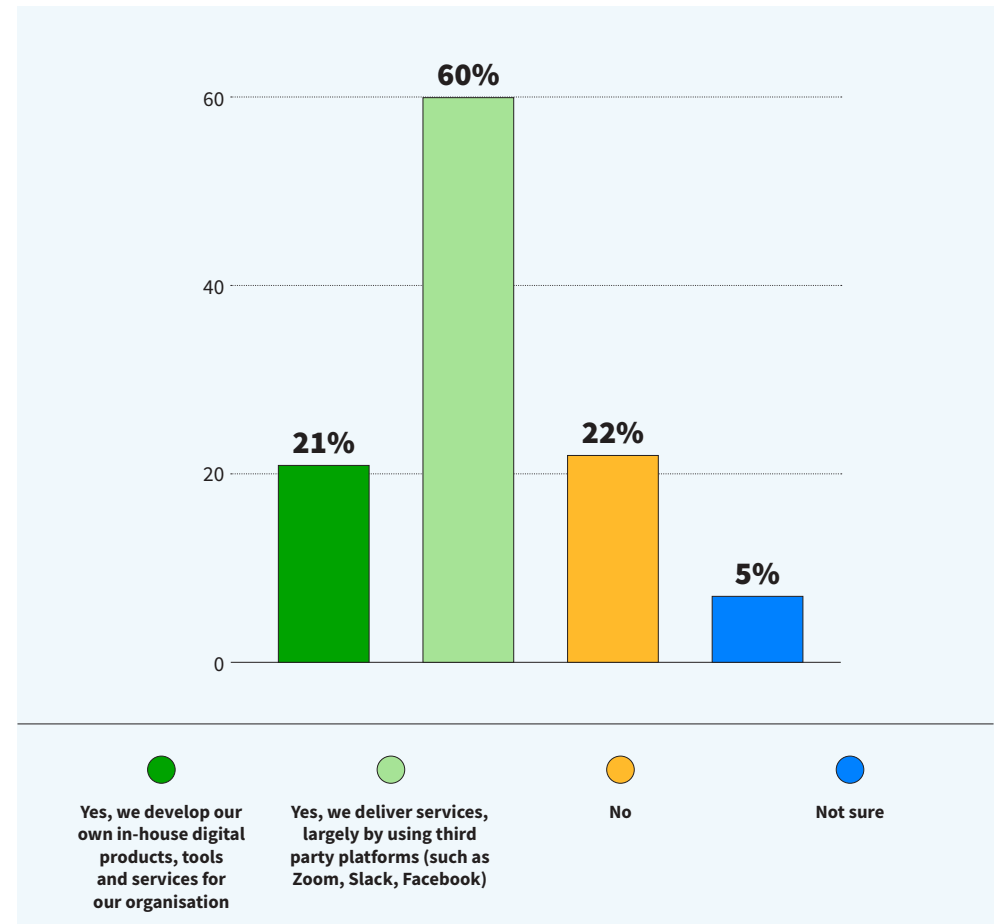
11 How would you rate your skills in the following areas?

The majority of charities rate themselves as fair for service design skills, including managing digital tools, agile development and embedding skills and ownership across their organisations.

- Overall, the majority of charities rate themselves as fair at managing digital tools and platforms (59%), investing in digital (57%), embedding digital skills and ownership (58%), agile development (45%) and evaluating digital services (55%).

- Service design skills are still relatively new to the sector and this data shows how charities need more support in growing their skills and confidence in this area.

	Excellent	Fair	Poor	Don't know
Managing digital tools / platforms	28%	59%	12%	
Investing in digital (choosing effectively)	17%	57%	22%	4%
Embedding digital skills and ownership across the organisation	14%	58%	27%	1%
Agile development	13%	45%	29%	13%
Evaluating digital services	12%	55%	28%	5%

Excellent **Fair** **Poor** **Don't know**
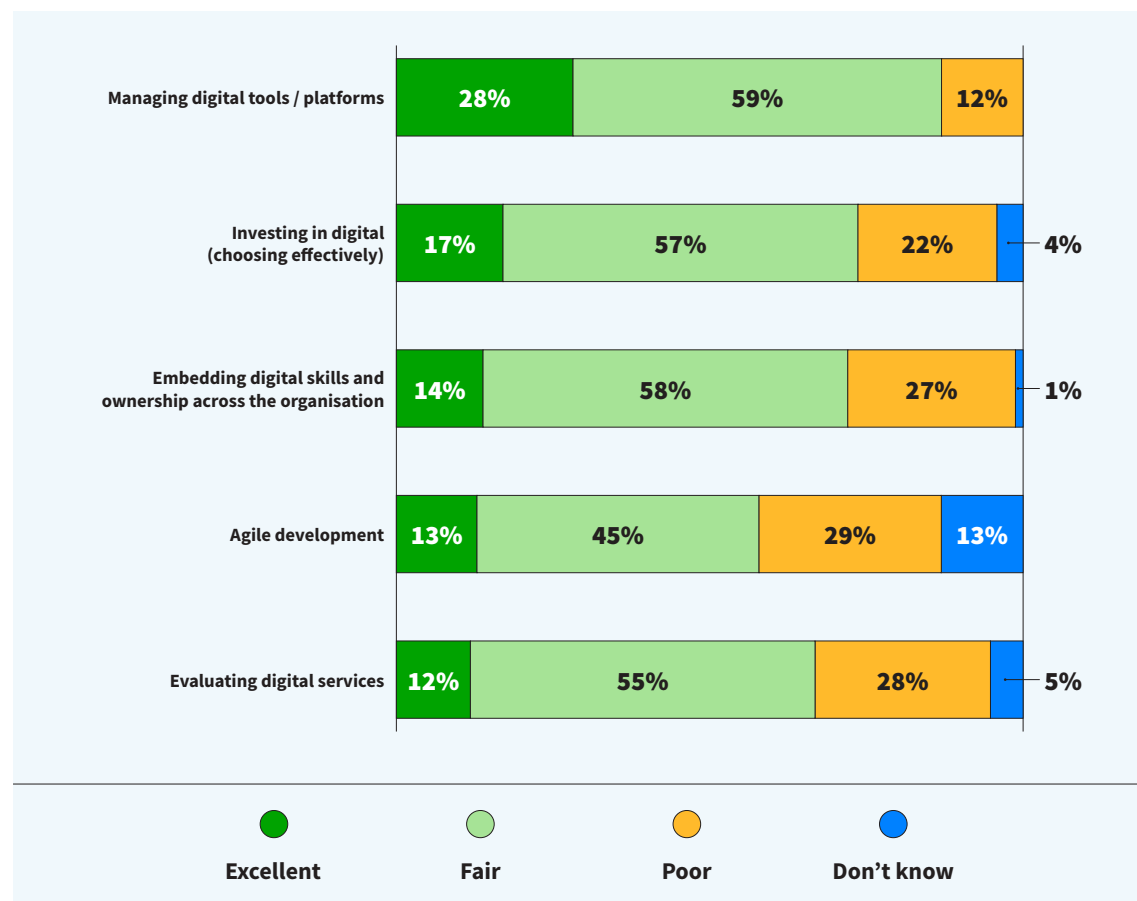
12 **To what extent do you feel that the design and delivery of your online (and alternative offline) services, digital tools or products are . . .**

1 in 4 charities (25%) do not have diverse teams developing digital products and services and are not conducting user research with diverse communities.

- It's encouraging to see that more than 1 in 4 charities (26%) think that their tools, products and services are to a great extent inclusive of their users, with a similar number (21%) believing that they are largely accessible. The latter is a slight improvement on last year, when 17% felt they were excellent at making digital products accessible to all users. Just over two thirds (67%) think their digital tools and services meet different accessibility needs to some extent.

- Across all of these areas, small and large charities gave similar responses.

- There is room for improvement on increasing diversity on product teams and amongst the users they conduct research with, as well as monitoring accessibility and diversity of users. 1 in 4 charities (25%) say they currently do not have any of these in place.

	A great extent	To some extent	Not at all	Don't know / not applicable
Inclusive of your intended users, whatever their needs or situation	26%	67%	4%	3%
Accessible to all your users, whatever their needs or situation	21%	71%	5%	2%
Developed by diverse teams that represent your users	19%	50%	25%	7%
Informed by user research with diverse communities	19%	49%	25%	7%
Meet different accessibility needs	17%	67%	13%	3%
Effectively monitoring accessibility and diversity of users	11%	53%	26%	10%

13 Do you typically do any of the following?

Whilst some charities are reusing existing digital tools and patterns, 45% are not collaborating with other nonprofits on digital development.

- It's positive to see that close to 4 out of 10 (37%) of charities are often reusing existing apps and tools, with a similar number (37%) sometimes making use of digital standards and patterns.

- However, more than half (51%) are not making their solutions available to others and 45% are not collaborating with other nonprofits on digital development, whilst 22% are not sharing learnings about their process openly. Collaboration and working in the open offer huge opportunities to charities in avoiding duplication, learning together and saving money.

- Just over 1 in 5 (23%) often undertake user research and 1 in 4 (25%) often frequently engage with users to identify improvements.

- More than half (52%) are not building their own digital solutions and tools.

- This could be related to capacity. 62% of large organisations specified they 'often' or 'sometimes' engage in these good practices, compared to 48% of small charities.

Category	Often	Sometimes	Never	Don't know / Not applicable
Reuse existing apps and tools rather than building a service from scratch (e.g. Airtable, Notion, see No Code platforms)	37%	19%	14%	30%
Engage with users to identify improvements	25%	58%	12%	5%
Undertake user research	23%	55%	16%	5%
Share learning about your process openly	21%	47%	22%	11%
Make use of digital standards or patterns	16%	37%	20%	26%
Collaborate with other nonprofits around digital development	9%	36%	45%	10%
Build our own digital solutions / tools (so that we own the IP)	8%	25%	52%	15%
Make our digital solutions available to others to use (e.g. commercial sales, white-labelling, open source)	3%	14%	51%	32%

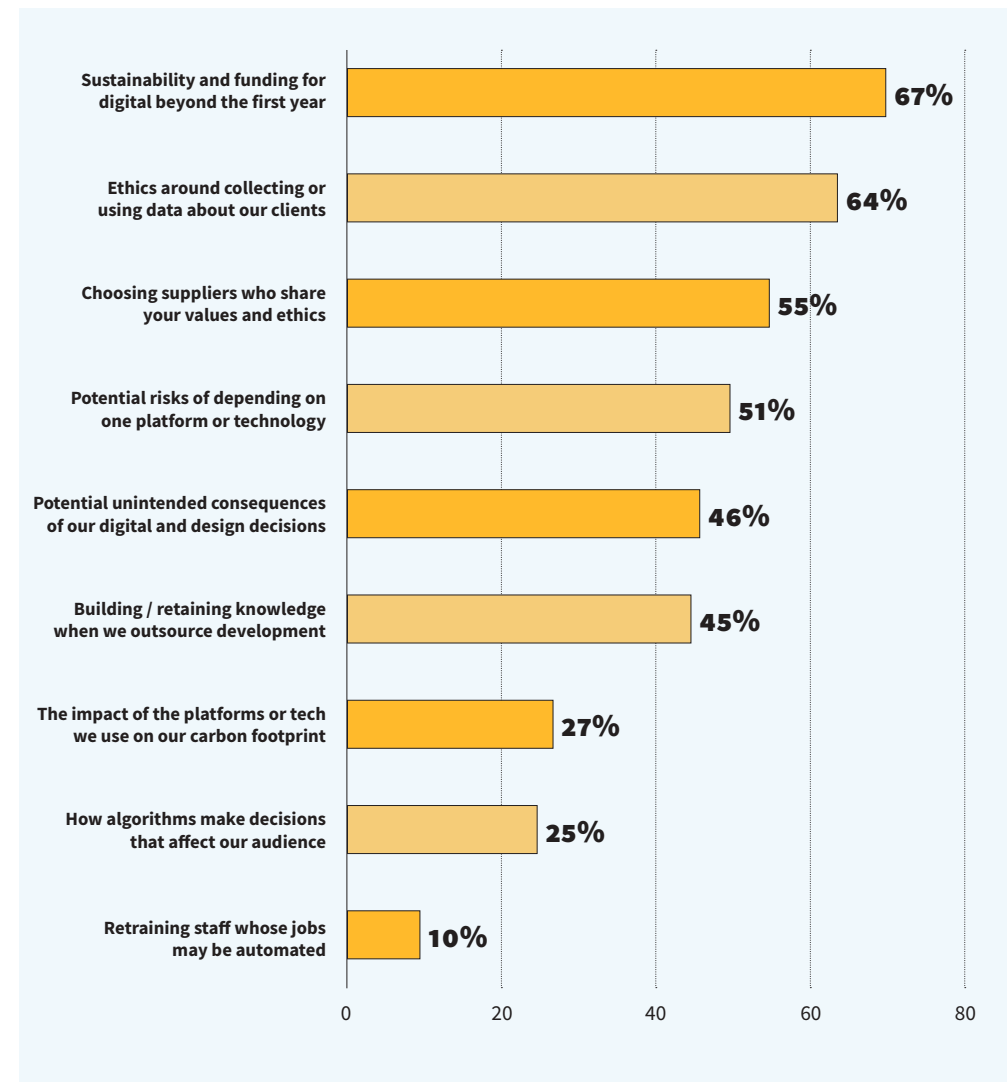● Often   ● Sometimes   ● Never   ● Don't know / Not applicable

DIGITAL CHALLENGES

14 **Is your organisation actively concerned about any of the following issues surrounding technology?**

70% of charities are concerned about digital sustainability and funding beyond the first year, whilst 27% of charities are looking at their tech carbon impact.

- Sustainability and funding for digital beyond the first year remains one of the biggest concerns for charities, with 70% taking an interest in this, an 8% increase from last year. This rises to 75% for small charities, compared to 62% for large charities.

- Almost two thirds (64%) are concerned about client data use and collection.

- More charities are looking into choosing suppliers who share their ethics and values. In 2021, 35% were looking at this; 55% are now interested in this.

- On digital ethics, more than half of charities (51%) are looking at the risks of platform dependency, 46% are concerned by the unintended consequences of digital and design decisions and 1 in 4 (25%) at how algorithms affect their audience. 10% are interested in retraining staff impacted by automation.

- 45% are concerned about retaining knowledge when they outsource development.

- Climate change is now an urgent social justice issue and 27% of charities are looking at their tech carbon footprint, a slight increase on 2021.

- Overall, some charities are aware of digital ethics issues but there is potential for development.

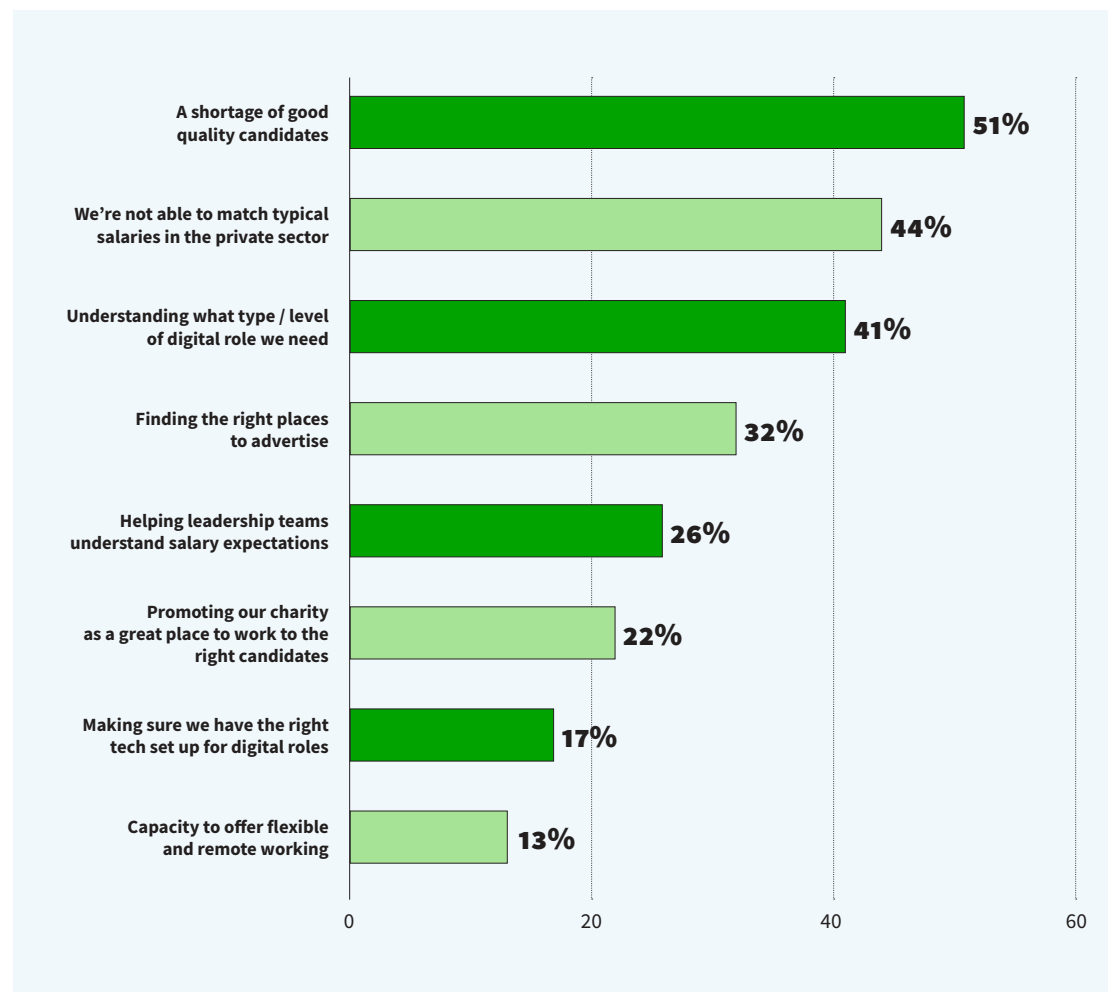| Issue	%
Sustainability and funding for digital beyond the first year	67%
Ethics around collecting or using data about our clients	64%
Choosing suppliers who share your values and ethics	55%
Potential risks of depending on one platform or technology	51%
Potential unintended consequences of our digital and design decisions	46%
Building / retaining knowledge when we outsource development	45%
The impact of the platforms or tech we use on our carbon footprint	27%
How algorithms make decisions that affect our audience	25%
Retraining staff whose jobs may be automated	10%

RECRUITMENT

15 **If you have recruited for digital roles in the last year, did any of the following pose a significant challenge?**

A shortage of good quality candidates, salary expectations and identifying the right kind of roles are the biggest challenges for charities.

- For those charities delivering digital services, we wanted to find out more about any challenges they were facing when recruiting for digital roles. We discovered that 51% (143 of 279 respondents) had recruited for digital roles and of these 143, only 11% (16 respondents) did not face any recruitment challenges.

- In terms of key challenges, half (51%) are struggling with a shortage of good quality candidates, whilst 44% are not able to match private sector salaries and 41% found scoping for the right type and level of digital role a challenge.

- Encouragingly, most charities are not struggling as much with finding where to advertise, promoting their charity as a great place to work and helping leadership teams understand salary expectations.

- When looking at size, there are significant differences in recruitment. Only 30% of small charities recruited for any digital roles this year compared to 79% of large charities.

|	
A shortage of good quality candidates	51%
We're not able to match typical salaries in the private sector	44%
Understanding what type / level of digital role we need	41%
Finding the right places to advertise	32%
Helping leadership teams understand salary expectations	26%
Promoting our charity as a great place to work to the right candidates	22%
Making sure we have the right tech set up for digital roles	17%
Capacity to offer flexible and remote working	13%

LEADERSHIP

16 **How would you rate your board's digital skills?**

Close to two thirds (64%) of boards' digital skills are either low or have room for improvement, increasing from 58% last year.

- Charity boards need support to grow their digital skills. Once again, 1 in 5 (20%) cite their trustees' digital skills as low. 44% said their boards could improve their digital skills. This means that almost two thirds (64%) of boards' digital skills are either low or have room for improvement, increasing from 58% last year and similar to the 66% in 2020.

- Just over 1 in 5 (21%) of trustees are engaging with digital more, although this proportion is similar to last year.

- Only 6% of trustees are digitally savvy, similar to the 7% last year.

- Boards play a critical role in the oversight of digital and how it forms part of organisational strategy. Having tracked their skills since the report began in 2017, there has not yet been a significant positive change in the data. Trustees need support to develop their digital skills to help their charities make the most of the opportunities and manage the risks associated with digital.
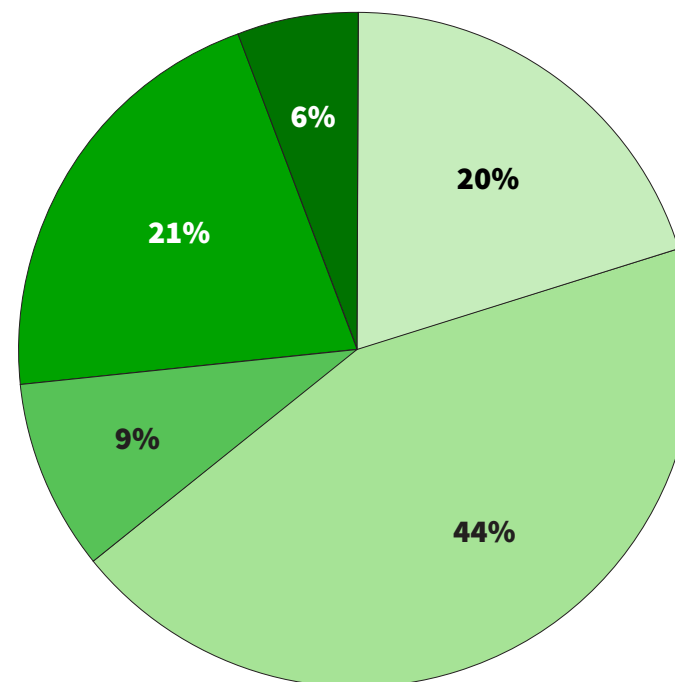
| Low - there is little digital expertise on our board | Could improve - they have some digital skills but need to develop more | I don't know what digital skills they have | Good - they are engaging with digital more | Excellent - they are digitally savvy |

17 **Which of the following best describe the digital skills on your board?**

54% of boards either don't have any plans to increase digital skills or don't know what their plans are.
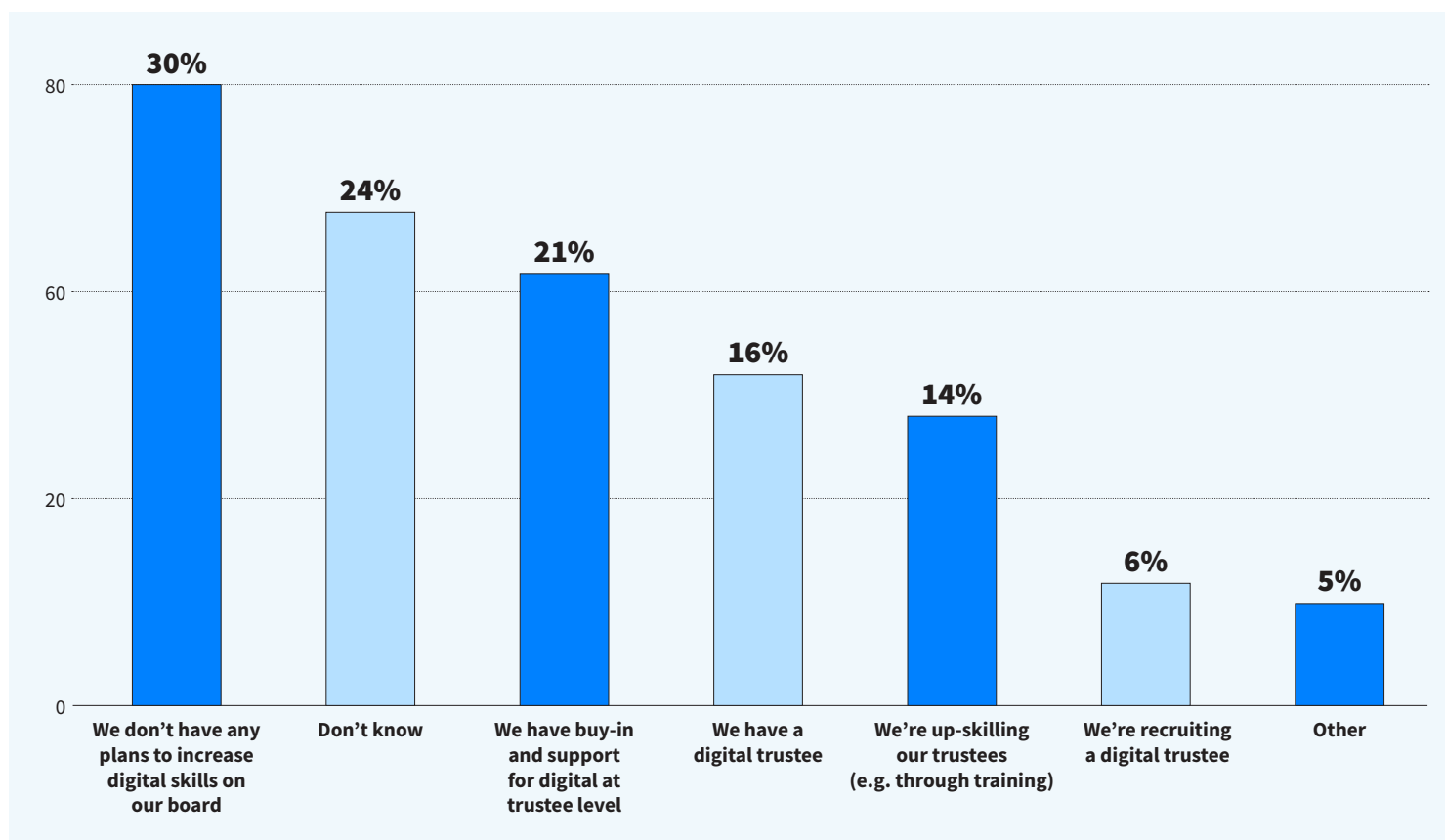
One organisation told us that:

"There is a plan to upskill our board, there are training sessions ahead of board meetings to look at the digital requirements and expertise of our members and support them in their development and understanding of digital."

17 Which of the following best describe the digital skills on your board?

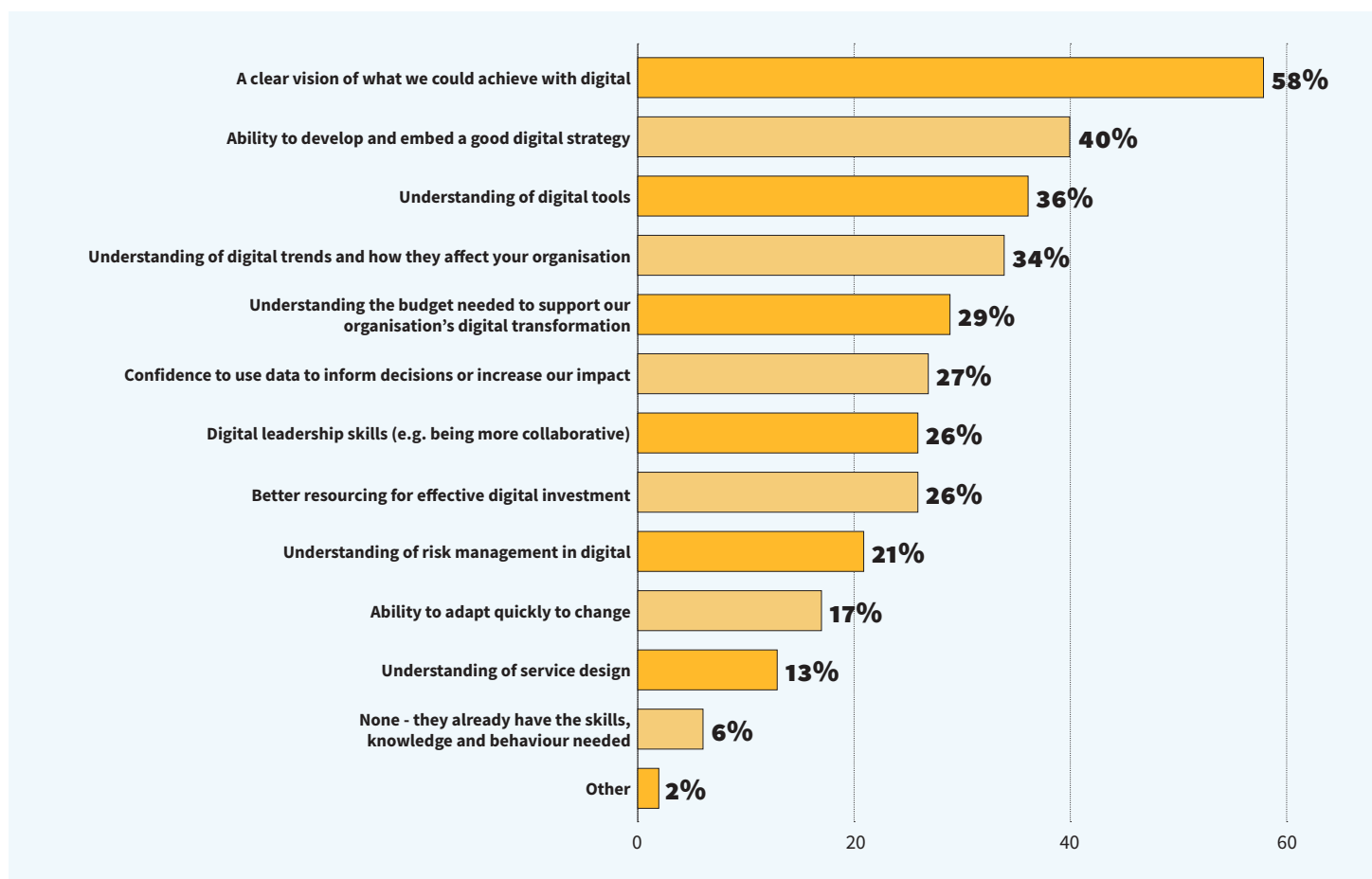- As the previous question shows, there is a significant digital skills gap on boards. Yet close to a third (30%) of charities don't have plans to grow digital skills amongst trustees, whilst almost 1 in 4 (24%) don't know what the plans are. Taken together, these answers (54%) are an improvement on the 70% in both these categories last year. However, the overall trends indicate that there has been little positive change in the digital skills development of boards this year.

- Whilst 14% are upskilling their trustees, compared to 2% last year, this is still a relatively low number.

- Only 6% are recruiting a digital trustee, similar to the 8% last year. This is worrying given charities' increased digital adoption.

- It is concerning that only 1 in 5 charities (21%) have buy-in and support for digital at trustee level.

- It is also worrying that for small charities, 37% don't have any plans to upskill their board, compared to 21% of large charities.

- Whilst there are some positive signs about upskilling and boards' support for digital, the majority of boards are not developing their tech skills. This has worrying implications for charities' governance at a time of increased digital adoption.
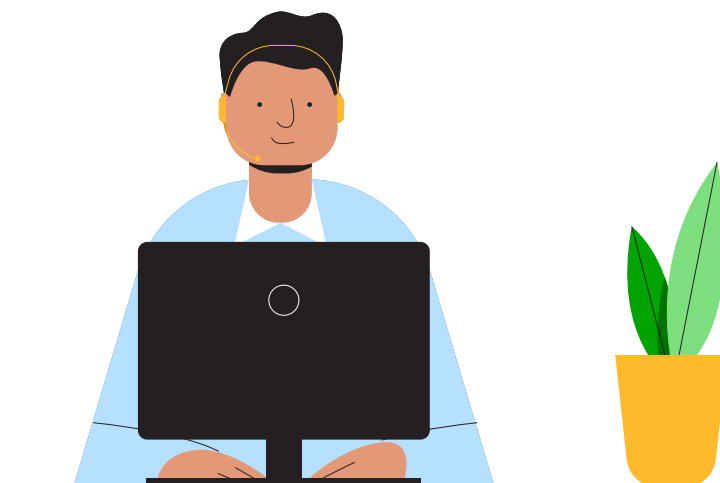
18 **In order to progress with digital, what skills, knowledge or behaviour would you most like to improve at CEO or board level?**

For the fourth year running, more than half of charities (58%) are still looking for a clear vision for digital from their CEO and boards.

| Skill/Knowledge/Behaviour	Percentage
A clear vision of what we could achieve with digital	58%
Ability to develop and embed a good digital strategy	40%
Understanding of digital tools	36%
Understanding of digital trends and how they affect your organisation	34%
Understanding the budget needed to support our organisation's digital transformation	29%
Confidence to use data to inform decisions or increase our impact	27%
Digital leadership skills (e.g. being more collaborative)	26%
Better resourcing for effective digital investment	26%
Understanding of risk management in digital	21%
Ability to adapt quickly to change	17%
Understanding of service design	13%
None - they already have the skills, knowledge and behaviour needed	6%
Other	2%

Charities also told us that they would like to see:

"Courage to embrace innovation."

"Manpower to work on digital."

18 **In order to progress with digital, what skills, knowledge or behaviour would you most like to improve at CEO or board level?**

- For the fourth year running, charities told us that the most important thing they are looking for from CEOs and boards is a clear vision of what digital could help them achieve (58%). This has increased from 52% last year. Both small and large charities agree on this.

- 40% would like their leaders to develop and embed a good digital strategy.

- 36% want their leaders to have an understanding of digital tools, compared to 24% last year. This demonstrates how essential it is for leaders to broaden their skillset.

- As in 2021, just over a third (34%) would like their leaders to have an understanding of digital trends. A similar number (29%) want them to get to grips with the budget needed for digital transformation, as well as get a better understanding of data (27%). All are similar to what people expected of leaders in 2021.

- 1 in 4 (26%) would like to see better digital leadership skills from their leaders. 1 in 5 (21%) want to see better understanding of risk management in digital.

- Perhaps surprisingly, given that more charities are now offering digital services, only 13% expected their leaders to have an understanding of service design.

- Large charities also prioritise wanting to see an improvement in understanding the budget needed to support digital transformation (41%), whilst small charities want to see a greater understanding of digital tools (40%).
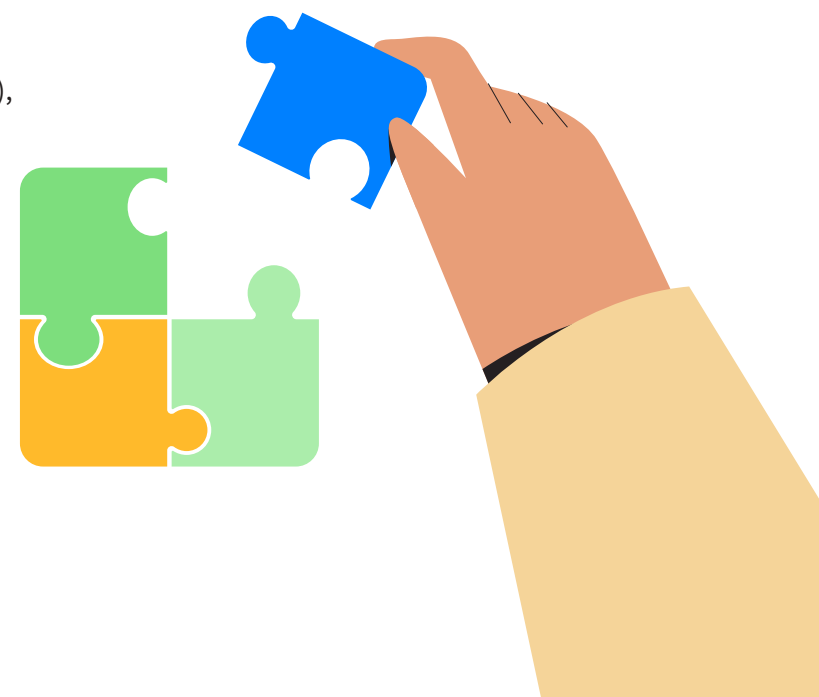
COVID-19 AND LOOKING AHEAD

19 As a result of the pandemic, to what extent does your organisation see digital as more of a priority?

82% of charities see digital as either a much greater or more of a priority as a result of the pandemic.

- More than a third (36%) of charities now see digital as a much greater priority due to the pandemic.

- 46% see it as more of a priority due to the pandemic.

- Only 17% see it as about the same, with less than 1% seeing it as less of a priority.

- Nearly half of large charities see digital as a much greater priority (48%), compared to less than a third (30%) of small charities.

1%   1%

17%

36%

46%
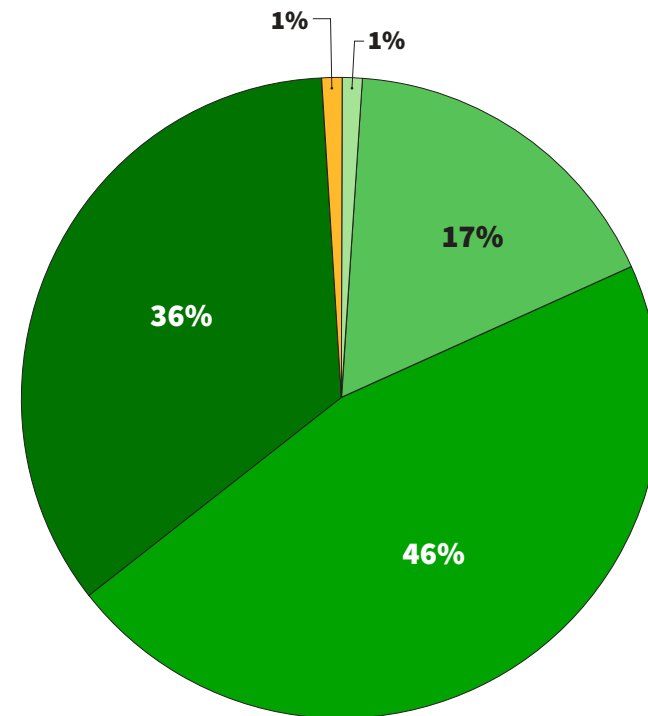
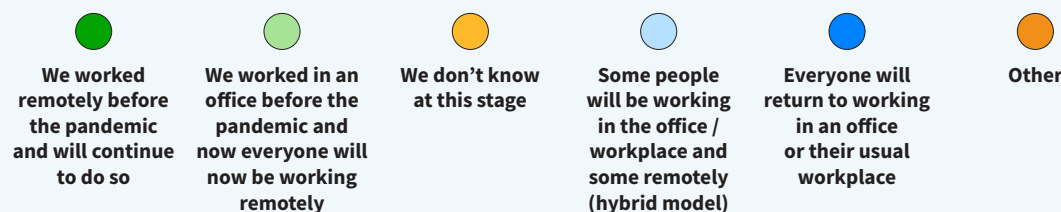| Much less of a priority | Less of a priority | About the same | More of a priority | Much greater priority | Not sure |

20 **As we come out of the pandemic, which of the following best describes your working arrangements?**

62% of organisations now have hybrid working arrangements.

- The majority of organisations (62%) now have hybrid working arrangements. This is similar to the 68% who told us last year that they were planning hybrid working arrangements.

- Only 1 in 10 (10%) will return to the office.

- 11% will continue working remotely, whilst 6% have given up their offices and will now work remotely.

- Interestingly, hybrid working arrangements look to be more common in large charities (76%), compared to small charities (54%).

3%
6%
9%
10%
11%
62%

| ● We worked remotely before the pandemic and will continue to do so | ● We worked in an office before the pandemic and now everyone will now be working remotely | ● We don't know at this stage | ● Some people will be working in the office / workplace and some remotely (hybrid model) | ● Everyone will return to working in an office or their usual workplace | ● Other |
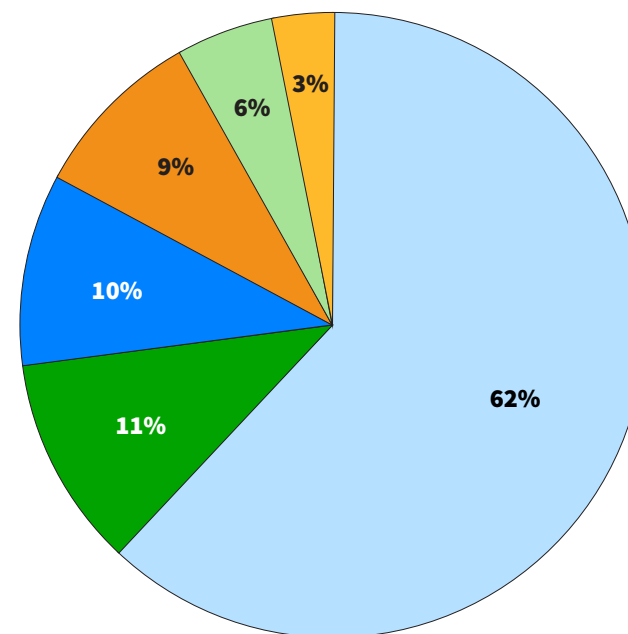
21 **If your organisation delivers services, have you needed to adapt these over the last year in any of the following ways?**

48% of charities have seen demand for digital services increase, with 53% offering new online services.

- 55% are offering hybrid services (i.e. online and in person), although this is much less than the 71% last year who told us that they were offering a hybrid delivery model.
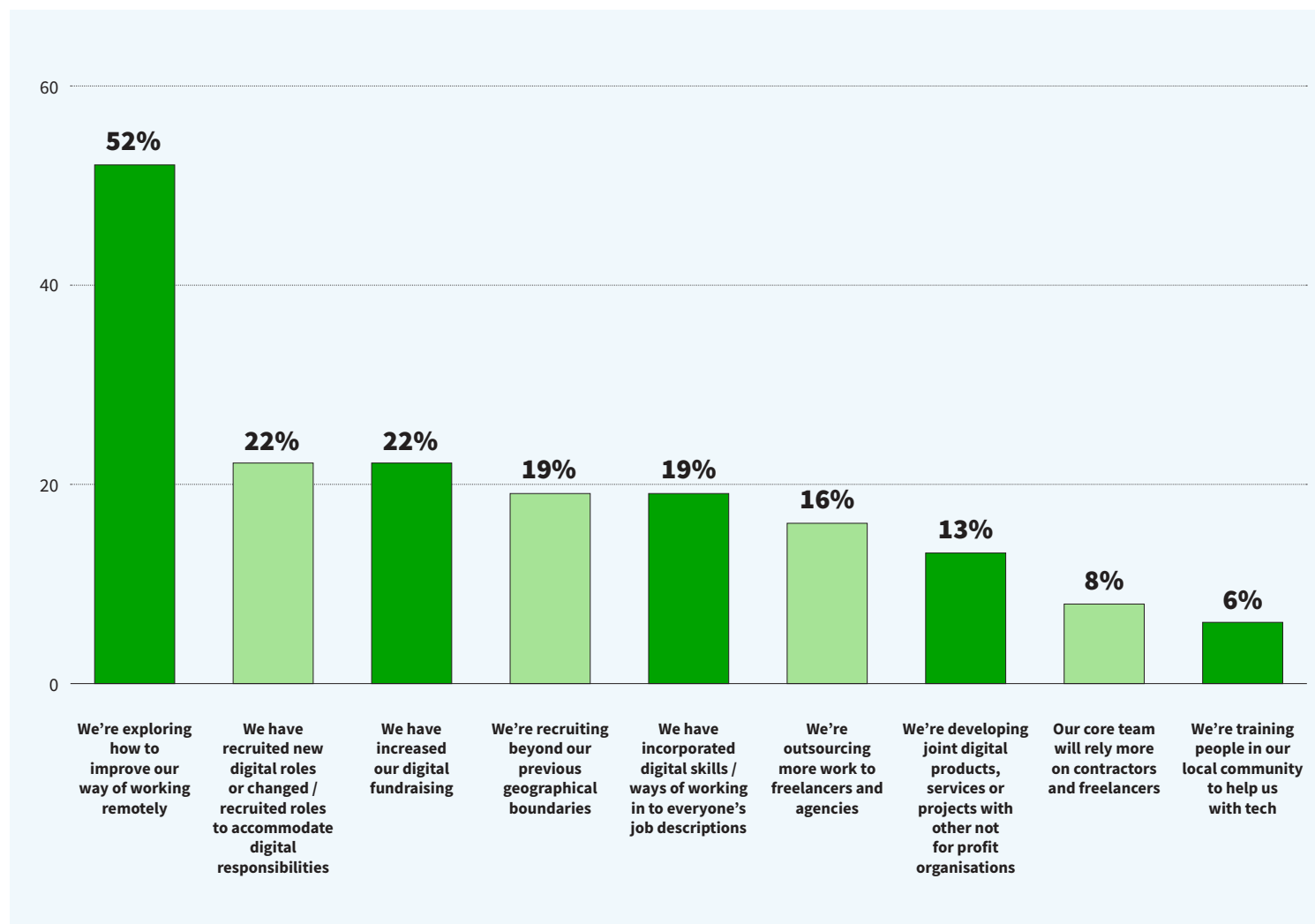
- Demand for digital services continues. 48% of charities have seen demand for digital services increase, with 53% offering new online services and 21% expanding their areas of delivery since moving online. However, this is less than in 2021, when 70% told us they'd seen an increased demand for their services and 83% had started offering online services. This may simply mean that growth has stabilised in this phase of the pandemic.

- Fewer charities are providing support with digital inclusion, with just 21% giving their users devices, data or support to get online or access services. This is much lower than the 45% who provided their users with devices, data or support to get online or access services last year. We continue to face a digital inclusion crisis in the UK, where *almost 10 million UK workers are missing fundamental digital skills needed for today's workplace*. This decline may be connected with less funding being available for digital inclusion now. Later in the survey, 24% specify that funding for digital inclusion support, devices and data is most needed.

Category	Percentage
We now offer services online and in person (hybrid)	55%
We started offering new online services	53%
We've seen demand for online / digital services increase	48%
We're expanding our areas of delivery since moving online	21%
We provided our users with devices, data or support to get online or access services	21%
We moved to primarily delivering services in person	11%
We cancelled online services because our users lacked tech or skills to access them	5%
We cancelled online services because we haven't had the skills, staff or tech to deliver them	3%

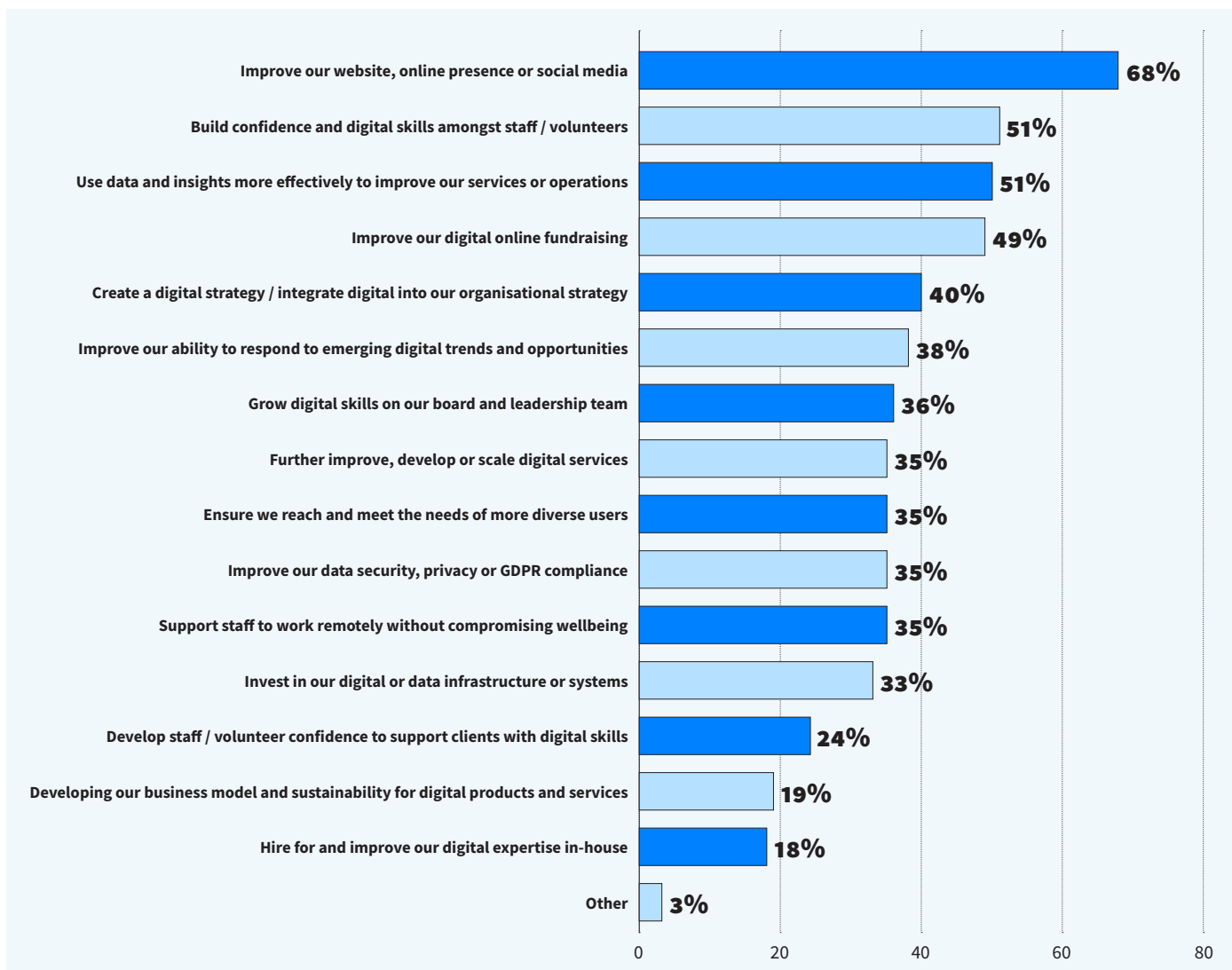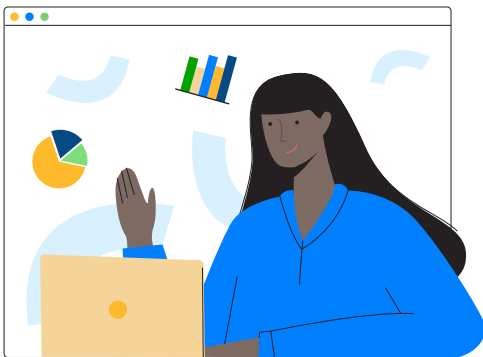## 22 How are you changing the way you're working this year?

More than half of charities (52%) are exploring how to improve remote working.

- Charities are embedding remote working, with more than half (52%) exploring how to improve remote working and 19% recruiting in new geographical areas.

- Digital skills in the workforce are also in focus, with 22% recruiting new digital roles or changing roles to include these responsibilities and 19% incorporating digital skills/ ways of working in job descriptions. In addition, 16% are outsourcing more work to freelancers and agencies.

- More than 1 in 5 (22%) have increased their digital fundraising and 13% are developing joint digital products or projects with other nonprofits.

Response	%
We're exploring how to improve our way of working remotely	52%
We have recruited new digital roles or changed / recruited roles to accommodate digital responsibilities	22%
We have increased our digital fundraising	22%
We're recruiting beyond our previous geographical boundaries	19%
We have incorporated digital skills / ways of working in to everyone's job descriptions	19%
We're outsourcing more work to freelancers and agencies	16%
We're developing joint digital products, services or projects with other not for profit organisations	13%
Our core team will rely more on contractors and freelancers	8%
We're training people in our local community to help us with tech	6%

23 **What do you see as your organisation's key digital priorities over the next 12 months?**

The key priority for charities is improving their digital presence, followed by building the digital confidence and skills of staff and volunteers.

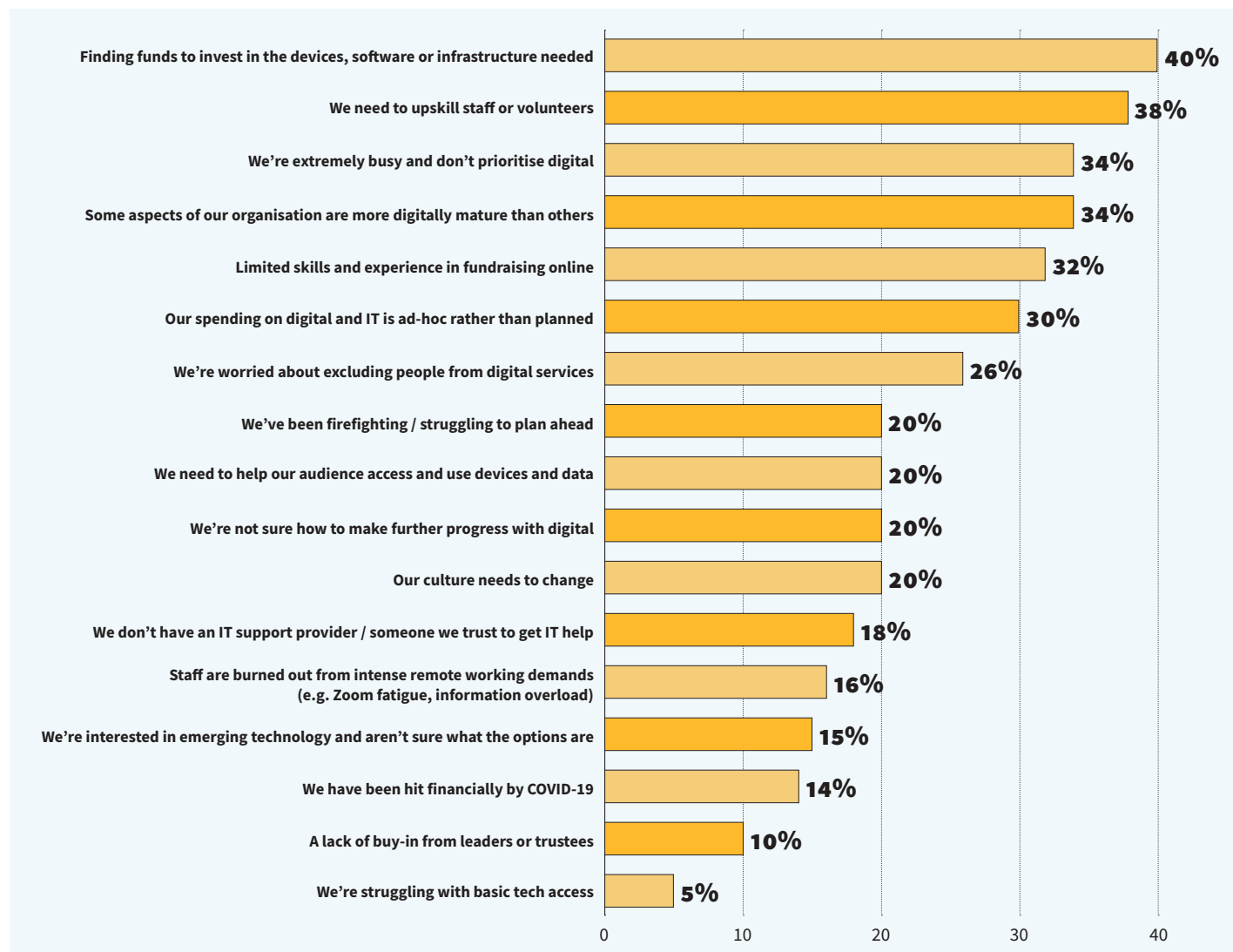| Priority	%
Improve our website, online presence or social media	68%
Build confidence and digital skills amongst staff / volunteers	51%
Use data and insights more effectively to improve our services or operations	51%
Improve our digital online fundraising	49%
Create a digital strategy / integrate digital into our organisational strategy	40%
Improve our ability to respond to emerging digital trends and opportunities	38%
Grow digital skills on our board and leadership team	36%
Further improve, develop or scale digital services	35%
Ensure we reach and meet the needs of more diverse users	35%
Improve our data security, privacy or GDPR compliance	35%
Support staff to work remotely without compromising wellbeing	35%
Invest in our digital or data infrastructure or systems	33%
Develop staff / volunteer confidence to support clients with digital skills	24%
Developing our business model and sustainability for digital products and services	19%
Hire for and improve our digital expertise in-house	18%
Other	3%

23 What do you see as your organisation's key digital priorities over the next 12 months?

- The number one priority for charities is improving their website, online presence and social media. More than two thirds (68%) see this as pressing and it remains the most urgent priority since last year.

- More than half of charities (51%) want to build the confidence and skills of their staff and volunteers. This is a marked contrast to 2021, when only 14% saw developing their colleagues' skills as a priority. 36% want to grow the digital skills of their board and leadership team, a significant increase on 8% last year.

- 51% see using data and insights more effectively to improve services and operations as a priority, which is 21% more than last year.

- The proportion of charities who want to improve their online fundraising has doubled, with almost half (49%) seeing this as a priority, compared to 23% last year.

- Creating a digital strategy or integrating it into the organisational strategy is also seen as a priority by more charities, with 40% rating this as important, compared with 29% in 2021.

- Just over a third (35%) want to develop, scale or improve digital services. Last year, only 19% wanted to improve their online services.

- Awareness of trends and opportunities is also an increased priority this year, with 38% seeing this as a priority, significantly more than the 9% last year.

- Increasing the diversity of service users is more important to charities now, with more than a third of charities (35%) seeing it as a priority, compared to 27% in 2021.

- A third of charities see tech issues as vital, with 35% seeking to improve GDPR and data security compliance and 33% looking to invest in digital or data infrastructure and systems. Compared to last year, both of these are cited as a greater priority by more charities.

- Wellbeing has become more critical, with 35% of charities interested in helping staff work remotely without compromising on this. This proportion has more than doubled since last year.

- Just under 1 in 5 charities (19%) are looking at ways of making digital sustainable, with 19% keen to develop their business model and 18% planning to develop or hire more digital expertise in-house.

24 **What are the biggest challenges your organisation currently faces in relation to digital?**

4 out of 10 charities (40%) urgently need funding for devices, software and infrastructure, with upskilling staff and volunteers the second most important priority.

Challenge	%
Finding funds to invest in the devices, software or infrastructure needed	40%
We need to upskill staff or volunteers	38%
We're extremely busy and don't prioritise digital	34%
Some aspects of our organisation are more digitally mature than others	34%
Limited skills and experience in fundraising online	32%
Our spending on digital and IT is ad-hoc rather than planned	30%
We're worried about excluding people from digital services	26%
We've been firefighting / struggling to plan ahead	20%
We need to help our audience access and use devices and data	20%
We're not sure how to make further progress with digital	20%
Our culture needs to change	20%
We don't have an IT support provider / someone we trust to get IT help	18%
Staff are burned out from intense remote working demands (e.g. Zoom fatigue, information overload)	16%
We're interested in emerging technology and aren't sure what the options are	15%
We have been hit financially by COVID-19	14%
A lack of buy-in from leaders or trustees	10%
We're struggling with basic tech access	5%

As the sector reaches the road to recovery stage of the pandemic, we wanted to find out about the challenges they are currently facing.

- 4 in 10 charities (40%) need funding for devices, software and infrastructure. This has risen from being the third to the most urgent challenge for them.

- Upskilling staff and volunteers is the second most important challenge, faced by 38% of charities.

- Despite increased digital adoption during the pandemic, just over a third of charities (34%) are so busy that they don't prioritise digital.

- More than 1 in 3 charities (34%) are troubled by the fact that some parts of their organisation are more digitally mature than others. This can lead to different sub-cultures and ways of working in teams that make collaborating much harder.

- 32% have limited digital fundraising skills.

- Resourcing is also a challenge, with 30% investing in digital and IT in an ad-hoc way and 18% without an IT provider/source of IT advice to help them.

- Last year, digital inclusion was the biggest challenge faced by charities, with 52% of charities raising it as their biggest concern. This has halved to 26% this year, with 20% knowing they need to help their audience use devices and data. Whilst these numbers are lower, it shows that digital inclusion is still a significant challenge for the people that the sector supports.

- It is positive to note that just 16% think staff are burned out from the demands of intense remote working, which is better than last year. However, our other survey findings show that charities are still concerned about the impact of remote working on wellbeing.

- 20% of charities are struggling to plan ahead and also want their culture to change for digital to flourish.

- Only 15% want to know their emerging technology options.

- Only 14% of charities say they have been financially hit by COVID-19.

Top 5 challenges for large charities:
1. Some aspects of our organisation are more digitally mature than others.
2. Our culture needs to change.
3. We need to upskill staff or volunteers.
4. We're extremely busy and don't prioritise digital.
5. Finding funds to invest in the devices, software or infrastructure needed.

Top 5 challenges for small charities:
1. Finding funds to invest in the devices, software or infrastructure needed.
2. We need to upskill staff or volunteers.
3. Limited skills and experience in fundraising online.
4. We're extremely busy and don't prioritise digital.
5. Our spending on digital and IT is ad-hoc rather than planned.
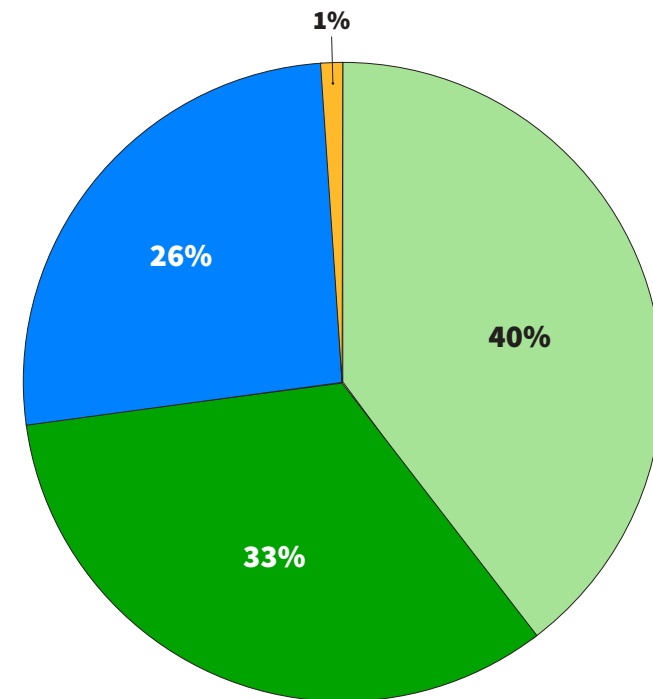
DIGITAL FUNDING

This year, we provided an optional set of questions about grant funding and specified that these were relevant to those who access grants from charitable trusts and foundations. In total, 238 answered these questions and all percentages in this section refer to this number of responses, rather than the 435 who completed the survey overall.

25 **In the last year, would you say your need to access grant funding for digital costs has changed?**

A third of charities (33%) say that their digital grant funding needs have increased significantly.

- 4 out of 10 charities (40%) have found that their digital grant funding needs have increased a little, whilst a third (33%) say that this need has increased significantly. Last year, almost two thirds (62%) said that their need for digital funding had grown, indicating that demand for digital funding has grown even further this year.

- 26% stated that their needs had stayed the same, whilst just 1% said their needs had decreased a little and less than 1% that they'd lessened significantly.

- The results are similar for both small and large charities.

- For organisations supporting communities experiencing racial inequality, a greater proportion have seen their need for funding increase significantly (42%) compared to other groups and the average (33%). 34% have accessed funding for digital costs (compared to an average of 39%).

1%
26%
40%
33%

● Increased significantly
● Increased a little
● Stayed the same
● Decreased a little
● Decreased significantly

26 **Have you been able to access grant funding that you could use for digital costs in the past year?**

**Almost half of charities (45%) haven't been able to access funding for their digital needs.**

- Almost half of charities (45%) have not been able to access grant funding for digital over the last year, once again demonstrating that there is a significant unmet need.

- 39% have been able to access funding, whilst 16% are not sure.

- Only 36% of small charities have been able to access grant funding to use for digital costs in the past year, compared to 49% of large charities.

- It is also worth noting that charities at an earlier stage are less likely to have accessed grant funding for digital costs in the last year. For those at the curious and starting out stage, 27% accessed grants, compared to 50% of those at the advancing stage.

Yes   No   Not sure
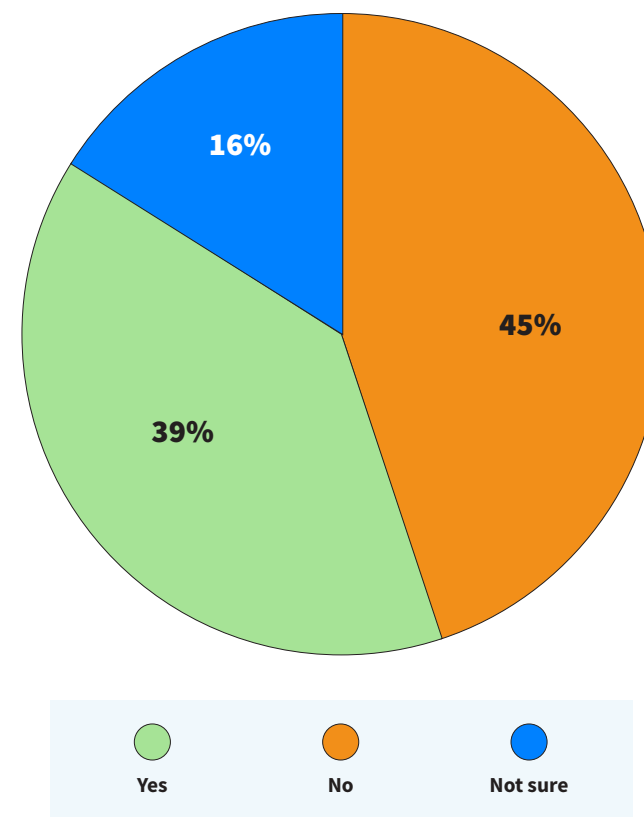
27 **How have you found accessing funding for digital costs this year, compared to the start of the pandemic?**

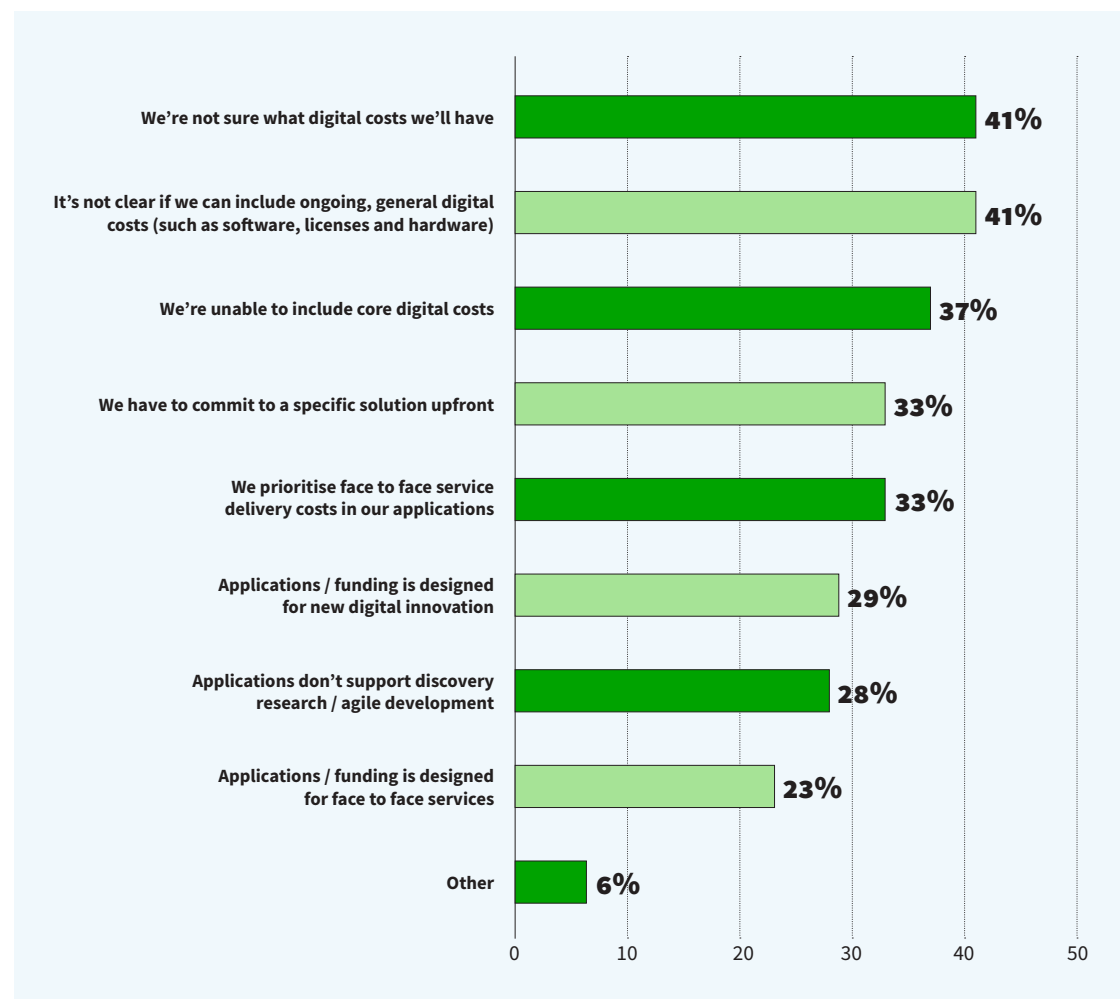**Almost a third of charities (29%) have found it harder to access digital grant funding.**

- 59% have found accessing digital funding similar to 2021, whilst almost a third (29%) have found it harder. Only 12% have found it easier.

- The results are similar by stage and size of organisation.

12%

29%

59%

Easier   Similar   Harder
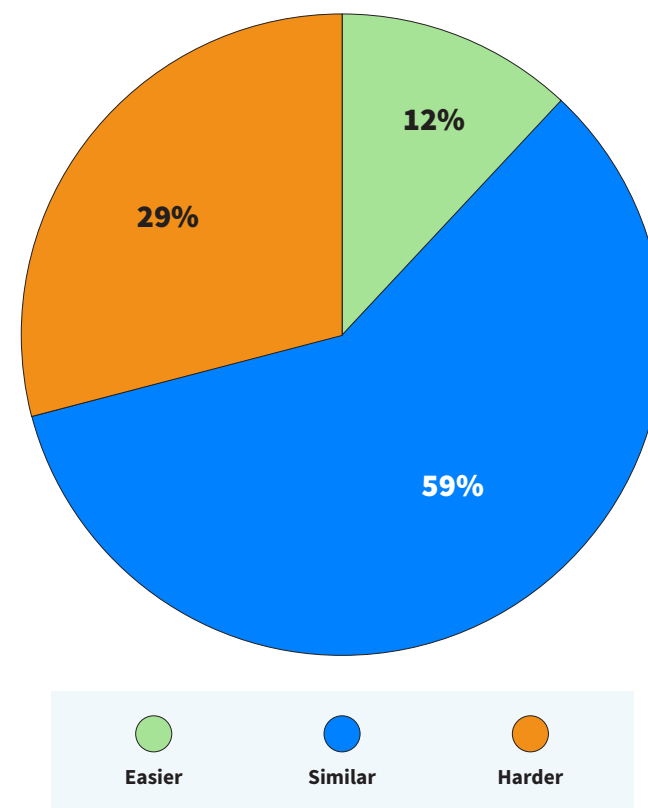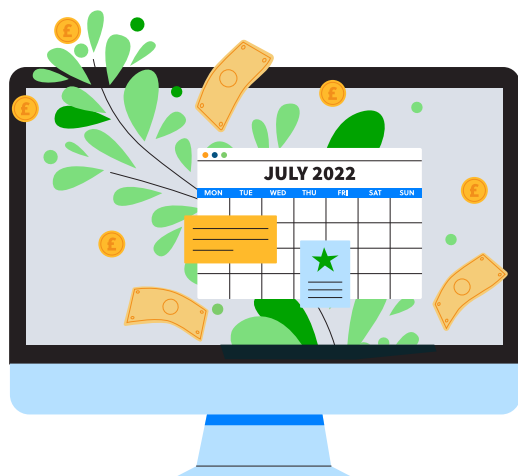
28 Do you face any of the following challenges when applying for digital funding?
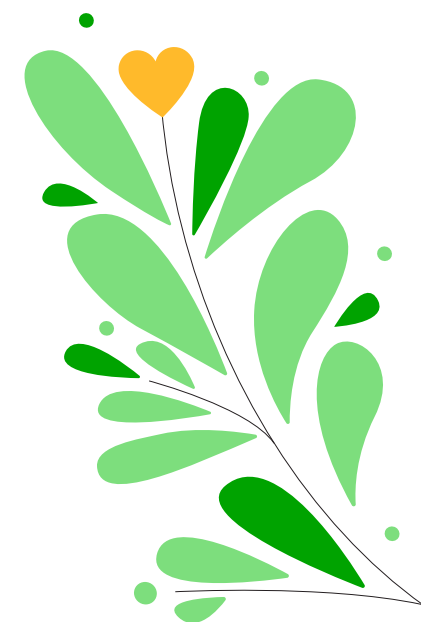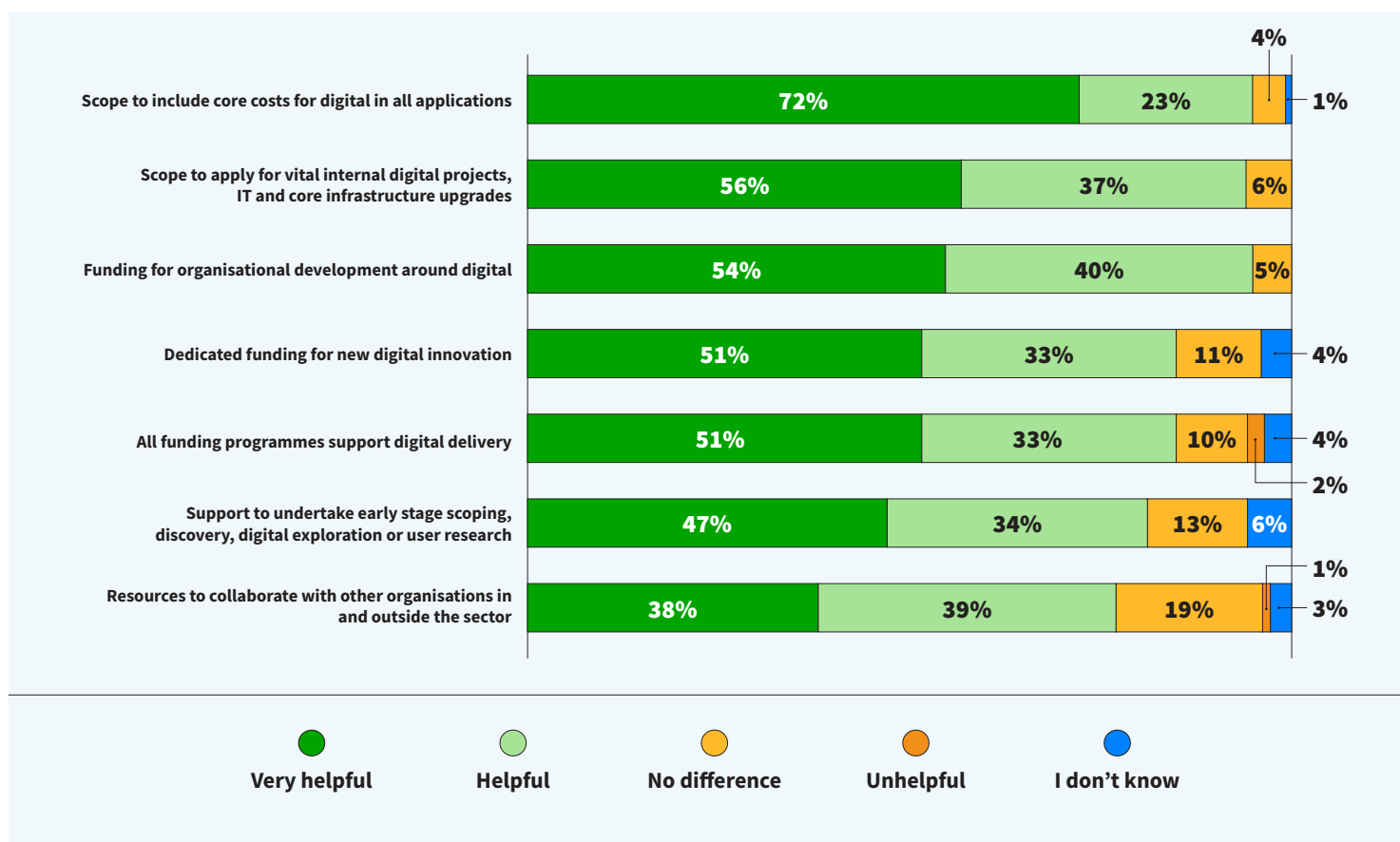
4 out of 10 charities (41%) aren't sure what digital costs they will have, or whether they can include ongoing digital costs in their funding applications.

- 41% are not sure what digital costs they will have, whilst 41% aren't clear on whether they can include ongoing digital costs, such as software and licences, in their applications. 37% are unable to include core digital costs.

- A third (33%) are frustrated by having to commit to a specific digital solution upfront, with 28% stating that the applications they make don't support discovery or agile development. This shows that more funders need to be more flexible about their expectations when funding a digital solution. They also need to operate in a way that ensures organisations are encouraged to develop their ideas or solutions in response to user research and testing.

- A third of charities (33%) are prioritising face to face rather than digital costs in their applications, with 23% feeling that applications and funding are designed for face to face services.

- 29% say that funding is designed for new digital innovation.

Bar chart:

Challenge	Percentage
We're not sure what digital costs we'll have	41%
It's not clear if we can include ongoing, general digital costs (such as software, licenses and hardware)	41%
We're unable to include core digital costs	37%
We have to commit to a specific solution upfront	33%
We prioritise face to face service delivery costs in our applications	33%
Applications / funding is designed for new digital innovation	29%
Applications don't support discovery research / agile development	28%
Applications / funding is designed for face to face services	23%
Other	6%

29 **How helpful would the following types or modes of funding digital be to your organisation?**

95% of charities would value having scope to include core digital costs in all funding applications.

Category	Very helpful	Helpful	No difference	Unhelpful	I don't know
Scope to include core costs for digital in all applications	72%	23%	4%	1%	
Scope to apply for vital internal digital projects, IT and core infrastructure upgrades	56%	37%	6%		
Funding for organisational development around digital	54%	40%	5%		
Dedicated funding for new digital innovation	51%	33%	11%		4%
All funding programmes support digital delivery	51%	33%	10%	2%	4%
Support to undertake early stage scoping, discovery, digital exploration or user research	47%	34%	13%	1%	6%
Resources to collaborate with other organisations in and outside the sector	38%	39%	19%	1%	3%

● Very helpful ● Helpful ● No difference ● Unhelpful ● I don't know

29 **How helpful would the following types or modes of funding digital be to your organisation?**

- Almost three quarters (72%) would find it very helpful to include core digital costs in all funding applications. This is a big increase on the 47% who wanted this last year, showing that the need is growing. Funders now need to respond to this urgently.

- Both large and small charities would find this very helpful (72% and 74% respectively) and rate this as the most helpful change funders can make, as do those at an early and advanced stage.

- More than half (56%) would find it very helpful to apply for funding internal digital projects, IT and core infrastructure upgrades. This is true for small and large charities, those at an early stage and those at an advanced stage.

- More than half (54%) would find it very helpful to apply for support for organisational development around digital. This is a key change for charities at an early stage with digital (56% would find this very helpful) and for both small and large charities.

- 51% would like dedicated funding for digital innovation, whilst the same proportion want all funding programmes to support digital delivery. These look to be slightly more important to large charities (63% would find this very helpful).

- Echoing a theme from a previous question, just under half (47%) want support to undertake early stage scoping and user research. This is particularly important to large charities (65% would find this very helpful, compared to 45% of small charities).

- Just under 1 in 4 (38%) would like resources to collaborate with other organisations.

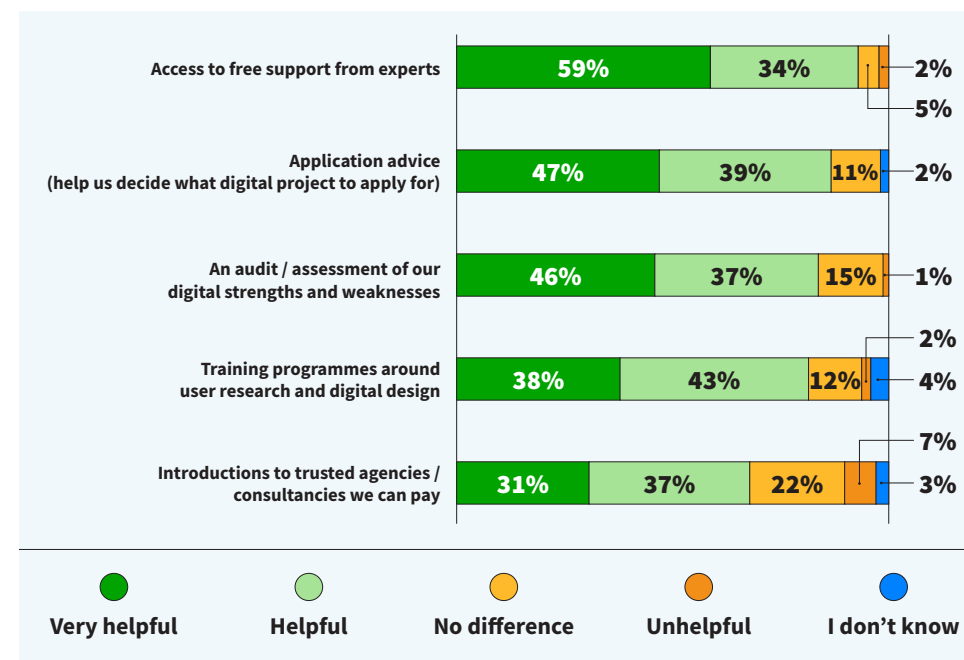**For those at an early stage with digital, the top 3 ways that funders can help is by providing:**

1 Scope to include core costs for digital in all applications.

2 Funding for organisational development around digital.

3 Scope to apply for vital internal digital projects, IT and core infrastructure upgrades.
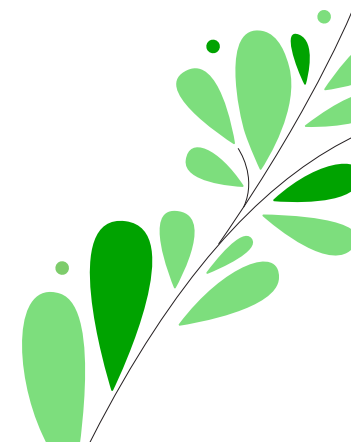
30 **How helpful would you find the following types of funder support around digital to your organisation?**
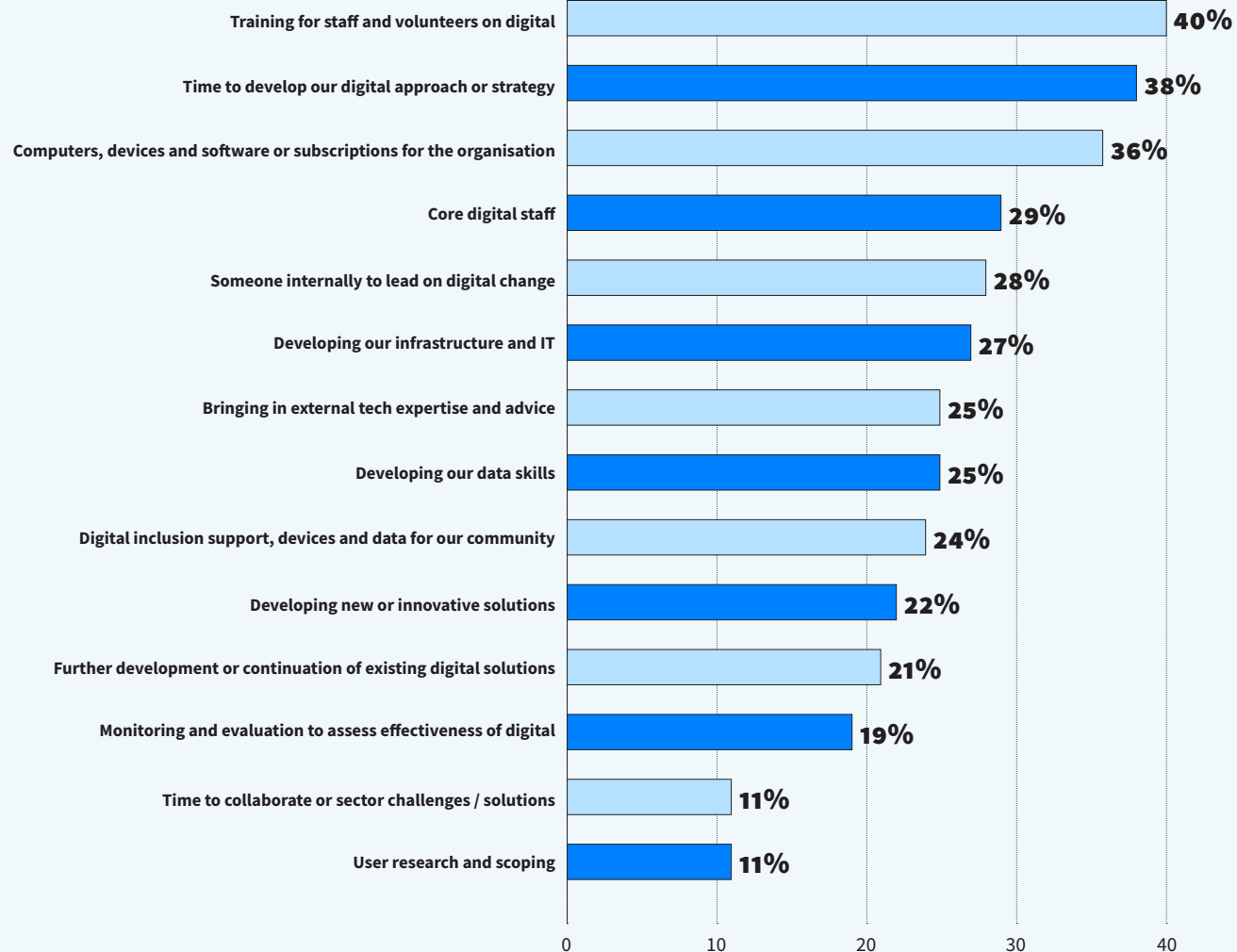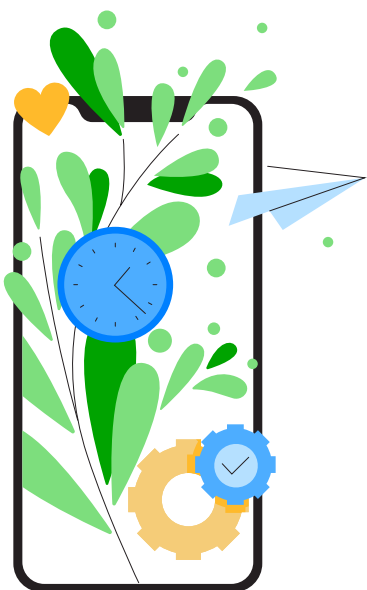
The areas of support that charities would find very helpful are access to support from experts, application advice and an audit of digital strengths and weaknesses.

- 59% would find it very helpful to have access to free support from experts, whilst 34% would find it helpful. This is the greatest area of demand overall. For those at an early stage, 63% would find it very helpful compared to 54% of those further ahead on their digital journey.

- For small charities, 62% would find access to free support from experts very helpful. This is the most popular form of support for them. For large charities, 48% would find this very helpful. However, it is worth noting that the types of support or experts that would help could differ significantly.

- Almost half (47%) would find it very helpful to have support with which digital project to apply for. This is slightly more important for small charities (50%) who would find this very helpful, compared to large charities (32%).

- Charities would find it very helpful to have some hands-on support from funders to help their digital development, including an audit of their digital strengths and weaknesses (46%), training programmes for user research and digital design (38%) and introductions to trusted agencies and consultancies (31%).

- An average of 86% of small charities and 70% of large charities would find the additional support options listed to be very helpful or helpful.

	Very helpful	Helpful	No difference	Unhelpful	I don't know
Access to free support from experts	59%	34%			2% / 5%
Application advice (help us decide what digital project to apply for)	47%	39%	11%		2%
An audit / assessment of our digital strengths and weaknesses	46%	37%	15%		1%
Training programmes around user research and digital design	38%	43%	12%	2%	4%
Introductions to trusted agencies / consultancies we can pay	31%	37%	22%	7%	3%

31 **In order to progress with digital, what are the top three things you need funders/funding to support?**

As charities look to the road to recovery, they need more support from funders as part of the 'funder plus' model, including training, strategy development and infrastructure.

Category	Percentage
Training for staff and volunteers on digital	40%
Time to develop our digital approach or strategy	38%
Computers, devices and software or subscriptions for the organisation	36%
Core digital staff	29%
Someone internally to lead on digital change	28%
Developing our infrastructure and IT	27%
Bringing in external tech expertise and advice	25%
Developing our data skills	25%
Digital inclusion support, devices and data for our community	24%
Developing new or innovative solutions	22%
Further development or continuation of existing digital solutions	21%
Monitoring and evaluation to assess effectiveness of digital	19%
Time to collaborate or sector challenges / solutions	11%
User research and scoping	11%

Our analysis highlighted the following needs

Training

- Training for staff and volunteers continues to be one of the most pressing needs for charities, consistent with our findings last year. 4 out of 10 (40%) would like this.

- This is the most important need for charities at an early stage with digital (50%), as well as for small charities (44%).

Strategy

- Charities want support from funders to create the right foundations for the next stage of their digital journey. More than a third (38%) would like time to develop their digital approach or strategy, indicating that charities would value the headspace and support to create consistent principles to guide the next stage of their digital development. This need has increased from 21% last year. This is a key funding need for both large (45%) and small (36%) charities, as well as those at an early stage with digital (44%) and for those advancing with digital (32%).

IT

- More than a third (36%) would like support for computers, devices and software. Again, this need has increased this year, rising from 24%, showing that for some charities resources are scarce. This is one of the top 3 most important funding needs for small charities (43%, compared to 13% for large charities) and for charities at an early stage of digital (44%).

- 27% would like support to develop their infrastructure and IT.

Staff

- A third of charities also need funding for digital staff, including core digital staff (29%) and someone to lead on digital change internally (28%). The latter has increased significantly from 17% last year, showing that charities need more digital leadership. This is a specific need for large charities, with 43% identifying core digital staff as a key need.

Skills

- 1 in 4 charities (25%) would like help with external tech expertise and advice, similar to last year and indicating that more funders need to provide support in this area.

- 25% would like help with developing their data skills. This is most needed by over a third of large charities (34%).

Other needs

- The need for digital inclusion support has fallen very slightly from 27% to 24% this year. However, it is worth noting that for organisations predominantly supporting communities experiencing racial inequality, this is the top funding need (39%). This is also important for organisations supporting older people (29%).

- 22% would like support with innovation, rising from 17% last year. This is similar for both large and small charities, as well as for early stage and advanced stage.

- The lowest areas of funding needs for charities are support for collaboration (11%), alongside support for user research and scoping (11%). Whilst this has fallen from 17% last year to 11% this year overall, 17% of large charities indicate they need funding for this.

- Charities would like to build on what works. 21% would like to be able to develop their existing digital solutions and 19% to monitor and evaluate the effectiveness of their use of digital.

Large charities would most value funding for:

1. Time to develop our digital approach or strategy (45%).
2. Core digital staff (43%).
3. Time to develop our data skills (34%).

Small charities would most value funding for:

1. Training for staff and volunteers on digital (44%).
2. Computers, devices and software or subscriptions for the organisation (43%).
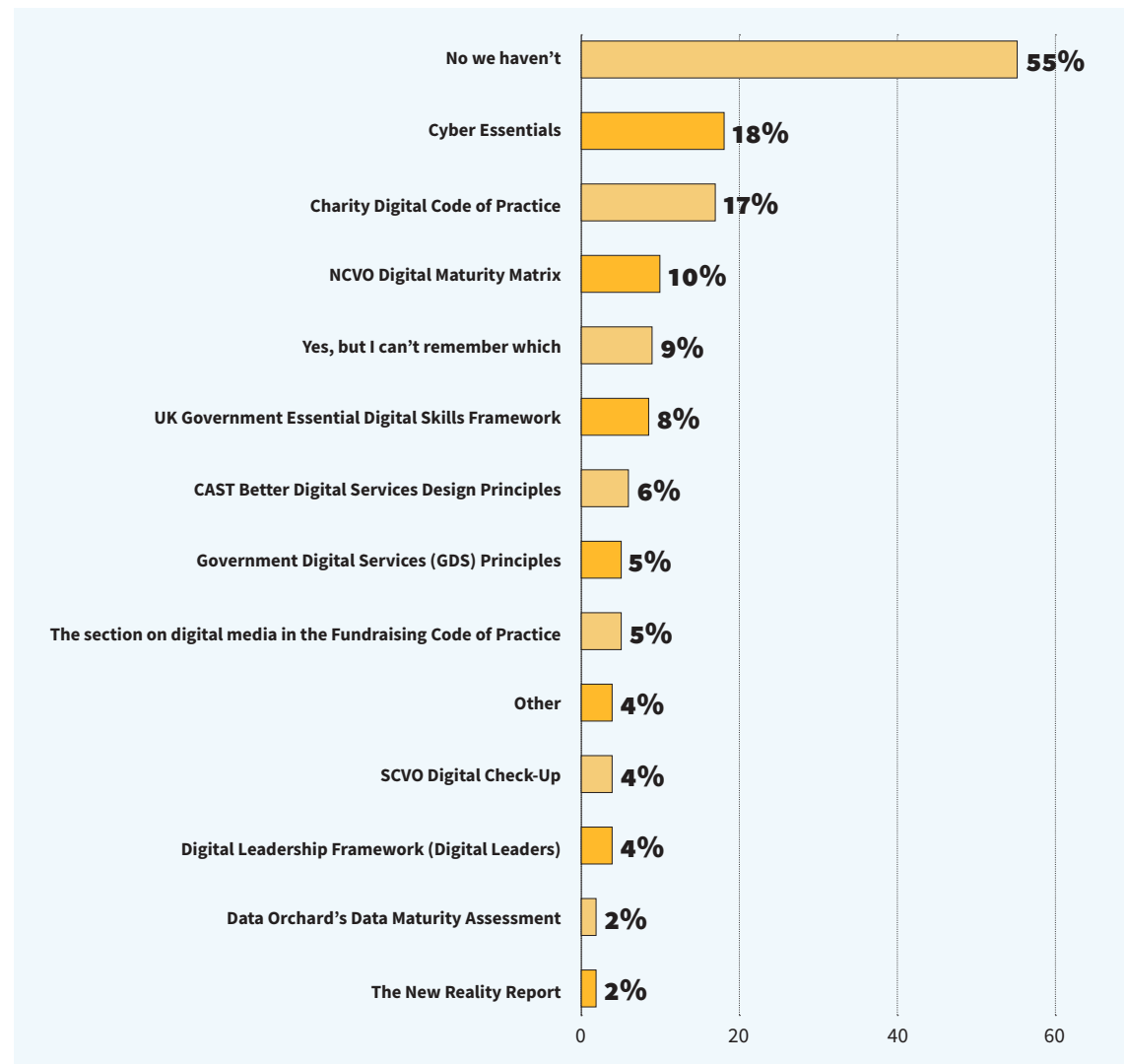3. Time to develop our digital approach or strategy (36%).
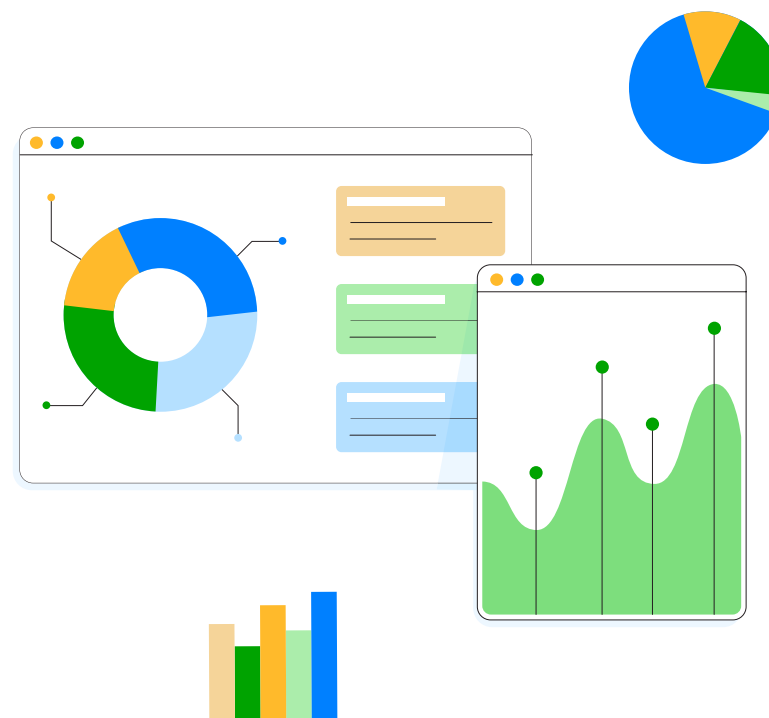
DIGITAL BEST PRACTICE

32 **In the last year, have you made use of any of the following digital maturity diagnostic tools or best practice frameworks in your organisation or team?**

Charities are using a range of different frameworks.

- 55% of the respondents are not using any frameworks.

- 18% are using Cyber Essentials.

- 17% are using The Charity Digital Code of Practice.

- 10% are using NCVO's Digital Maturity Matrix.

- These frameworks look to be more relevant to large charities. Only 35% of small charities have used a framework, compared to 63% of large charities.

- For small charities, the most popular frameworks are the Cyber Essentials and The Charity Digital Code of Practice (both used by 12%).

- For large charities, the most popular frameworks are Cyber Essentials (30%), The Charity Digital Code of Practice (27%) and NCVO's Digital Maturity Matrix (19%).

- Those at an earlier stage of digital development are less likely to have used a framework or diagnostic (67% compared to 45% of those at the advanced stage). There is no difference from the overall trend as to which tools they use.

Framework	Percentage
No we haven't	55%
Cyber Essentials	18%
Charity Digital Code of Practice	17%
NCVO Digital Maturity Matrix	10%
Yes, but I can't remember which	9%
UK Government Essential Digital Skills Framework	8%
CAST Better Digital Services Design Principles	6%
Government Digital Services (GDS) Principles	5%
The section on digital media in the Fundraising Code of Practice	5%
Other	4%
SCVO Digital Check-Up	4%
Digital Leadership Framework (Digital Leaders)	4%
Data Orchard's Data Maturity Assessment	2%
The New Reality Report	2%

DIGITAL SUPPORT ACCESSED

33 **In the last year, have you made use of digital support, advice or guidance from any of the following sources?**

The most popular forms of support were digital agencies, freelancers and volunteers.

- 28% have worked with digital agencies, 24% with digital freelancers and 10% with digital transformation or strategy experts.

- 24% are relying on volunteers with digital skills, which is more than the 11% who were doing so last year.

- 23% are taking digital training courses, slightly less than last year's 31%.

- 17% are using support from infrastructure bodies such as NCVO, ACEVO and SCVO, a similar proportion to last year.

- **Small charities:** The most popular form of support for small charities is digital volunteers (27% have made use of these, compared to 17% of large charities). This is closely followed by digital freelancers (20%) and training courses (20%). Only 14% of small charities have turned to digital agencies, compared to 55% of large charities. Furthermore, only 4% of small charities have accessed digital transformation or strategy experts, compared to 22% of large charities.

- **Large charities:** Digital agencies are the most popular form of support for large charities (55% have used them), followed by digital freelancers (31%).

- Across the board, all forms of digital support have been accessed by larger proportions of charities that are advancing and advanced with digital. Charities that are at an early stage with digital tend to rely on volunteers with digital skills (23%). Those that are advancing with digital are most likely to turn to digital agencies (38%).

Digital agencies	28%
None	26%
Digital freelancers	24%
Volunteers with digital skills	24%
Digital skills training courses	23%
National infrastructure organisations (e.g. NCVO, ACEVO, SCVO, etc.)	17%
Catalyst newsletter / website	14%
Digital transformation or strategy experts	10%
Intermediaries and support providers	9%
Funder plus support (funders providing additional support on top of a grant)	8%
Regional / Sector / Local infrastructure organisations	7%
Digital Candle	6%
Mentoring for digital	5%

DIGITAL EDUCATION

34 **Thinking about the last year, which types of support have proved most helpful to you when learning about digital?**

The most popular forms of support were digital agencies, freelancers and volunteers.

- The way that charities are learning about digital is changing. Last year, webinars were the most popular choice. Now almost half (47%) of charities' first port of call is Google and online searching. This is true for those starting out (41%) and those advancing with digital (52%), suggesting a growing confidence with independent learning.

- Also in the top methods of learning are asking other peers (31%), resources and guidance online (30%) and YouTube (27%).

- Close to 1 in 4 charities (23%) are using online technical training and courses (whilst only 15% are using introductory online courses). These are particularly favoured by organisations that are more advanced (29% compared to 17% of those at an early stage).

- Both large and small charities share the same preferences. Least popular are guidance from managers, case studies and service recipes, podcasts and peer learning sessions with other organisations.

- The variety shows how charities are using many different types of resources and learning to develop their digital skills, including drawing on skills from networks, blog posts and online communities. Leaders need to nurture this love of learning on their teams and signpost them to a range of different forms of digital skills support.

Support type	%
Google and searching online	47%
Asking other organisations / peers	31%
Resources and guidance online	30%
Youtube	27%
Online technical training sessions / courses	23%
External expert advice	23%
From others in my organisation	23%
Networks we belong to	23%
Blog posts and newsletters	22%
Online communities (such as Facebook groups or Slack)	22%
Conferences or workshops with expert speakers	15%
Online introductory training sessions	15%
Tech for good communities	14%
Large event webinars	12%
Online interactive group training session	12%
Mentoring or coaching	10%
Peer learning sessions with other organisations	9%
Case studies / service recipes	8%
None of the above	7%
Podcasts	6%
Guidance from my manager	6%
Other	2%

KEY SURVEY COMMENTS

35 **Is there anything else you'd like to tell us anonymously about how digital skills could help your organisation, or your experiences with digital this year?**

"We see more demand for digital services from our users. But the funding environment is very competitive. Many don't want to invest in innovation and scoping. So many are focused on immediate basic needs and don't see digital as being an area to fund."

"1. More funding to CAST/Catalyst, who were superb. 2. Some of that funding to go to Agile – I really do feel the entire sector could benefit were more to adopt a different project management approach. 3. Funders - the issue isn't (IMHO) with charities, it's now with funders. They've spent 2 years shovelling money out the door (great, thanks) but in that time the world has changed dramatically and they need to get with the programme."

"Just that rural areas are facing much bigger challenges than urban areas due to massive loss of services and many funders do not take these problems into account. Increasing rural poverty, higher fuel costs, lack of access to cheaper supermarkets, appalling public transport, lack of rural support for mental health, addiction, etc., means small rural organisations like ours are dealing with a lot more people in crisis and this is dominating our work at the moment so do not have the time, headspace or funding for any major digital changes."

"Overall, advancing our digital skills would enable us to increase our reach and the number of community members able to benefit from our services. This is our current top priority! In addition, and once this increased reach has been secured and is ongoing, smart digital skills would enable us to strategise how we can use digital more effectively – in terms of acting on feedback from users and listening to their needs, as well as increasing the profile of our organisation as our impact equally increases. Finally, this will enable us to also market better and increase digital fundraising."

"We need continued funding to turn ideas for digital development into delivery."

"Improve hybrid meetings as they don't work all that well. Build staff confidence with using Teams and Sharepoint as we regularly experience problems with these."

"Digital skills could help us to measure our impact better, and to use data to align our activities with our purpose."

KEY SURVEY COMMENTS

"We're a large organisation, made up of 42 services across the North West. Our central back office functions (comms, HR, finance, OD, etc.) have made good progress adapting to digital systems and ways of working. They tend to have higher digital skills and confidence. However, many of our frontline services are not using digital in the most effective ways. They tend to have lower digital skills and confidence, have stretched capacity and don't see digital as a priority or something they should invest in. Our biggest challenge is having a single view of our service users, who might access a combination of community, residential, therapeutic and educational services – yet most services use their own case management and recording system (which aren't integrated and don't talk to each other)."

"It's been hard for staff/volunteers to teach people who are not digitally minded how to get online when not face to face with them – you can't use a computer to show them when they don't know how to switch it on. We've also found there is a lack of digital volunteers – we feel there is volunteer fatigue as they have spent so long and so much effort supporting people during the pandemic that it's really taken its toll on them. Digital volunteers/ champions/ buddies need a particular skills set."

"We have progressed well against our digital strategy for 2020–2022, building frequency and consistency into our new digital activities (podcasts, webinars to name a few) but the whole sector has also moved so it is difficult to know whether we are behind or ahead of the game in terms of our comparators."

"Our trustee board, like most, skews quite old and not all trustees have the skills and confidence to build their digital skills because they didn't develop them in the workplace. We also have issues, perhaps, with a little knowledge being a dangerous thing, some trustees see 'a database' as a solution to every problem…"

"In my organisation, senior stakeholders still don't buy in [to] the need for ongoing human and financial resources for core digital work, and the need to include digital costs and work streams in project plans. There is still the idea that now we have built a new website and started to use Salesforce, that this work is now 'done' and doesn't need any further management or resourcing. Digital skills are somehow seen as inferior to 'real' charity skills like face-to-face service delivery – even though the majority of our channels and services are delivered remotely through tech. So for example, it's more important for senior leaders to have these traditional skills, and not important for them to have any digital skills or leadership."

"It is very strange to see how digital raised among the charity's agenda as soon as we were hit by the pandemic, and yet how little has changed after two years: it is like there's no appetite to change the way we've always conducted our outreach, and even if digital has shown great results everyone wants to go back to the old ways."

"We need investment from grant funders in infrastructure digital and digital which brings about sector wide change."

SMALL CHARITIES

Small charities have distinct digital skills, funding and support needs. There looks to be a growing digital skills gap between large and small charities. Dedicated and tailored support and funding is needed to help address this.
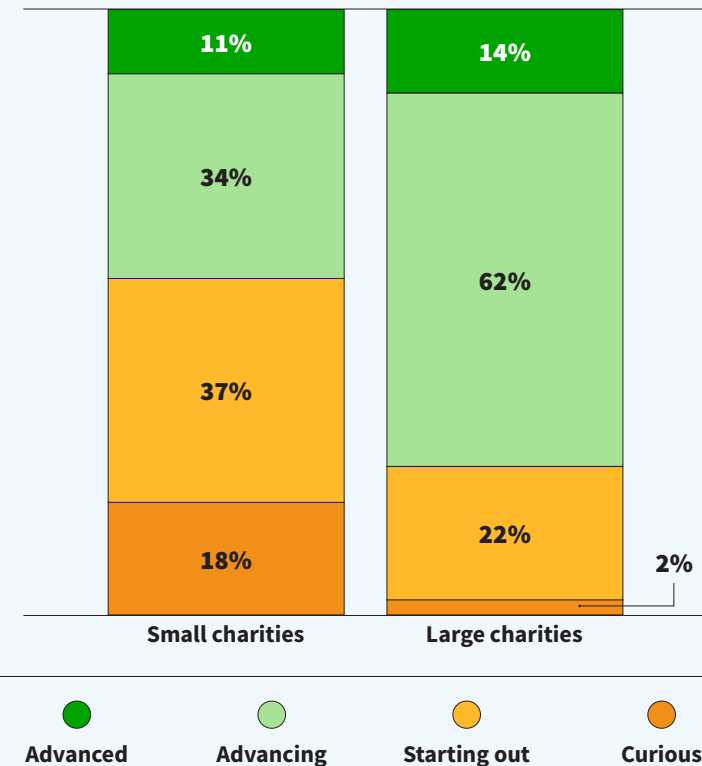
The term 'small' refers to organisations with an annual turnover of less than £1 million and 'large' for those over £1 million, unless specified.

Defining different digital support needs by size

We know that definitions of 'small' vary considerably across the sector, so we looked at a range of income groups to identify patterns. The most apparent differences are evident when comparing those with an annual turnover of under and over £1 million. Responses were largely similar between those with a turnover of less than £1 million and those with a turnover of less than £500,000 and £100,000.

Stage of digital

Half of small charities are at an early stage with digital (56%), compared to a quarter of large charities (24%). They are also more likely to be at the very earliest stage, with 18% saying they are at the 'curious' stage compared to 2% of large. This has not changed since last year. Furthermore, the proportion of large charities at an early stage has decreased from 40% to 24%. Small charities would benefit from dedicated support to close what looks like a growing digital skills gap.

Small charities: Advanced 11%, Advancing 34%, Starting out 37%, Curious 18%

Large charities: Advanced 14%, Advancing 62%, Starting out 22%, Curious 2%

Legend: Advanced, Advancing, Starting out, Curious

SMALL CHARITIES

Internal tools

On average, only 36% of small charities feel that their internal systems, tools and communications are effective (this is only 22% for those with an income under £100,000), compared to 49% of large charities. Particular gaps include a Customer Relationship Management system (e.g. Salesforce, Dynamics), internal communications tools, social media and a fundraising database. Like large charities, only 50% of small charities have a website that meets their needs effectively.

Digital strengths

Small charities are most confident in (% rated excellent or fair): basic digital skills (99%); using digital for remote working and communication (e.g. instant messaging, online meetings) (95%); GDPR compliance (92%); social media (84%); and understanding of digital and how to apply it (81%). However, small charities have lower skills in social media compared to large charities.

Digital Services

66% of small charities are delivering services online, either through third party platforms or by developing their own solutions. This compares to 91% of large charities.

Strategy

Only 44% of small charities have a strategy in place for digital and describe themselves as either advanced or advancing digitally. This compares to 76% of large charities.

Progressing with digital

Whilst 65% of small charities are actively planning to make progress with digital, this is much lower than the 82% of large charities.

Hybrid working

Only a third of small charities work remotely (33%), compared to 59% of large charities.

Key skills gaps

Small charities, like large ones, struggle most with:

- Digital fundraising.
- Analysing data to plan services (e.g. statistics, predictive modelling).
- Learning about users from website and analytics data.
- SEO (Search Engine Optimisation).
- Undertaking user research.

Top ambitions for improving skills

- Improve our brand and raise our profile.
- Get more from our data.
- Attract more funding.
- Grow our reach.
- Support more people.

CEO and Board level

It is worrying that for small charities, 37% don't have any plans to upskill their board, compared to 21% of large charities. Yet 46% feel they could improve and only 8% feel their board is 'digitally savvy' and 19% feel they are good. Furthermore, only 17% feel that they have buy-in and support for digital at trustee level (compared to 32% of large charities).

Key skills improvements needed:

- A clear vision of what we could achieve with digital (58%).
- The ability to develop and embed a good digital strategy (40%).
- Understanding of digital tools (40%).

Prioritising digital

Following the pandemic, 30% see digital as a much greater priority for their organisation (compared to 48% of large charities), with a further 48% seeing this as more of a priority. However, in the last year, only 13% have recruited new digital roles or changed/recruited roles to accommodate digital responsibilities. Furthermore, a third do not have anyone pushing forward with digital (compared to only 10% of large organisations) and only 11% intend to hire digital expertise in the next 12 months. The top 3 priorities for over 50% of small charities over the next 12 months are:

- Improve our website, online presence or social media.
- Improve our digital online fundraising.
- Build confidence and digital skills amongst staff/volunteers.

Key challenges

Small charities are battling to find the funding they need to invest in devices, software or infrastructure. This is the key challenge they face (47%). Other key challenges include upskilling staff and volunteers, limited skills to fundraise online, not prioritising digital whilst being extremely busy and ad-hoc spending on IT.

Funding needs

A third of small charities say that their need for grant funding has increased significantly and a further 42% say it has increased a little. However, only 36% have been able to access grant funding for digital costs in the last year, compared to 49% of large charities.

- The top 3 ways funders can help is by providing scope to apply for:
- Core costs for digital in all applications.
- Vital internal digital projects, IT and core infrastructure upgrades.
- Funding for organisational development around digital.

Small charities would most value funding for:

- Training for staff and volunteers on digital (44%).
- Computers, devices and software or subscriptions for the organisation (43%).
- Time to develop our digital approach or strategy (36%).

Funder support

86% of small charities would find additional support from funders to be very helpful or helpful. Most valuable would be access to free support from experts (62%), closely followed by application advice to help decide what digital project to apply for (50%).

Digital maturity frameworks

Only a third of small charities say they have used an assessment or framework to support digital development this year, with the most popular being Cyber Essentials and The Charity Digital Code of Practice (both 2%).

Financial incentives

Small charities look to value or have a greater need for recognition and compensation. 70% were happy to be acknowledged publicly that they took the survey (compared to 50% of large). Furthermore, 87% wanted to opt in to the prize draw for one of five £50 ethical shopping vouchers. The prize draw to receive unrestricted funding of £500 was only open to small organisations and 75% opted in. 77% said this encouraged them to complete the survey (45% said it influenced them a lot).

Digital education

The most popular formats for learning about digital are Google and searching online (46%), YouTube (31%), asking other organisations/peers (29%) and resources and guidance online (27%). Least popular are guidance from managers, case studies and service recipes, podcasts and peer learning sessions with other organisations. These are the same preferences as large charities.

Digital support accessed

The most popular form of support is digital volunteers (27%, compared to 17% for large charities). This is closely followed by digital freelancers (20%) and training courses (20%). Only 14% of small charities have turned to digital agencies, compared to 55% of large charities. Furthermore, only 4% of small charities have accessed digital transformation or strategy experts, compared to 22% of large charities.

DIVERSITY, EQUALITY AND INCLUSION

This year we wanted to ensure that the report is representative of a diverse range of organisations, with a specific focus on those that are led by and/or supporting groups that commonly or historically experience structural inequality. To this end, we added two new questions. These align with the *Diversity, Equity and Inclusion (DEI) Data Standard*, a framework developed by an independent working group of UK funders in order to enable effective action to address structural inequalities. We also wanted to identify where different groups of organisations have specific digital funding and support needs.

- Overall, the survey looks to represent the views of a diverse range of organisations, with 48% being led by groups that commonly or historically experience structural inequality and 77% predominantly supporting these groups.

- Those led by women and girls are the highest represented group, accounting for a quarter of responses (111).

- 10% are led by those experiencing racial inequality (42), whilst 20% are predominantly supporting this group (82). We have room for improvement here given these organisations have been *chronically underfunded* over the last decade and they will have specific digital funding and support needs. The *#CharitySoWhite* campaign has also highlighted the need for funders to ring fence 20% of funding for Black and Minority Ethnic (BAME) VCS Groups, managed directly by BAME infrastructure organisations. Furthermore, in the *2011 census*, 14% of the population in England and Wales belong to a Black, Asian, Mixed or Other ethnic group. We will similarly work to improve on our representation next year.

- For organisations predominantly supporting groups that commonly or historically experience structural inequality, the most represented are:

  - People who are educationally or economically disadvantaged (40%).

  - Younger people (33%).

  - Disabled people (28%).
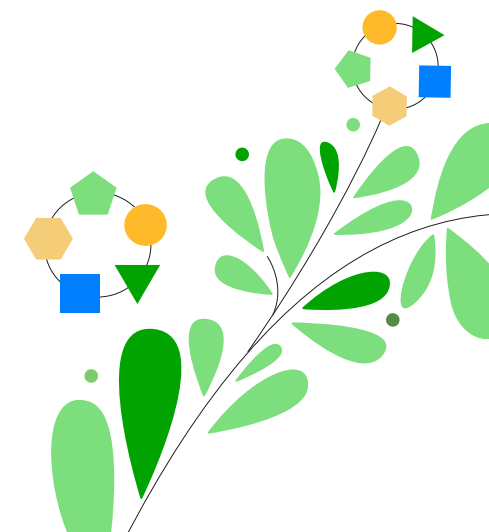
Charities led by groups with lived experience: Indications of different needs

Comparing groups

The number of responses from organisations led by specific groups are too low for meaningful analysis. However, there are indications that some groups are struggling with digital skills and capacity more than others. The comparisons below are only made for those groups with more than 40 responses.
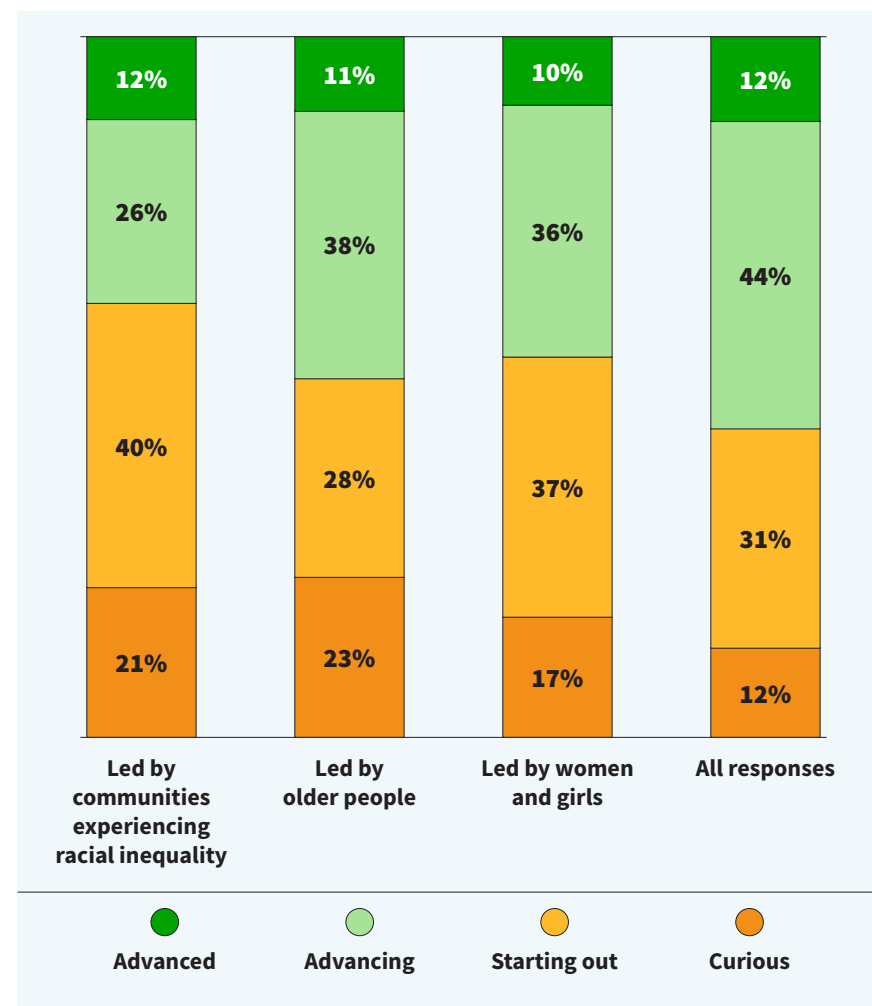
Size

Over half of the organisations (58%) led by groups that commonly or historically experience structural inequity are small (with annual income of under £1 million) and nearly two thirds (64%) have an income of under £100,000. This echos *Ubele's research* indicating that BAME-led charities are predominantly small. For this reason, many of the insights for small charities will also apply to this group.

Digital stage and skills

Those led by groups that commonly or historically experience structural inequality look to be at an earlier stage with digital, with fewer planning to make progress. However, there are minimal differences in specific skills between these groups and the overall sample (less than 10% difference). For example, in the overall sample, 44% are at the earliest stages of digital (including 12% curious) and 72% plan to progress. In comparison for those led by:

- Communities experiencing racial inequality (42 responses): 60% are in the early stage (21% curious) and 61% plan to progress.

- Women and girls (107 responses): 54% early stage (17% curious) and 65% planning to progress.

- Older people (47 responses): 51% early stage (23% curious) and 54% planning to progress.

	Led by communities experiencing racial inequality	Led by older people	Led by women and girls	All responses
Advanced	12%	11%	10%	12%
Advancing	26%	38%	36%	44%
Starting out	40%	28%	37%	31%
Curious	21%	23%	17%	12%

● Advanced   ● Advancing   ● Starting out   ● Curious

Digital priorities, challenges and adapting

There are no clear differences between the overall sample and those led by or predominantly supporting specific groups.

Funding access

There look to be some additional digital funding needs for charities that are led by and supporting specific groups. For example, overall 73% have seen their funding needs increase (33% significantly) and 29% have found funding harder to access, compared to the following:

- Led by communities experiencing racial inequality (29 responses): 93% saw digital funding needs increase (45% significantly) whilst 40% have found funding harder to access.

- Supporting communities experiencing racial inequality (52 responses): 83% saw digital funding needs increase (42% significantly) whilst 35% found funding harder to access.

- Led by women and girls (70 responses): 77% saw funding needs increase (37% significantly) and 33% found funding harder to access.

- Led by older people (25 responses): 80% saw funding needs increase (24% significantly) and 43% found funding harder to access.

Funding challenges and solutions

The top challenges for specific groups mirror the overall sample. These are uncertainty around digital costs in advance of applying and a lack of clarity about whether digital costs can be included in applications. The key way funders can help all groups of organisations is by offering scope to include digital costs in all funding applications, scope to apply for internal digital projects and infrastructure, as well as funding for organisational development. Similarly, the most helpful support includes access to free support from experts and application advice.

Funding needs

The top 3 funding needs for organisations led by women and girls, disabled people and communities experiencing racial inequality, are:

- Training for staff and volunteers on digital.

- Computers, devices and software or subscriptions for the organisation.

- Time to develop our digital approach or strategy.

Digital inclusion

For organisations predominantly supporting communities experiencing racial inequality, the top funding need (39%) is digital inclusion support, devices and data for the community. This is 29% for organisations supporting older people, whilst other groups are close to the average of 24%.

Charities supporting communities experiencing racial inequality most need funding for:

1. Digital inclusion support, devices and data for our community.

2. Computers, devices and software or subscriptions for the organisation.

3. Training for staff and volunteers on digital.

TEN CALLS TO ACTION FOR CHARITIES
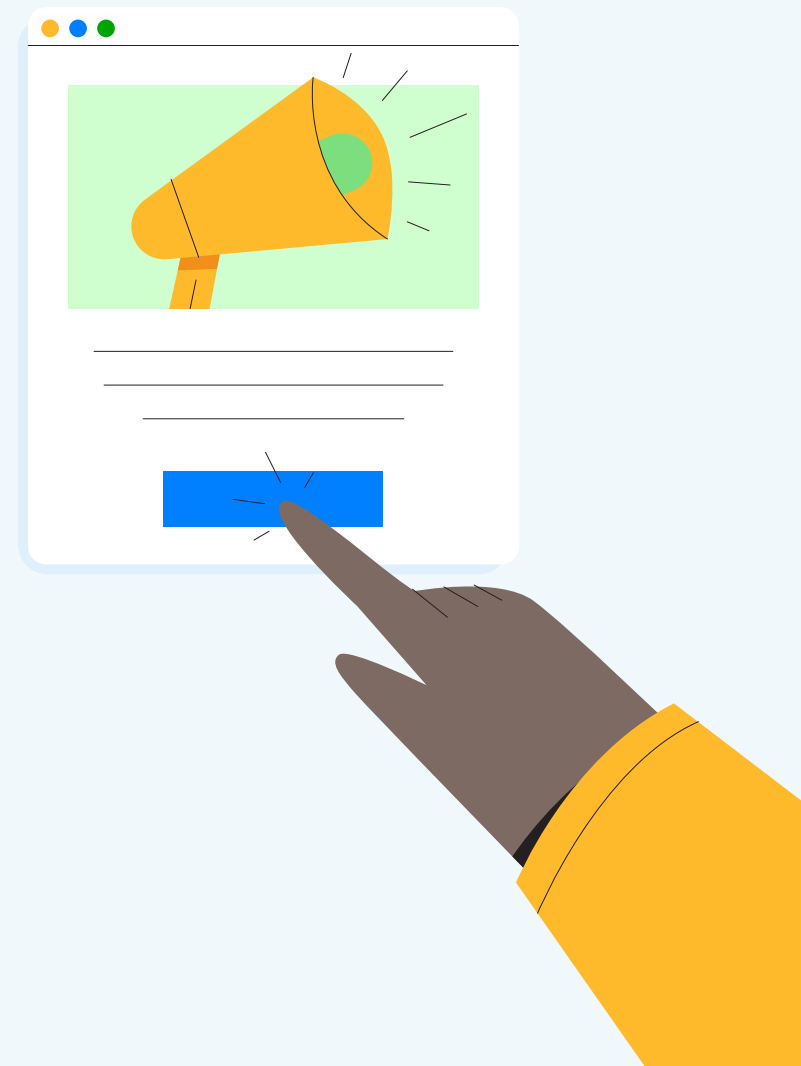
TEN CALLS TO ACTION FOR CHARITIES

1

Digital adoption during the pandemic has changed most charities' plans for the future. 82% now see digital as either a much greater or more of a priority. Now is the time to reflect on what success looks like and what your organisation is going to do – and not do – to make it happen. Developing a vision for digital is the most important thing that staff want to see from leadership teams and boards. According to the survey, CEOs of small charities need to spend time upskilling themselves with digital, as well as getting training for staff and volunteers. CEOs of large charities should focus on getting to grips with budgeting for digital projects and organisation transformation.

2

Whilst some areas of digital growth have stabilised, digital still offers plenty of opportunities to increase your impact and effectiveness, particularly in terms of service delivery and hybrid working. *Catalyst* has lots of free resources to help you.

3

Upskilling staff and volunteers is the second greatest barrier to digital progress, faced by 38% of charities. NCVO has free *guidance on digital skills*.

4

Inclusion is an issue both for teams within charities and in the diversity of the people they support. 1 in 4 charities do not have diverse teams developing digital products, whilst 35% see increasing the diversity of service users as a priority. Take a look at *Catalyst's inclusion resources*.

5

More than half of charities (56%) now have a strategy for digital. This is positive and we encourage charities to think long term about what they want to achieve from digital, plus how they will get there.

TEN CALLS TO ACTION FOR CHARITIES

6

Almost two thirds (64%) of boards' digital skills are either low or have room for improvement. Since this report began in 2017, the majority of trustees' skills have fallen into this category. If you do not yet have a digital trustee you can find one on *Reach Volunteering* or via *Third Sector Labs Digital Trustees' initiative*.

7

This year, more than half of charities told us that they are looking into choosing suppliers who share the same ethics and values. Consider how you could assess this as part of your procurement process and what action you will take if you find that the supplier has not lived up to your expectations.

8

As budgets tighten, we all need to collaborate more on digital projects to avoid duplication and to stretch precious resources further. Yet 45% of charities are not doing this. Look for organisations in and outside the sector who are working on the same cause where you feel you could work together and apply for funding in partnership to deliver more effectively.

9

Using and managing data effectively continues to be a key priority for charities. Charities can develop their data skills by connecting with organisations such as *Datakind UK* , the *Data Collective* and *Superhighways (for charities in London)*.

10

Users will develop new ways of interacting with charities on and offline during the recovery phase of the pandemic. Undertaking user research will be vital so that charities keep pace with these evolving needs. Yet 41% of charities see themselves as poor and 45% as fair at this. Catalyst's free resources on *understanding your users and their needs* and the free *CAST Design Hop* will help you get started, even if you have limited time and budget.

FUNDERS' PLEDGE

It's clear from our findings that digital needs to be funded more effectively across the sector to increase impact. We are asking funders to pledge to explore how they can improve and develop their funding to help charities progress with digital, informed by our findings and the following calls to action.

1
Cover core digital costs (hardware, software and licences) in all applications

This is the most helpful change that funders can make to their practice for both large and small charities. 95% would find this helpful. Funders need to recognise that these costs are now fundamental to running services and operations effectively. Applications should include space to add budget for both new purchases and upgrades, as well as guidance to frame an effective request for this.

2
Close the digital skills gap between large and small charities

Half of small charities (56%) are at an early stage with digital. There is clear evidence that targeted funding and support would benefit this group most. One in four (24%) also identify a specific need for funding to enable them to support digital inclusion in their community. It is worth noting that efforts to support small charities at an early stage with digital, will also better support BAME-led charities. We found that two thirds (64%) have an annual income of under £100,000 (58% overall are small) and that 60% overall are at an early stage with digital.

3
Clarify what you will fund

41% of charities say they aren't clear on whether they can include ongoing digital costs in their applications (such as software and licences). This lack of clarity is a key challenge they face. Whether you fund digital costs or not, it is important to be open and transparent about this. Review what you can change right now in your application guidance, forms, budget, assessment processes and internal policies to make this clear to all involved.

4
Review your application forms to ask relevant questions

A quarter of charities are struggling with applications originally designed with face to face services in mind. Furthermore, a third (33%) are prioritising face to face rather than digital costs in their applications. As digital service delivery becomes commonplace, it is vital that funders review their standard questions and guidance, as well as encouraging the inclusion of digital costs.

5
Enable flexibility and support user research

A third (33%) of charities are frustrated by having to commit to a specific digital solution upfront, with 28% stating that funding applications do not support discovery or agile development. Nearly half (47%) are looking for funders to support early stage scoping and user research. Funders need to be more flexible about their expectations when funding a digital solution. They should also actively encourage charities to develop their ideas or solutions, recognising that a discovery process and user research will lead to more effective, user-centred services.

FUNDERS' PLEDGE

6

Offer scope to apply for vital IT and core infrastructure upgrades

Finding funds to invest in the devices, software and infrastructure needed has become charities' most urgent challenge. More than half (56%) of charities (both large and small) would find it 'very helpful' to apply for funding for internal digital projects, IT and core infrastructure upgrades. This is particularly relevant for those funders moving towards core or unrestricted funding.

7

Build capacity by funding people and skills development

A third of charities say they need funding for core digital staff (29%) and/or someone to lead on digital change internally (28%). More than half (51%) see building internal skills as a top priority. Small charities particularly need funders to support staff and volunteer training, while both large and small charities increasingly need time to develop a strategic approach. Funding digital well can simply focus on people and time to build organisational capacity and resilience.

8

Offer additional support from experts

Both large and small charities would find it very helpful to access free support from experts (56%), application advice (47%) or an audit of their strengths and weaknesses (46%). Funders can make a significant difference to progress with digital by providing additional 'funder plus' support.

9

Enable more open working and reusable, community-owned tech

Smaller charities can build on the work of the larger and better-resourced charities, reducing unnecessary duplication. While some charities are reusing off-the-shelf digital tools and standards (37%), currently only half (49%) make their solutions available to others. This will only happen if there is capacity and incentives to make digital projects open, available, sustainable, documented and organised. Simple sharing formats like weeknotes, Creative Commons and open IP licences can help, plus infrastructures to support reuse.

10

Undertake user research and grow your own digital skills

Funders should undertake their own user research to understand the needs of their grantees and applicants. Ideally, this should ask about digital skills and support needs. We also encourage funders to commit to growing their digital skills, a journey that can begin by undertaking an audit of digital strengths and weaknesses. This will give confidence to assess digital applications and develop their digital funding practices, policies and strategy effectively.

Overall, these recommendations also support *IVAR's call* for more open and trusting grantmaking practices. The evidence we have wholeheartedly supports that the *eight funding principles* will enable charities to progress with digital, as well as become more effective and sustainable. We recommend that funders also join the community of over 100 funders who have already signed up.

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Live Music Now

Charity Digital

SafeHands

The Expert On Myself (TEOM) CIC

SLiDE

Royal Armouries

Turn2us

Hatch Enterprise

Carers Support Bexley

The Ben Kinsella Trust

Utopy

Anvil Arts

Restorative Justice For All International Institute

Womankind Bristol Women's Therapy Centre

Hackney CVS

Parents 1st UK

Richmond CVS

Community Links Bromley

Hestia

The Windfall Centre

Oxfordshire Youth

The Together Trust

The Migraine Trust

The Martial Academy

Winchester Youth Counselling

TOFS

Kidney Research UK

Lymphoma Action

Basingstoke & Alton Cardiac Rehab Charity

The Foundling Museum

Kingston Voluntary Action CIO

Croydon Supplementary Education Project

The Leaside Trust Beyond The Page

St Christopher's Family Centre

SALTO Gymnastics Charitable Foundation Limited

Folkestone Youth Project

Valleys Kids

Alumah CIO

Bluebell Care

BOSP Brighter Opportunities for Special People

The Ridge SCIO

Mentoring Plus

DWRM

Home to Work (Skills 4 You)

Maiden City Soccer Academy

East Manchester Community Boat Project

Sunbeams Play

Northern Ireland Council for Voluntary Action (NICVA)

Somali Adult Social Care Agency (SASCA)

North Star Counselling CIC

Change Communication

The Bivol Trust

Bogside & Brandywell Health Forum

Joanna Project

Salford CVS

Falcon Support Services E.M Ltd

Intercom Trust

Vision Care for Homeless People

Bridges Project

North Hertfordshire Minority Ethnic Forum

Durham City Youth Project

Cracking Good Food CIC

Incredible Me

Scotswood Garden

Sporting Communities CIC

The Play Centre Glasgow CIC

British Association for Music Therapy

Baby Godiva

Age UK Faversham & Sittingbourne

FC Rangers JFC

Elder Voice

Bridge2

BlindAid

Marches Family Network

Citizens Advice Wrexham

Shift.ms

Voices Women's Group

Girlguiding Anglia

Misgav

Our Time

Nationwide Association of Fostering Providers

We Care Campaign

Granaghan & District Women's Group, Swatragh

Peterborough Latvian Supplementary School – Family Club

Stroudco

Medics Against Violence

Scottish Commission for People with Learning Disabilities

The Children's Society

Golden Buddha Centre

Scotland's International Development

Alliance

Street Paws

The Disabilities Trust

CommUNITY Barnet

Roundabout

GFS

Budding Engineers CIC

ALK Positive UK

Carefree

ScoutsCymru

European Network on Statelessness

Capital Project Trust

Scouts Somerset

Thomas Deacon Foundation

Jacari

Win on Waste

The Diana Award

Hampton & Hampton Hill Voluntary Care

Data Orchard CIC

The Rainbow Youth Centre

Pharmacist Support

UpRising

Oxfam Ireland

Frontline AIDS

Off The Record Twickenham

Avert

Tanio

West Sussex Mind

Hospice of the Valleys

Refugees & Mentors CIC

Kingswinford Christian Centre

Unlock

Home-Start Arun, Worthing & Adur

Access Social Care

Voice4Change England

Eco Rother Action

Quetzal

Staywell

Operation Smile UK

Iberian and Latin American Association in Wales

Carers' Hub

The Downright Special Network

The Peter Jones Foundation

The Choir with No Name

Ruth Hayman Trust

The Literary and Philosophical Society of Newcastle

Standing Together Against Domestic Abuse

Me2 Club

Booth Centre

East Riding Voluntary Action Services (ERVAS) Ltd

Derbyshire Dales Council for Voluntary Service

The Scouts

Cardigan Centre

Migrant Centre NI

Teenage Cancer Trust

F.A.C.E. (BA)

BME Health Forum

Learn English at Home

Reading Refugee Support Group

Katherine Low Settlement

True Inspirations Writers Name and VBH

Financial Services

Mersey Youth Support Trust

The IBS Network

Gendered Intelligence

Young Barnet Foundation

Vineyard Compassion

Yorda Adventures CIC

Havering Volunteer Centre

PDSA

Salusbury World

Centre for Armenian Information & Advice

Healthwatch Greenwich Ltd

Home-Start Sutton

RAKAT CT

TheGivingMachine

Terrence Higgins Trust

Tandridge Voluntary Action

Latin American House

Parental Education Growth Support (PEGS)

Skills & Training Network

Wales Council for Voluntary Action

Centre for Chaplaincy in Education

Hunts Forum

Disability Sport Yorkshire

Paul Hamlyn Foundation

Toucan Employment

Princess Alice Hospice

The Social Action Hub

First Love Foundation

Sussex Prisoners' Families

Community Workshops & Gardens @ Holme Farm

Voluntary Support North Surrey

Happiness Horsebox CIC & Positive RDA

The Word Forest Organisation

Sense

Bike for Good

Reach Volunteering

Multiple Sclerosis Ireland

Shield of Faith Centre

Allsports Coaches Coaching Academy CIC

Before I Go Solutions

AzuKo

Settle Community and Business Hub

SSAFA The Armed Forces Charity

Communicare in Southampton

Northamptonshire Rights and Equality Council

Royal Star & Garter

Cambridge Council For Voluntary Service

Just Finance Foundation

Pilotlight

Renaisi

Dingley's Promise

Brook Young People

Nordoff Robbins Music Therapy

 The King's Fund

CAMFED

Action with Communities in Rural England (ACRE)

The ExtraCare Charitable Trust

The Royal College of Surgeons of England

Ulex Project

LivedHealth

Gene People

League Against Cruel Sports

Charity IT Leaders

UJIA

The Leprosy Mission

Nationwide Association of Fostering Providers

Power to Change

ABOUT THE AUTHORS

# ABOUT THE AUTHORS

zoe amar digital

ZOE AMAR

Zoe Amar is widely regarded as one of the charity sector's leading digital experts. She founded digital agency and social enterprise Zoe Amar Digital in 2013. Their clients have included Sense, Anglia Ruskin University and The School for Social Entrepreneurs. Zoe is Chair of The Charity Digital Code of Practice. She writes for Third Sector about charities and also co-authored The Charity Commission's digital guidance for trustees, 'Making Digital Work'. Zoe has 14 years' experience as a charity trustee and currently sits on the board of Charity Digital Trust. Previously, Zoe worked for 5 years as part of the leadership team at a national charity that advised nonprofits about technology. She was voted one of the top 20 Pandemic Pioneers by Charity Times and has also won an Inspiring Communicator Award from Charitycomms.

THINK SOCIAL TECH

NISSA RAMSAY

Nissa Ramsay is the founder of *Think Social Tech*, providing independent research, learning and evaluation consultancy. She helps organisations design funding and support services, with a dedicated focus on digital skills development in the charity sector. Clients have included Catalyst, Power to Change, Reach Volunteering, Comic Relief, Nesta Challenges, Nominet and the Charity Governance Awards. Nissa has a PhD in Human Geography and an MSc in Digital Sociology, alongside 15 years' experience in the charity sector. She also sits on the board for Chayn.
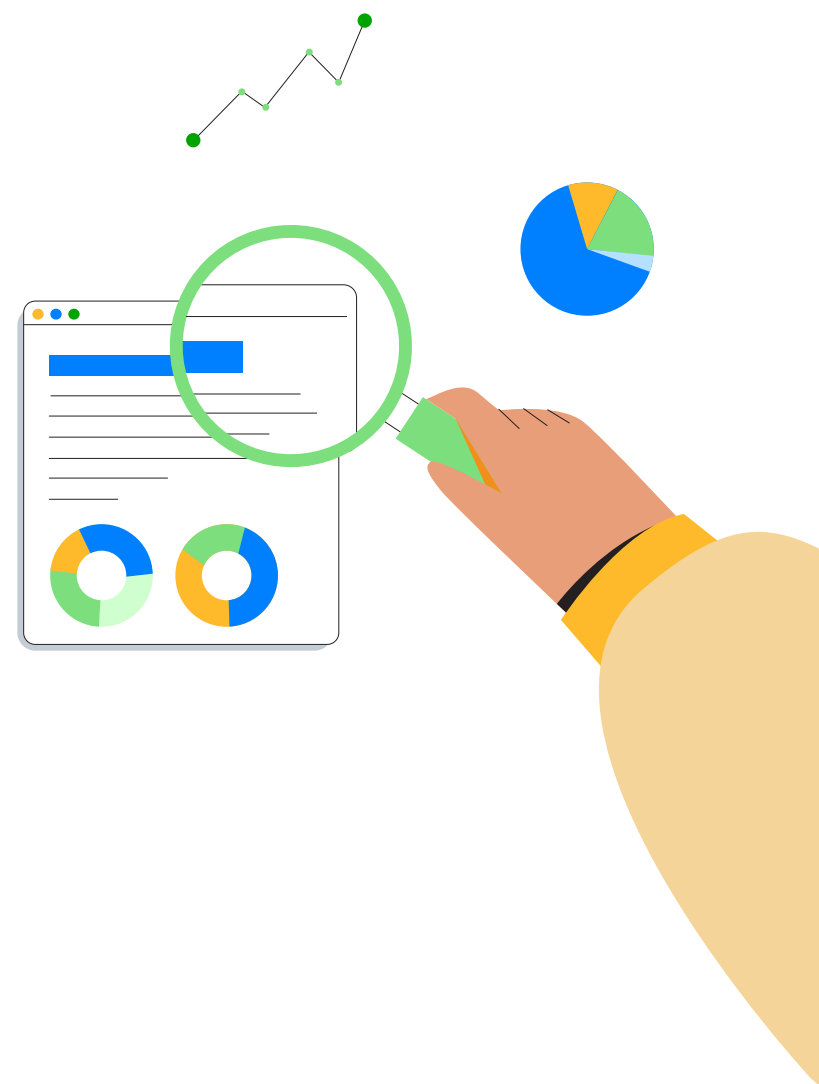
WITH THANKS TO THE FOLLOWING FOR THIS REPORT

Catalyst is a collective of individuals and organisations (like charities, funders, agencies and freelancers) helping UK civil society grow in digital. They are building an ecology of interconnected support initiatives, shared infrastructures, learning networks and community spaces that help charities and civil society organisations harness the power of digital, data and design to respond to the changing needs in their communities.

Comic Relief raises money to support people living incredibly tough lives in the UK and around the world. Through humour and stories of hope, we have shown that people can make a massive difference.

Comic Relief believes that those who are closest to the issues have the best solutions, and so works with organisations and people with direct experience of these challenges. We fund hundreds of amazing organisations who support the most vulnerable people and communities in society. This includes vulnerable children and young people, people who are homeless or who have been forced to flee their homes, women and families at risk of domestic abuse and those struggling with mental health problems.

The Clothworkers' Foundation improves the lives of people and communities – particularly those facing disadvantage and marginalisation – through grantmaking. The Foundation was set up in 1977 to be the primary vehicle of charitable giving for The Clothworkers' Company. Since then, The Foundation has awarded more than £158 million in grants to charities registered in the UK or not-for-profit organisations working across its priority areas.
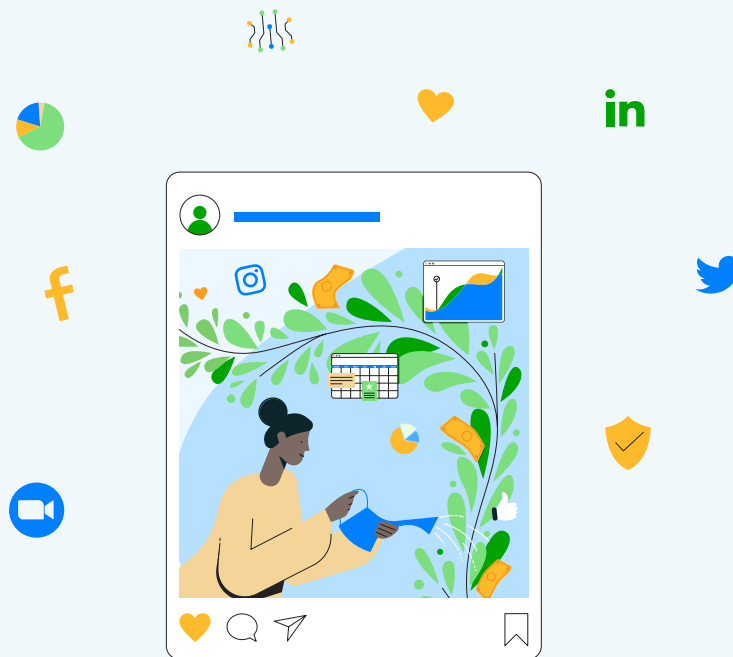
Digital Wonderlab is an award winning strategy, user experience, design and software development agency, that helps you achieve your digital future. With over 20 years experience in the charity sector and an Umbraco Gold Partner we work with organisations who strive for positive change to elevate their ambitions through digital. We combine digital thinking to deliver comprehensive strategies, with the latest technologies to build bespoke high impacting software, apps and websites.

m-hance is a Microsoft Gold Partner and leading provider of scalable Microsoft Dynamics solutions tailored for the Not-for-Profit sector. We've worked with over 100 Not-for-Profit organisations including Oxfam Ireland, Christian Aid, Concern Worldwide, Blood Cancer UK and Médecins Sans Frontières. Helping charities of all sizes to optimise fundraising campaigns, manage their volunteers, reclaim Gift Aid and VAT, track costs, control purchases, measure impact and much more through the solutions that we offer.

CHARITY DIGITAL SKILLS
REPORT 2022

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THINK SOCIAL TECH

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