
Initiative Discovery Document

Initiative Description

To assess the needs, demand and behaviours to help scope the value of a possible Catalyst rolling (discovery) learning programme- supporting small to medium sized social impact organisations to build greater resilience and impact through increased digital capabilities and application of user-centred design approaches.



Scope of discovery activities

To explore the priority digital support needs and interest in an easy to access support offer across a diverse mix of social impact organisations.

Audience

- **Social impact organisations** e.g.: not for profits, social enterprises, community businesses - who are keen to have a trusted provider to support them to increase their digital maturity
- **Social impact Funders** who fund digital capability building - who want a trusted partner to support grantees with their digital maturity; to whom

Catalyst's 'off the shelf' package could provide a quick to mobilise digital maturity building offer

- **Agencies and freelancers** supporting social impact organisations to increase their impact through better utilisation and application of digital - who would like to increase and/or utilise their skills in developing and delivering cohort-based capability programmes to social impact organisations.

Background

- From the 2021/22 CAF opportunity it transpired that there is appetite from the network to create a rolling (discovery) learning programme for social impact orgs.
- This could become an 'off the shelf' Catalyst offer that can be delivered by any Catalyst network partner and could be a great way for new (under-represented) partners to be involved with Catalyst initiatives
- Ellie and Debby spoke to Doug Belshaw at We Are Open who are keen to codesign an MVP with The Developer Society. His quick and dirty budget estimation for this is £13K.
- From conversations Ellie has had with [Comic Relief](#), it looks like there is funder interest in this.

Next steps required to take this forward:

- Catalyst to create and undertake a needs and appetite survey for a rolling programme with charities
- Catalyst to identify funding for MVP creation

Discovery impact hypothesis

Small to medium sized social impact organisations are looking for trusted, accessible and value for money digital capability (and relational infrastructure) building programmes.

There is an appetite and interest from Catalyst Network partners to design, test and manage a rolling programme as a new Catalyst initiative.

Timescale for discovery activities

March 2022

Discovery activities

- A needs and interest survey with social impact organisations - Debby to design, with input from Doug and Catalyst Producers. To send out via Catalyst newsletter as well as partner's networks e.g.: Power to Change, SCVO, Third Sector Labs
- Survey follow-up in depth user interviews
- Explore initial budget required to design and test a rolling programme - Doug and Laura from We Are Open provided a ball-park figure of £16,800 (= 2x half-day design workshop, plus 6 delivery days @£700 day-rate. This is a total of £5,600 for 8 days per project working group member =agencies. Thinking we need 3 members to design and test this initiative, the total budget will be around 3x £5,600= £16,800 + 10 contingency = £18,480 (exl. of VAT / £22,176 incl. VAT))
- Identify / secure funding to design and test prototype (if we see value in testing this)
- Explore with Catalyst Network Partners (two or 3) who might be interested in initiating this - We Are Open, the Developer Society (led by Molly, however she has now left) have expressed an interest at the end of 2021. Note these are some of the usual suspects. Would be good to have a new/'not heard much' voice in the mix.

Actions - project scoping/viability research

Civil Society Organisations

Approach:

1. A survey to explore needs, demand and behaviours in relation to a (digital) learning programme
2. User interviews to deep-dive into survey findings
3. Draft How Might We statements

Survey

1. Context of who Catalyst are and why we are asking for peoples' opinion on a rolling programme.

“Catalyst is made up of a variety of organisations and experts - supporting civil society organisations in the UK. We connect civil society organisations with the best free resources and services to grow their digital, data and design skills and processes.

We are committed to enabling teams and organisations to build their own internal capacity and skills in digital, design and data. As such we are exploring if there is scope for the network to design and deliver a rolling capability building programme and would love to hear your thoughts on this.

What a rolling programme might look like:

- *A 4 to 6-week training/development programme, on offer every 3 to 4 months*
- *User-led = the needs of the people your organisation supports are central to your learning activities*
- *A cohort approach - peers from across organisations are learning together*
- *Delivered in an iterative way, responsive to the learning cohort needs*
- *A mix of group and 1:1 training and coaching sessions*
- *High level of learner activities - between 5 and 7 hours of self-study learning/discovery activities a week*
- *Facilitated by one or a collaboration of Catalyst partners”*

2. Survey questions:

- **PAGE 1 - ABOUT YOUR ORG**
 - Name
 - Tell us what type of organisation you are. (Social enterprise, charity, Community Business, etc)
 - What is the size of your organisation? (dropdown: people FTE)
 - Does your organisation have a person who leads on digital? And is this the full remit of their role?
 - How many hours a week does this person have for digital?
 - Which of the following statements describes your organisation's digital maturity best? ([use CAF Enquiry form descriptions](#))
- **PAGE 2 - ABOUT YOUR ORG NEEDS**
 - What are your top-3 support areas? (use Dovetail/[CAF Airtable list](#))

- Thinking back to the last time you've attended a training course in the last 2 years, what was it, how long was it and how much did it cost?
- PAGE 3 - ABOUT THE PROGRAMME
 - Please prioritise these points to reflect what information, support and guidance you would need to commit to a learning programme.
 - Drop-down list:
 - Key dates and resources requirements included in programme information prior to sign-up;
 - information on who will be delivering the programme;
 - contact details to ask questions;
 - information on what is fixed and what can be flexible in the programme approach;
 - What tools will be used
 - Endorsement/encouragement from my funder
 - Back-filling my time so I have capacity to engage
 - Support from a named senior sponsor in my organisation (Manager, Director or Trustee)'
 - Anything else...
 - How ready are you to engage with a Catalyst rolling development programme? (ready right now, ready later this year, not ready until next year, other)
- PAGE 4 - MISC.
 - Is there anything else you'd like to tell us? Anything that might help with our planning?
 - (paragraph text box)

3. Interview Questions:

To be drafted

Funders

From conversation with funders we know that they have an interest in being able to signpost organisations to trusted, effective and value-for-money digital skills building learning programmes.

What we don't know at this stage is if they would fund this and what their preferred funding approaches/models are.

Funders we want to include in to this research:

- Charities Aid Foundation
- Paul Hamlyn Foundation
- Esmeé Fairbairn
- City Bridge Trust
- Power to Change
- Sport England
- Comic Relief
- Deloitte?
- [USTSC?](#)
- TNLCT

As part of this discovery research we will ask funders the following questions:

- **ABOUT YOUR ORGANISATION**

- Name
- What is your annual grant fund pot? - dropdown list: <£5m, <£30m, <£50m, <£100m, >£100m
- What is your core funding focus? -pick all that apply: [use list from CAF Airable](#) (area of focus)

- **FUNDING DIGITAL**

- As a result of the pandemic, does your organisation see digital as more of a priority?
 - Much greater priority
 - More of a priority
 - No difference
 - Less of a priority
 - Much less of a priority
 - Not sure
- Is funding digital a funding priority for you? - Yes, we have a dedicated fund; Yes, it is an embedded focus within all our funds; Not currently, we are exploring this though; not currently
- If you have a dedicated digital fund, What is the value of the pot? - <£1m, <£10m, >£10m
- What challenges do you have around funding digital? Select all that apply:
 - Assessing the viability and sustainability of a digital funding ask
 - Leveraging the impact /longevity of our support of digital for more than one organisation
 - Finding the right tech-for-good experts to work with
 - Supporting grantees to build basic digital (design) capabilities

- Knowing how best to fund / support the different digital maturity levels of grantees

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- **ABOUT THE PROGRAMME**

- In order to progress with digital, what skills, knowledge or behaviour are areas of needs you are seeing with your grantees? - select all that apply:

- Understanding of digital trends and how they affect the organisations we support
- A clear vision of what digital could help achieve
- Ability to develop and embed a good digital strategy
- Understanding of digital tools
- Ability to adapt quickly to change
- Understanding of risk management in digital
- Digital leadership skills (e.g. being more collaborative)
- Understand resourcing for effective digital investment
- Understanding of service design
- Understanding of data
- Other (please specify)

- What are the top-3 digital support areas your grantees have? (use Dovetail/[CAF Airtable list](#))

- Thinking back to the last time you've funded a digital training programme, what was it, how long was it and how much was the funding pot?

- Would you be interested in funding a rolling digital capabilities programme?

- Yes
- Potentially, I would need more specifics
- Only as part of one of our grant programmes
- Unlikely (Please tell us why)
- No

- **PAGE 4 - MISC.**

- Is there anything else you'd like to tell us? Anything that might help with our planning?

- (paragraph text box)

- Would you be happy to be contacted by Catalyst with some follow-up questions? If so, please share your email address.

Tech for Good agencies/freelancers

We know anecdotally from the 12 agencies who delivered the Discovery Learning programme as part of the NLCF Covid Response Digital Fund in 2020 that they would very much like the opportunity to run more skills building programmes for the network.

Additionally, from the scoping activities on a collaborative Catalyst network response to the Charities Aid Foundation opportunity ([2022/23 Resilience Programme](#)) we know of four more agencies who would have the capabilities to run a digital skills learning programme.

It is from these scoping activities in 2021 that one agency and one individual expressed a clear interest in design and test a rolling digital skills learning programme: We Are Open and Molly Gavriel (then at the Developer Society, but since moved to dxw).

We Are Open is supporting the user discovery research activities (with civil society orgs) for this project and are interesting being one of three agencies to take this forward if the need, appetite and demand is confirmed by the discovery user research activities.

The one/two additional agencies will be 'recruited' from the network in an open and transparent way.