

**NPC** 

**MediaTrust**



# Media Trust's Digital Skills Training Programme 2018-19

An evaluation by NPC

March 2020



# NPC



This evaluation report was prepared by Michelle Man, Senior Consultant at NPC, charity consultants and think tank (New Philanthropy Capital).

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# ABOUT THIS EVALUATION



**Media Trust** bridges the gap between the media and creative industry and charities, under-represented communities, and young people to give them a stronger voice. They promote skills-based volunteering, empowering young people from diverse backgrounds to work in the media industry, and facilitate capacity building and multi-stakeholder dialogue and collaboration.

Media Trust believes digital communications can be a powerful force for social good, enabling charities to more effectively connect, communicate, campaign, fundraise, reach new audiences and provide frontline support to the communities they serve. Media Trust helps charities with their communications strategy, advocacy and campaigning, storytelling, content creation and press engagement. The long-term intended impact of this work is increased visibility, reach and support for charities so that society benefits more from their work.



**NPC** has been working with Media Trust to review the effectiveness and impact of the Digital Skills Training Programme. This consisted of two capacity building programmes, delivered between 2018 and 2019: The Digital Skills Programme in partnership with Google, and the Digital Leadership Programme in partnership with DCMS, The Foundation for Social Improvement (FSI) and Association of Chairs.

This analysis is based on a review of data collected via a range of tools as outlined in Appendix 2 – Sources of data. As outlined in Appendix 2, response rates varied substantially and, for some tools, the response rate was too low to draw robust conclusions. In these instances, we have indicated where further research is needed.



# EXECUTIVE SUMMARY

## MEDIA TRUST'S DIGITAL SKILLS TRAINING PROGRAMME

The 2019 Charity Digital Skills Report highlights worrying trends relating to the digital skills gap in the UK charity sector. The majority of charities don't have a digital strategy, and more than a third are

**1,594**

charities and civil society organisations trained in digital communications across the UK

using digital without a strategic approach. Some charities are still struggling to access and use basic tools, such as websites, email and social media. This is despite the fact that over two thirds of charities believe digital skills could help them to increase fundraising and achieve their mission more effectively. Similarly, 62% say digital skills could help them develop better services.

Given the pressing need for stronger digital communications skills, Media Trust has developed free programmes aimed at increasing and widening access to training for non-profit organisations. Their Digital Skills Training

Programme includes two capacity building programmes, delivered between 2018 and 2019. We looked at each of the programmes individually, as well as comparatively where the data allows.

**The Digital Skills Programme, in partnership with Google.** This aimed to upskill the UK charity sector through face-to-face Masterclasses (26 Masterclasses – including two regional Masterclasses in partnership with network organisations – reaching 1447 participants), coaching, and an online Resource Hub.

**The Digital Leadership Programme, in partnership with DCMS, The FSI and Association of Chairs.** This programme offered training in digital marketing strategy to 147 charity and civil society leaders in ten regions in England, outside of the main media hubs.

Our analysis is structured around the key change mechanisms and outcomes that Media Trust has outlined in its theory of change. Change mechanisms are the ways in which activities need to be experienced for them to be successful, whilst outcomes are the changes Media Trust hopes to see in participants as a result of their work.

### Change mechanisms

- Participants feel content is tailored and relevant.
- Participants feel content is pitched at the right level.
- Participants feel motivated to implement skills.

### Outcomes

- Participants feel more confident and motivated to use digital communications.
- Participants have greater knowledge of digital tools and landscape.
- Participants have improved digital communications skills.
- Organisations use more digital tools and platforms.<sup>1</sup>

## PARTICIPANT PROFILES

**Digital communications capacity:** More than half of the Digital Skills Masterclass participants stated that their organisation does not have a digital communications strategy (58%) or a digital communications team (57%). This rises to 79% and 71% respectively for the Digital Leadership Programme.

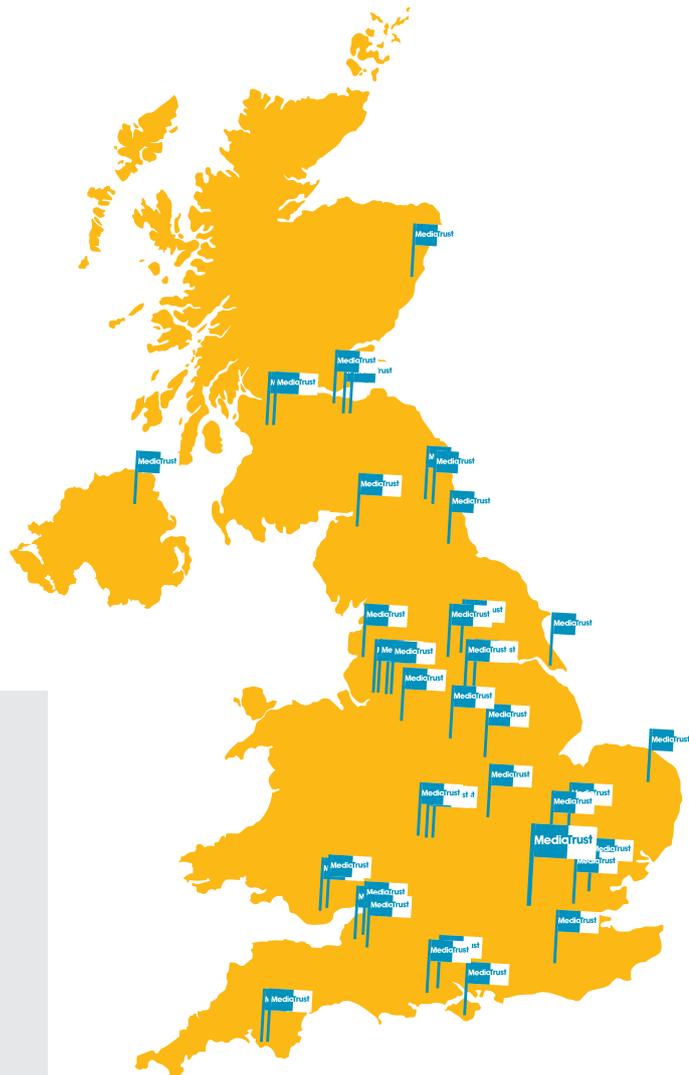
**Job role:** The Digital Skills Programme was open to all types of roles, but the majority worked in Comms/Marketing and Digital roles. The Digital Leadership Programme invited charities to send two participants – one leader or decision-maker and one implementer/do-er.

**Organisations:** The Digital Skills Masterclasses were open to any UK charity, as well as public sector and private sector organisations (social enterprises), without geographical or thematic restrictions. The Digital Leadership Programme was tailored towards small to medium sized charities or civil society organisations with a turnover of £2m and under. Similarly, small to medium sized charities were selected for digital skills coaching. The majority of participating organisations, across all programmes, had an annual turnover of £1m or under and were registered charities.

**Geographic location:** Overall, Media Trust's Digital Skills Training Programme was delivered in 25 locations across the UK, ten of which were regions outside of cities with large media hubs, targeted by the Digital Leadership Programme. Some locations (40%) were visited multiple times.



The majority of participating organisations, across all programmes, had an annual turnover of £1m or under and were registered charities.



## EXPERIENCES AND PERCEPTIONS

### Digital skills training

Ratings of Media Trust's training were consistently high across the two programmes. These are summarised below. Almost all respondents rated the training overall as *very good* or *good*. Between 93% and 98% stated that they were *very likely* or *likely* to recommend the training to a friend or colleague.

| Partner   | Google                            |   | DCMS, The FSI and Association of Chairs |
|---|-----------------------------------|---|---|
| Training  | Digital Skills Masterclasses      | Digital Skills Partnership Masterclasses <sup>2</sup> | Digital Leadership Programme            |
| How would you rate the training overall?  | 72% – very good<br>28% – good     | 77% – very good<br>22% – good                         | 70% – very good<br>30% – good           |
| Would you attend another Masterclass?   | 88% – yes                         | 86% – yes   | 86% – yes                               |
| How likely is it that you would recommend this training to a friend or colleague? | 75% – very likely<br>23% – likely | 77% – very likely<br>16% – likely                     | 71% – very likely<br>24% – likely       |
| How would you rate the format?  | 68% – very good<br>32% – good     | 47% – very good<br>31% – good                         | N/A                                     |
| How would you rate the peer networking opportunities?                             | 46% – very good<br>50% – good     | 69% – very good<br>20% – good                         | 28% – very good<br>63% – good           |

In addition to the standard Digital Skills Masterclasses, two regional Masterclasses were delivered in partnership with membership organisations focusing on a specific cause - with Cambridge Conservation Initiative & UK Youth.

For an overview of the training delivered by these two programmes, see Appendix 1 - Programme events.

# 98%

stated that they were very likely or likely to recommend the training to a friend or colleague.

### Digital Masterclass volunteers

133 industry experts volunteered their time to advise the participants at the Digital Skills Masterclasses. Media Trust collected data from 20 of these volunteers. All respondents **agreed that their experience was positive**, 95% felt they had the **expertise** to meet the participants' needs and 80% felt the **format** worked well. All respondents would volunteer with Media Trust again and would **recommend** this type of skills-based volunteering to others.



# 133

industry experts volunteered their time to advise the participants at the Digital Skills Masterclasses.

## Digital skills coaching

Media Trust collected data from four of the ten charity participants who received support from a Google Digital Garage coach on a specific

digital communications challenge over 3-6 months. Of these responses, three rated the coaching as *good* but one rated this as *poor*. All participants rated the **knowledge of the coach** positively, although one did not feel their coach's **advice was relevant** to them.

## CHANGES IN CONFIDENCE, SKILLS AND MOTIVATION

### Digital skills training

Across both programmes, we assessed the levels of confidence and motivation among participants prior to the training and immediately after. The proportion of participants that agreed with four confidence and motivation statements are outlined in the table below.

Across the two programmes, participants had lower levels of confidence than motivation at the start of the training. The training appears to have had a levelling effect in two regards: people's confidence increased to a level similar to their motivation by the end of the training; and levels of confidence and motivation, which were initially lower among participants of the Digital Leadership Programme compared with the Digital Skills Masterclasses, were brought up to a similar level to the other training participants.

| Partner  | Google                       |   | DCMS                         |
|--|------------------------------|---|------------------------------|
| Training   | Digital Skills Masterclasses | Digital Skills Partnership Masterclasses* | Digital Leadership Programme |
| I feel confident in my digital communications skills                       | 92% (+27pp)                  | 94% (+39pp)                               | 91% (+42pp)                  |
| I feel motivated to use my digital communications skills at work           | 99% (+13pp)                  | 100% (+19pp)                              | 99% (+20pp)                  |
| I feel confident using digital communications tools and platforms at work  | 92% (+31pp)                  | 90% (+28pp)                               | 95% (+48pp)                  |
| I feel motivated to use digital communications tools and platforms at work | 98% (+14pp)                  | 98% (+17pp)                               | 98% (+23pp)                  |

\* With Cambridge Conservation Initiative & UK Youth

### Digital Skills Masterclasses, in partnership with Google

Data for the Digital Skills Masterclasses enabled us to review outcomes by organisation size.

Organisations with an annual turnover of less than £0.5m initially expressed the lowest levels of

confidence and motivation. As a result of the training, these organisations achieved some of the largest shifts from disagreement to agreement with the confidence and motivation statements alongside *public/private sector organisations*.

**92%**

stated that they felt confident in their digital communication skills after the masterclass.

Based on longer-term follow-up data, 79% of respondents felt their organisation had been positively influenced *a great deal or a fair amount* by their participation. The top five areas where respondents felt they had been able to drive progress in their organisations were:

| Area where respondents felt they had been able to drive progress         | % of respondents |
|--|------------------|
| Enhanced knowledge of digital tools and platforms                        | 78%              |
| Greater reach in terms of social media                                   | 78%              |
| Increased engagement with digital communications across the organisation | 77%              |
| Improved ability to communicate impact                                   | 75%              |
| Ensuring that digital communications is seen as a strategic priority     | 74%              |

### Digital Skills Masterclass volunteers

The majority (90%) of volunteers *strongly agreed* or *agreed* that the experience improved their understanding of charities and 85% felt it was beneficial for their personal development. Three quarters (75%) felt it was beneficial for their professional development and two thirds (65%) said it had a positive impact on their motivation at work.



### Digital skills coaching

Three of the four organisations that responded to the survey felt their participation had positively influenced their organisation *a fair amount*. Three

organisations would be *likely* or *very likely* to recommend the coaching. Respondents highlighted a lack of time as a key reason for not being able to benefit fully from the coaching.

### WHAT FURTHER SUPPORT DO CHARITIES NEED?

Participants of all programmes highlighted areas where they felt they would benefit from further support. These included:

- The use of data and analytics.
- Creating and tailoring content for social media.
- Developing other types of content beyond social media.
- Improving press and media engagement.
- Strengthening fundraising capabilities.
- Creating a digital culture and buy-in across the organisation.
- Cascading learning effectively.
- Monitoring and evaluating impact.
- Prioritising with limited time and resources.

Media Trust could also offer support to tackle the challenges experienced in taking forward learning, such as a lack of time, capacity, funding, skills, knowledge and understanding across organisations.

## CONCLUSIONS AND RECOMMENDATIONS

All aspects of Media Trust's Digital Skills Training Programme received positive feedback, both in terms of participant experiences and outcomes. This is encouraging given that the programme was delivered to a broad and diverse range of participants, in terms of their roles, organisations, capabilities and more.

Progress in confidence and motivation was not only significant for most participants but also sustained after the training. This is notable given that the training was light-touch, consisting of a one day workshop. Longer-term follow-up indicates that participants go on to achieve the outcomes that Media Trust has outlined in its theory of change: using more digital tools and platforms, implementing digital strategies and engaging with digital experts.

Feedback also highlighted opportunities for Media Trust to improve its programmes and the impact they achieve.

### Digital skills training could benefit from:

- Tailoring content to different interests, levels, abilities, roles or types of organisation.
- Focusing content on where charities need the most support.
- Targeting the lowest levels of confidence and motivation.
- Providing more structured activities to assist with networking.
- Developing more structure for the surgery advice sessions.
- Providing more practical examples and demonstrations, as well as resources and templates to take away.
- Providing improved information on the content and format in advance.
- Providing more information and support to volunteers.
- Facilitating peer-to-peer support after the training.



**Coaching could benefit from:**

- Ensuring participants and coaches have capacity to participate and can commit to the duration of the relationship. It may be helpful to allocate just one charity per coach (rather than multiple charities).
- Working more closely with coaches to ensure they are equipped to advise charities, pitch content at the right level, and lead the relationship.

**The Resource Hub** also offers an opportunity for Media Trust to extend its reach to areas where it isn't feasible to deliver face-to-face training, and to sustain interest and support development after the training.

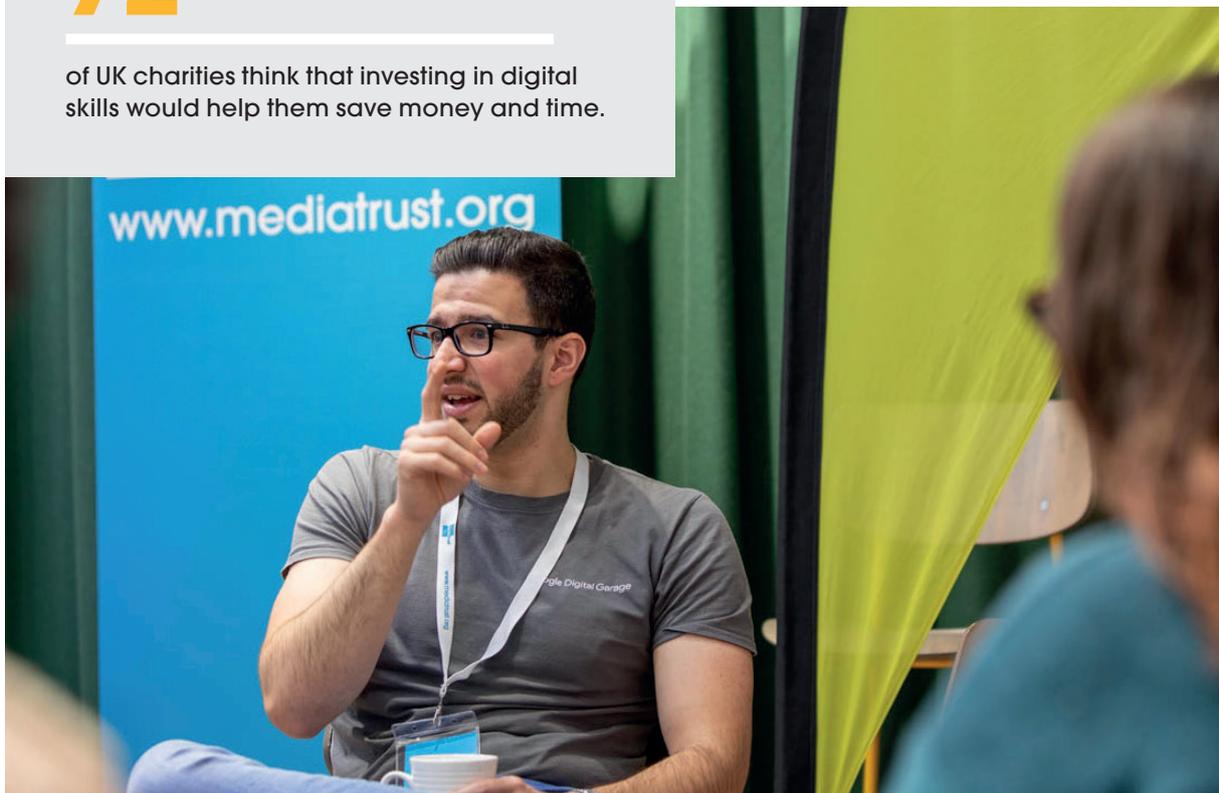
**More research** is needed to draw out further insights and test the findings identified in this report. We have identified specific areas to test with further research, including:

- The benefits of inviting one participant per organisation, compared with two.
- The impact of organisation size.
- Drivers of low levels of confidence.
- Opportunities to signpost to free or low-cost digital services.
- The use of the Resource Hub.

Underpinning all of this is a lack of resources for digital communications across the sector. A clear objective for Media Trust must be to leverage its pivotal position in the sector to **influence funders**.

# 72%

of UK charities think that investing in digital skills would help them save money and time.



# INTRODUCTION

Digital connectivity can be a powerful force for social good, enabling charities to more effectively connect, communicate, campaign, fundraise, build online communities and provide frontline support to the communities they serve. According to the 2019 Charity Digital Skills Report, 72% of UK charities think that investing in digital skills would help them save money and time. More than two thirds believe digital skills could help increase fundraising and deliver their strategy more effectively, while 62% state that digital skills could help them develop better services.

However, the research also highlighted worrying trends:

- More than half of UK charities don't have a digital strategy.
- Over one third are using digital without a strategic approach.
- Fewer charities are moving forward with digital. Last year, 15% of charities went through the digital transformation process and embedded it in their organisation compared with 10% this year.
- Some charities are still struggling to access and use basic tools, such as a website, email and social media.

Charities need to enhance their digital capabilities or risk failing to deliver their missions by losing connection with their communities and delivering services that aren't fit for purpose.



It is expected that increased demand for training will drive greater collaboration with the media industry, which will generate greater impact as organisations share learning and collaborate on challenges.

Media Trust works to bridge the digital skills gap in the UK charity sector. It works in partnership with the media and creative industries to give charities, marginalised groups and young people a stronger voice. Media Trust encourages industry volunteers to share their time, knowledge and creativity to benefit these groups. By connecting charities with the media and creative industry, Media Trust helps non-profits to develop their skills, to create powerful content, and to amplify their voices and impact to help them better connect with their audiences.

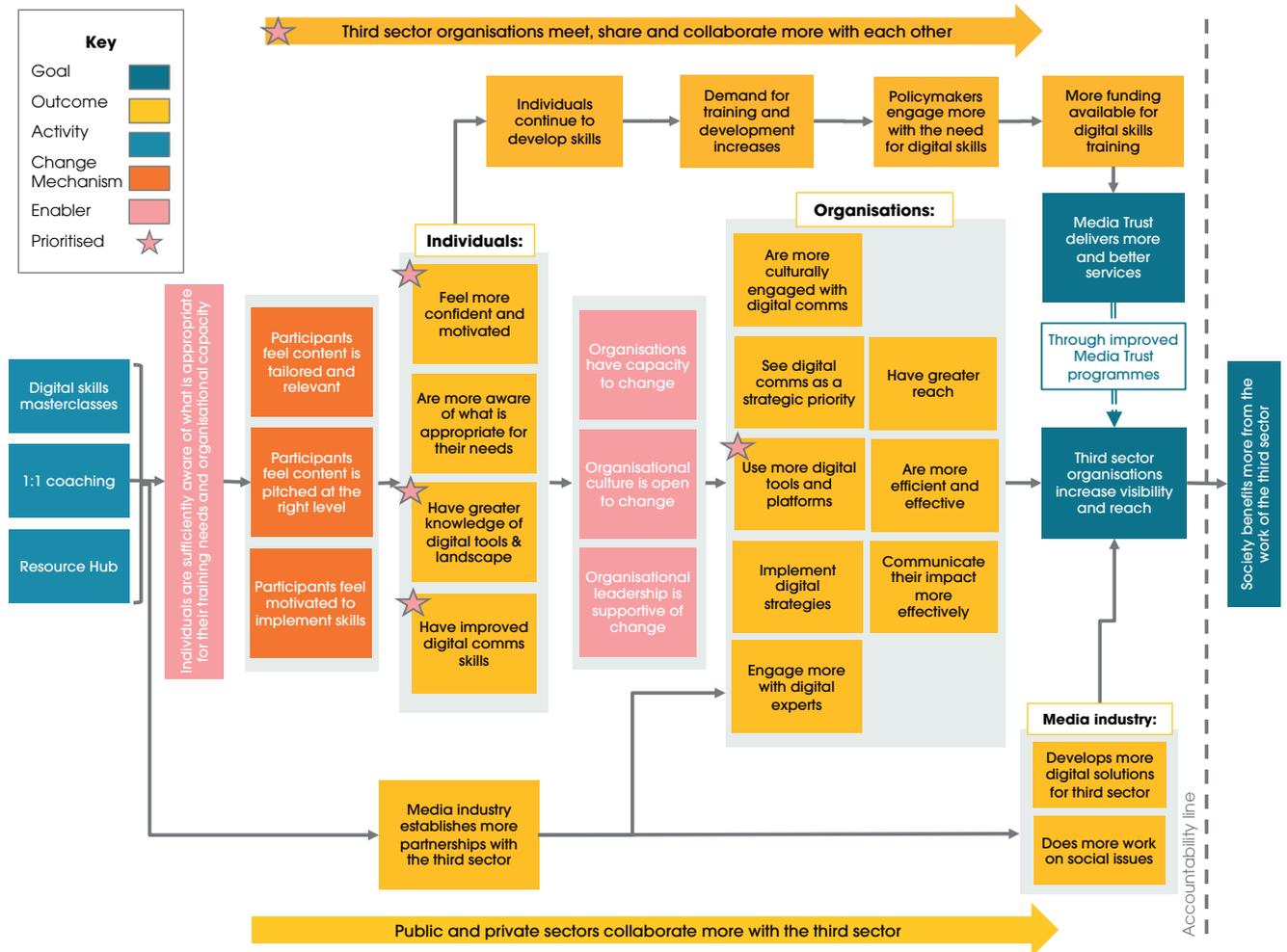
NPC welcomes Media Trust's investment in digital skills. As the leading think tank and consultancy for the charity sector, NPC has identified developing digital capacity as one of the greatest opportunities and challenges

facing the sector. For a sector made up predominantly of small organisations with huge ambitions but constrained budgets, building digital confidence, culture and skills offers tremendous opportunities to connect more deeply with communities, work more efficiently, and collaborate more effectively to build a better world.

**“Digital technology presents perhaps the greatest threat to today's civil society. But it is also its greatest opportunity, ready to be harnessed by the leaders of tomorrow”.**

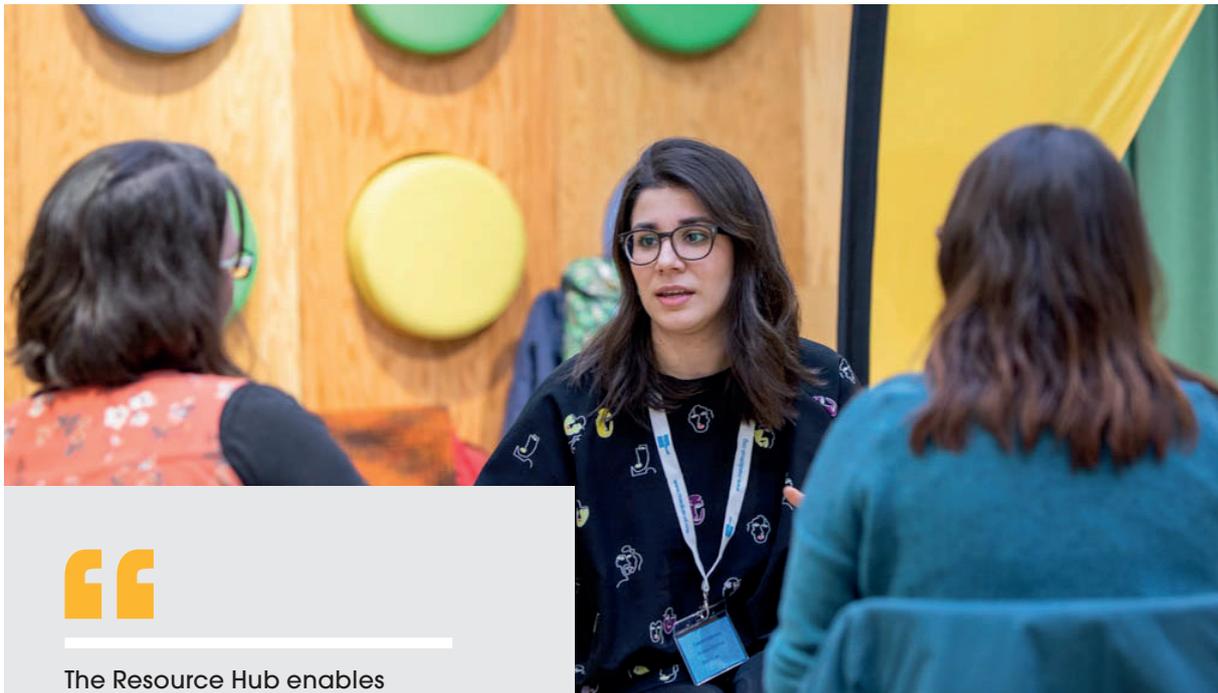
Tech for common good, NPC<sup>3</sup>

# THEORY OF CHANGE FOR MEDIA TRUST'S DIGITAL SKILLS PROGRAMME



Media Trust’s theory of change (TOC) diagram for the Digital Skills Programme, in partnership with Google, is presented above. This outlines the impact that Media Trust seeks to achieve and how.

The TOC focuses on the individuals and organisations it works with directly but also captures outcomes for policymakers and the media industry. For example, by building the skills and digital confidence of charity employees, Media Trust seeks to drive more organisations to be culturally engaged with digital communications and, as a result, use more digital tools and platforms, implement digital strategies, and engage with digital experts. These outcomes will lead to policy makers engaging more with the need for digital skills for charities, and the media industry developing more digital solutions for the third sector. The TOC helped identify that engaging with multiple private and public sector stakeholders is fundamental to achieving the ultimate goals of the programme.



The Resource Hub enables Masterclass participants to continue their digital learning journey after their training, and provides access to free resources for charities and individuals across the UK.

**Sustainability** and **collaboration** are key components. The three activities – Masterclasses, coaching and the Resource Hub – are intended to reinforce each other. Media Trust also identified **ongoing learning and development** for participants as an important outcome. It is expected that increased demand for training

will drive greater collaboration with the media industry, which will generate greater impact as organisations share learning and collaborate on challenges. Meanwhile, **increased collaboration** will enable Media Trust itself to deliver more and better services.

Media Trust identified three key **change mechanisms** (ways in which their programmes need to be experienced for them to be successful):

- Participants feel content is tailored and relevant.
- Participants feel content is pitched at the right level.
- Participants feel motivated to implement skills.

These are explored further in the sections entitled 'Experiences and perceptions'.

In terms of **outcomes** for participants, Media Trust identified the following changes that they hope to see as a result of their work:<sup>4</sup>

- Participants feel more confident and motivated to use digital communications.
- Participants have greater knowledge of digital tools and the landscape.
- Participants have improved digital communications skills.
- Organisations use more digital tools and platforms.

Comparing responses from before and after the training highlights changes for participants in relation to these outcomes. These are explored in the sections relating to 'Changes in confidence, skills and motivation'.

# MEDIA TRUST'S DIGITAL SKILLS TRAINING PROGRAMME

**The Digital Skills Training Programme consisted of capacity building programmes delivered between 2018 and 2019. This report looks at each of the programmes individually, as well as comparatively, where the data allows, to draw conclusions on the most impactful elements of the Digital Skills Training Programme overall.**

## THE DIGITAL SKILLS PROGRAMME, IN PARTNERSHIP WITH GOOGLE

The Digital Skills Programme aims to upskill the UK charity sector through local face-to-face Masterclasses, online resources and a coaching programme. Through this programme, Media Trust trained 1,447 charity professionals through 26 Masterclasses across 15 regions in the UK, and the Resource Hub provides online support for many more.

**The Digital Skills Training Programme consisted of the following components:**

### 1. Digital Skills Masterclasses

Each one day Masterclass is designed and delivered in partnership with Google Digital Garage, covering new and essential areas of digital communications, to equip charities with the tools and techniques to strategically share their organisation's stories, reach audiences online and measure success. Following expert led training, charities can discuss challenges with digital volunteer experts and benefit from their advice. The Masterclasses were open to all charities across the sector, as well as private and public sector organisations.

**Regional partner Masterclasses:** In addition to the standard Digital Skills Masterclasses, two regional Masterclasses were delivered in partnership with membership organisations, focusing on a specific cause. These were the Cambridge Conservation Initiative (CCI) and UK Youth. The objective was to test a model of targeting participants from the same sector, to see if this facilitated better peer-to-peer learning. This also meant that content could be tailored towards specific issues and challenges facing each sector and their target audiences.

### 2. Resource Hub

Media Trust's Resource Hub contains free guides, webinars, films, articles, toolkits and e-learning modules which support charities to enhance their communications and marketing knowledge. The Resource Hub enables Masterclass participants to continue their digital learning journey after their training, and provides access to free resources for charities and individuals across the UK. Partners from the media and charity sectors contributed to the Hub by creating bespoke content or sharing resources. The Hub also signposts to online learning partners, tools and platforms that non-profits can take advantage of, such as Google's Digital Garage.

### 3. Digital Skills Coaching

Ten charities were selected from the Masterclass attendees to receive coaching support from individuals working at Google Digital Garage. Media Trust prioritised charities with an annual turnover of less than £2m and those that already have an online presence. Participants were required to be in a position to implement or improve their digital strategy. Four charities were selected from London and six from other regions across the UK. Each charity began with a digital audit, which identified their distinct priorities for the duration of the coaching. They had sessions every 4-6 weeks with a Digital Garage coach, to build on their objectives.

## THE DIGITAL LEADERSHIP PROGRAMME, IN PARTNERSHIP WITH DCMS, THE FSI AND ASSOCIATION OF CHAIRS

The Digital Leadership Programme offered 147 charity and civil society leaders a one day training event in digital marketing strategy. This programme built on the Digital Skills Masterclasses by increasing the reach, accessibility, depth and engagement with civil society leaders of small social purpose organisations in ten regions in England, outside of cities with large media hubs (such as London, Birmingham and Manchester). The training was attended by two people per charity – one leader/decision maker and one implementer/do-er. The content combined digital marketing strategy with leadership training, focusing more on the ‘why’ of digital rather than specific skills.

# 147

The Digital Leadership Programme offered 147 charity and civil society leaders a one day training event in digital marketing strategy.



# PARTICIPANT PROFILES

## DIGITAL COMMUNICATIONS CAPACITY

More than half of the **Digital Skills Masterclass** participants stated that their organisation does not have a digital communications or marketing strategy (58%) or team (57%). This rises to 79% and 71% respectively for participants of the **Digital Leadership Programme**.

# 58%

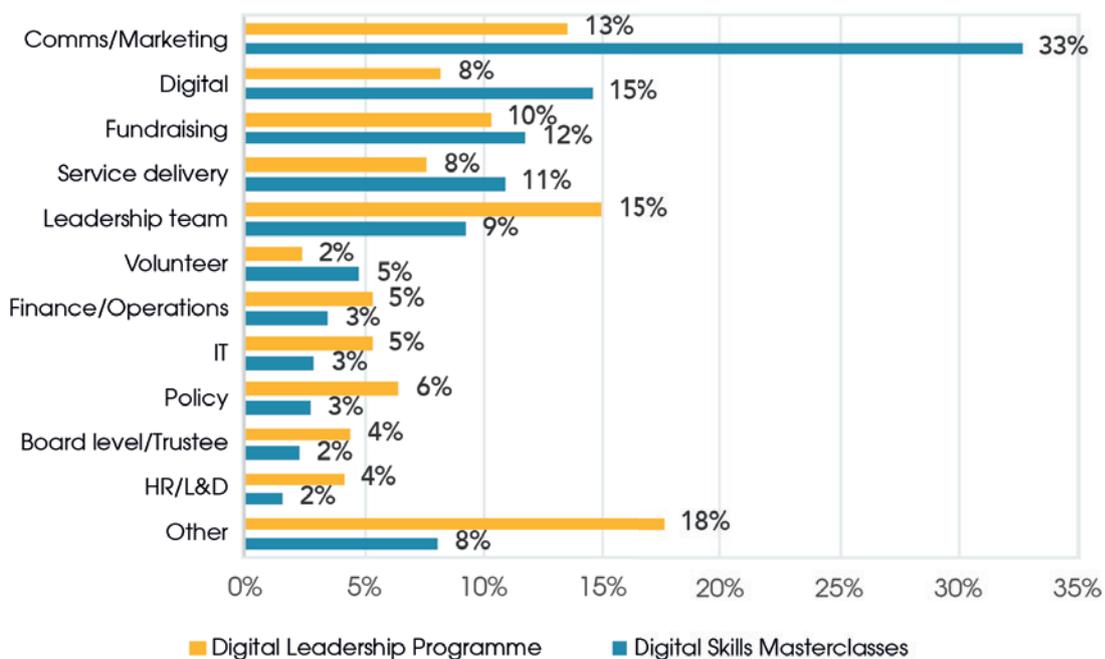
participants stated that their organisation does not have a digital communications or marketing strategy.

## JOB ROLES

The majority of **Digital Skills Masterclass** participants worked in Comms/Marketing and Digital. The **Digital Leadership Programme** was aimed at charity and civil society leaders as well as those working specifically on digital communications. The majority of respondents indicated that they work in the Leadership team. However, given the size of the organisations that participated, it is *likely* there is overlap between different areas. For example, many Digital

Leadership Programme participants identified as being members of the Leadership team as well as having responsibility for Comms/Marketing and Digital. Other roles identified by participants included Service delivery (8%) and Policy (6%).

## Digital Skills Masterclasses & Digital Leadership Programme Participant roles



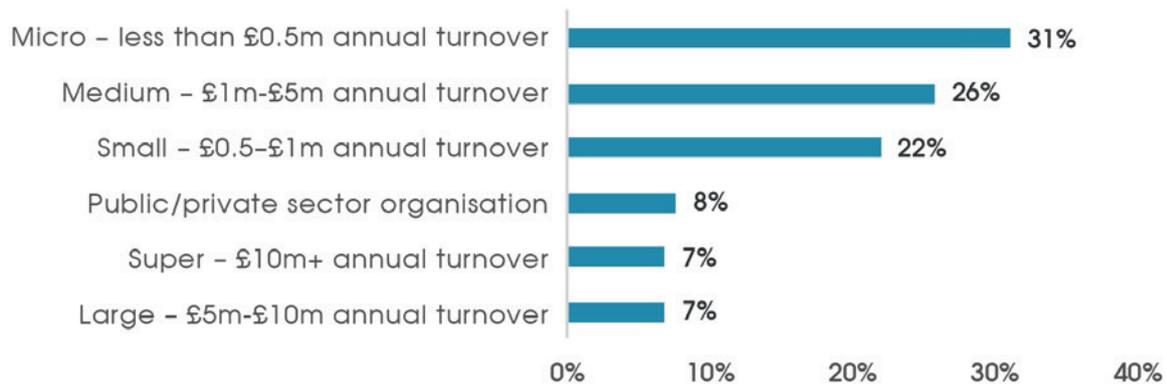
## ORGANISATION

Many of the **Digital Skills Masterclass** participants were registered charities (82%). A further 8% identified as Not-for-profit, 3% as Community Interest Companies, and 2% as Social enterprises. Other participants (less than 0.5% each) identified as Government, Local council, NHS trust, Private sector organisation, School or college, Statutory body, and Trust or foundation.

The majority of **Digital Skills Masterclass** participants were *micro* or *small* by annual turnover.

### Digital Skills Masterclasses

#### Size of organisation



# 53%

participants were *micro* or *small* charities with an annual turnover under £1 million.

Small to medium sized charities were selected for **Digital Skills Coaching**. By annual income, five of the ten organisations were *Micro – less than £0.5m*, three were *Small – £0.5-£1m*, and two were *Medium – £1-£5m*.



## GEOGRAPHIC SPREAD

**Digital Skills Masterclasses** were held in locations across the UK: Belfast, Birmingham, Bristol, Cardiff, Edinburgh, Glasgow, Leeds, Leicester, Liverpool, London, Manchester, Newcastle, Nottingham and Southampton. Some of these locations – Birmingham, Bristol, Cardiff, Edinburgh, Leeds, Manchester and Newcastle – were visited twice, with different content being delivered at return locations. Media Trust delivered three different Masterclasses in London. Two regional Masterclasses were delivered in partnership with membership organisations: Cambridge Conservation Initiative (CCI) in Cambridge and UK Youth in Manchester.

**The Digital Leadership Programme** selected regions with high levels of civil society organisations but outside of cities with large media hubs, where free training is less commonly available: Rotherham, Hull, Leicester, Preston, Middlesbrough, Plymouth, Clacton, Liverpool, the Isle of Wight and Norwich.

# 88%

said they would attend another Masterclass.

In terms of page views by region since the launch of the **Resource Hub**, 39% were from London while a further 2% each were from Manchester, Bristol, Leeds and Birmingham each. Users also visited from Edinburgh, Newcastle, Nottingham, Glasgow, Brighton, Cambridge, Cardiff, Liverpool, Sheffield, Norwich, York, Southampton, Portsmouth, Croydon, Ipswich, and Oxford – these locations contributed 1% each to the total number of users.



# THE DIGITAL SKILLS PROGRAMME, IN PARTNERSHIP WITH GOOGLE

## EXPERIENCES AND PERCEPTIONS

### Digital Skills Masterclasses

Immediately after the Masterclass, almost three quarters (72%) of respondents rated it as *very good* overall. Of the 887 respondents, only two rated it as *poor* and none rated it as *very poor*. Almost all (94%) were *very likely* or *likely* to recommend the training to a friend or colleague, and 88% said they would attend another Masterclass. These figures remain similar three and six months<sup>5</sup> after the training – 96% were *very likely* or *likely* to recommend the training, and 86% would attend another Masterclass.

**“Fantastic, amazing, worthwhile, interesting, empowering, educational, helpful”.**

Looking at specific **locations**, in 2018, the highest levels of *very good* ratings were in Newcastle (80%), Liverpool (75%) and Edinburgh (71%). In 2019, 88% of respondents in Cardiff rated the Masterclass as *very good*. The next highest levels were in Nottingham (87%), Edinburgh and Leeds (both 84%).

The Masterclasses consisted of two sessions in the morning, followed by a break to process learning, and then surgery sessions where participants could ask questions and receive advice from digital experts. More than two thirds of respondents (68%) rated this **format** as *very good* while a further third (32%) rated it as *good*.

**Peer networking opportunities** was the aspect which received the lowest ratings; the majority still rated this as *very good* (46%) or *good* (50%), but 4% rated it as *poor*. Some felt the day could have been more interactive and that structured activities, such as energisers and icebreakers, could have helped facilitate networking. One commented that there were no opportunities to network outside of lunch and others felt awkward trying to network unassisted.



In terms of **content**, all sessions were rated highly. All respondents rated every session attended as *very good* or *good*. Between 46% and 75% of respondents rated their sessions as *very good*.

In 2018, two sessions were offered: *Build a Marketing Plan* and *Social Media Strategy*. Almost all respondents rated these as *very good* or *good* (98% and 99% respectively).

| SESSION  | LOCATION                                     |
|--|--|
| <b>Surgery sessions/mentoring &amp; networking</b> | All locations                                |
| <b>Build a Digital Marketing Plan</b>              | All except CCI & UK Youth partner workshops  |
| <b>Social Media Strategy</b>                       | All locations                                |
| <b>Writing for Social Media</b>                    | Return locations & CCI partner workshop      |
| <b>Know your Charity with Data</b>                 | Return locations & UK Youth partner workshop |
| <b>Intro to Digital Code of Practice</b>           | London (2019 - February)                     |
| <b>Get Your Charity Visible on Google</b>          | London (2019 - October)                      |
| <b>Get Started with Digital Advertising</b>        | London (2019 - October)                      |
| <b>Twitter 101</b>                                 | London (2019 - October)                      |

In 2019, additional sessions were offered for return locations and partner workshops. *Writing for Social Media* received the highest rating; three quarters of respondents rated this as *very good* while the remaining 25% rated this as *good*. The lowest scoring session – although ratings were still very positive – was *Getting started with digital advertising*, which was offered in London only. Almost half of respondents (46%) rated this session as *very good* and 53% rated it as *good*. Unlike the other sessions, this was not adapted by Google Digital Garage to include charity-specific examples. Of the other modules offered in 2019, *Know your charity with data* received the lowest levels of *very good* and *good* ratings (65% and 35% respectively). Participants either found this session too basic, too advanced, or not relevant to their organisation.

Of those who spoke with a **volunteer** during the surgery sessions, 71% respondents rated the knowledge of the volunteers as *very good* and 29% rated it as *good*. In terms of the relevance of the advice, 60% rated this as *very good* and a further 31% rated it as *good*.

**“ The mentor session in the afternoon was incredibly useful. The mentors were utterly, utterly brilliant! So knowledgeable, approachable and engaging”.**

### Regional partnership Masterclasses

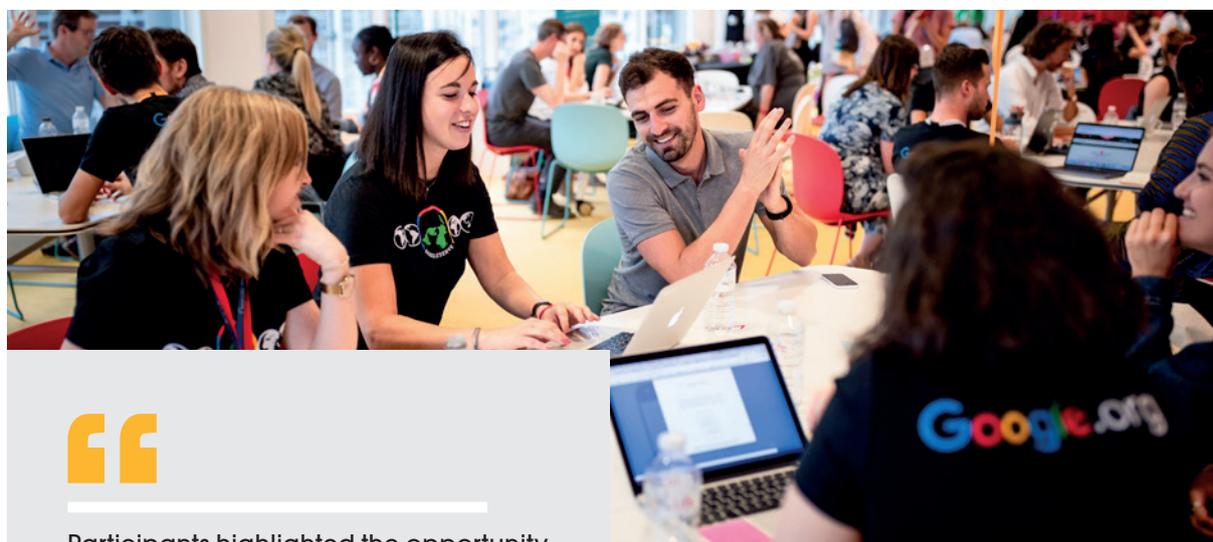
The regional Masterclasses delivered in partnership with CCI and UK Youth received similar ratings. More than three quarters (77%) rated the training overall as *very good* and a further 22% rated this as *good*. 92% of respondents stated they were *very likely* or *likely* to recommend the Masterclass to a friend or colleague. 86% would attend another Masterclass.

**“ Informative, enjoyable, an eye opener which gave me confidence to move forward with a social media strategy”.**

The **format** for regional Masterclasses received slightly lower ratings than the standard Masterclasses; less than half (47%) rated this as *very good* while a further 31% rated it as *good*. One individual rated this as *poor*. Their comments indicate that they found the first session 'a bit slow'. Another suggested that the breaks could have been shorter. In comparison with the standard Masterclasses, the partnership Masterclasses had fewer volunteers available; one respondent stated that they had to wait for 'quite some time' to speak with a volunteer.

**Peer networking opportunities** received more *very good* ratings than the standard Masterclasses; 69% rated this as *very good* and 20% rated it as *good* (compared with 46% and 50% respectively). Unlike the standard Masterclasses, the partnership Masterclasses targeted organisations working on specific causes. Some participants highlighted the opportunity to 'meet colleagues in the industry' and 'network with other charities and discuss social media use' as a particularly useful aspect of the training.

However, a higher proportion of participants also rated this aspect as *poor*; 6% compared with 4% for the standard Masterclasses. Comments reveal that, like the standard Masterclasses, participants would have benefited from assistance and more structure around the networking.



Participants highlighted the opportunity to meet colleagues in the industry and network with other charities and discuss social media use as a particularly useful aspect of the training.

In terms of the **content**, 98% of respondents rated *Social Media Strategy* as *very good* or *good*. Some commented that there was some duplication in content. As with the standard Masterclasses, *Know your charity with data* was slightly less well-regarded; 86% rated this

as *very good* or *good* but 6% rated it as *poor*. Some participants commented that there was too much information provided in a short space of time. Others felt it wasn't relevant to their organisation, either because they already use Google Analytics or they don't use it at all. One participant commented that the day felt very focused on fundraising while neglecting other useful topics.

Media Trust hypothesised that the **surgery sessions** could be more effective as part of the partnership Masterclasses because participants would be facing similar issues and seeking to engage similar audiences. However, 71% of participants of the standard Masterclasses rated the knowledge of the surgery session mentors as *very good* and 29% rated this as *good*. In contrast, 47% of respondents from the partnership Masterclasses rated this as *very good* and 18% as *good*. In terms of the relevance of the advice, 29% rated this as *very good* and 31% as *good*, compared with 60% and 38% respectively. Beyond the fact that there were fewer volunteers at these partnership Masterclasses, there are no further indications of the drivers behind this. Comments suggest that some participants felt this session could have been more interactive and more efficiently structured.

## Surgery session volunteers

Masterclass participants had the opportunity to ask questions and receive advice from industry experts, who offered their time on a voluntary basis. Media Trust received data from 20 of these volunteers, offering insights into their experiences and any changes that occurred as a result of their volunteering.

The 20 respondents spanned different areas of work. Their job titles included: Senior Account Manager, PPC and Biddable Media Manager, Media Agency Account Director, Head of Client Strategy, SEO Manager, Creative Lead, Content Strategist, Digital Editor, YouTube Strategic Partner Manager, Senior Digital Designer/UX Designer, Social Specialist and PR Director.

95%

felt they had the expertise to meet the charities' needs.

All respondents *agreed* that **their experience was positive** (70% *strongly agreed*, 30% *agreed*). 95% felt they had the expertise to meet the charities' needs, while 80% felt the format worked well. Three quarters (75%) felt adequately prepared for the volunteering.

All respondents would volunteer with Media Trust again and would **recommend** this type of

skills-based training to others. The majority (80%) said they were *highly likely* or *likely* to volunteer with one or more of the charities they mentored at the Masterclass, and 85% said they would look for other opportunities to participate in skills-based volunteering in their area.<sup>6</sup>

**ff** It was a great experience – being able to share my knowledge with people that are working tirelessly towards various positive causes”.

## DIGITAL SKILLS COACHING

Ten Digital Skills Masterclass participants were selected to receive coaching support from a Google Digital Garage staff member. Four charities were selected from London and six charities from regions throughout the UK. Each began with a digital audit to identify their priorities for the duration of the coaching. They then had virtual sessions via Google Hangouts every 4-6 weeks, with a Digital Garage coach, to build on their objectives.

We received limited feedback on the coaching, with only four participants completing the post-training survey. Of the four responses, three rated the coaching as *good* but one rated it as *poor*. Participants rated the **knowledge** of the coaches positively; they indicated that they found it helpful to have access to an experienced coach, who could offer an external and neutral view on specific topics. However, one organisation did not feel their coach's advice was **relevant**. This may have been driven by the fact that some individuals coached multiple charities rather than looking after one dedicated charity. Two organisations felt the **subjects** covered were *poor*.

| Aspect of the coaching rated                          | Very good | Good | Poor |
|---|-----------|------|------|
| The coaching overall                                  | 0         | 3    | 1    |
| The knowledge of my coach                             | 2         | 2    | 0    |
| The relevance of my coach's advice to my organisation | 0         | 3    | 1    |
| The subjects covered by the coaching                  | 0         | 2    | 2    |

# 85%

said they would look for other opportunities to participate in skills-based volunteering in their area.

Three of the four respondents rated the **format** of the coaching as *good* while one rated this as *poor*. Negative views appear to be largely driven by a change of coach mid-way through the programme.<sup>7</sup> One respondent commented that the planning document didn't serve a clear purpose. Some respondents commented that better planning, alongside more guidance and structure, could have helped their coaches to lead the sessions and pitch content at an appropriate level. One felt their coach 'didn't really know how to manage the sessions'

and instead relied on the person being coached to ask questions. Feedback also highlighted the importance of ensuring that participants are equipped to participate, (for example, having a good internet connection and being able to use Google Hangouts) as well as having adequate time.



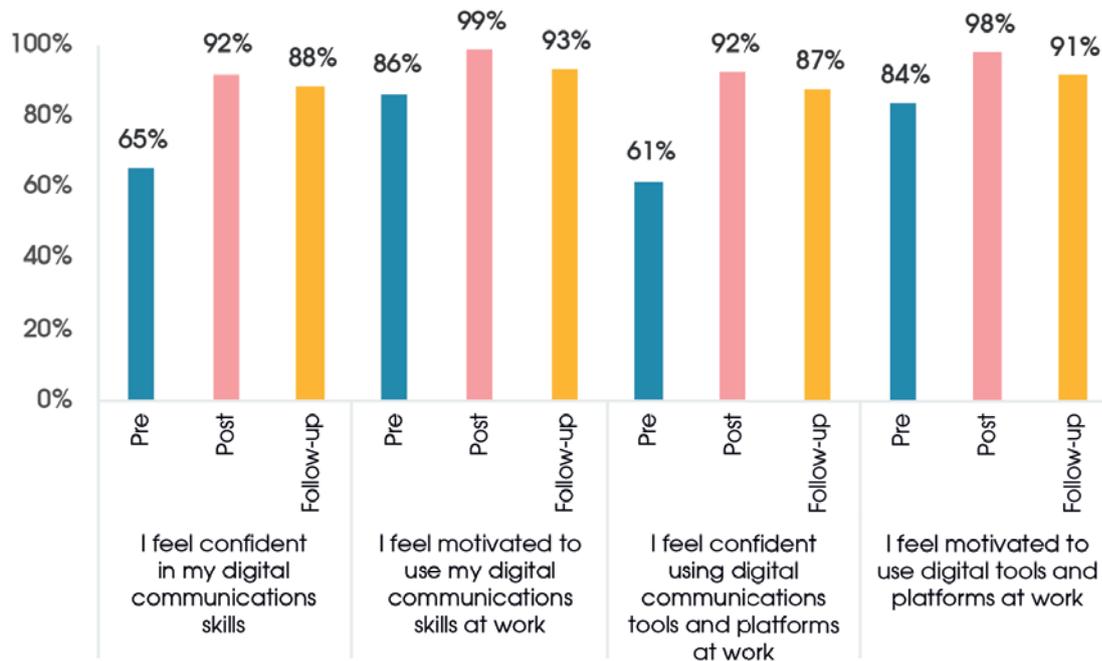
**ff** (It was helpful to) talk with someone knowledgeable and external to the organisation on a specific topic, without them bringing their own agenda to the discussion”.

## CHANGES IN CONFIDENCE, SKILLS AND MOTIVATION

### DIGITAL SKILLS MASTERCLASSES

#### Digital Skills Masterclasses

% participants that strongly agree or agree with the statements



The above chart illustrates how agreement (either *strongly agree* or *agree*) increased across all four statements:

1. I feel confident in my digital communications skills.
2. I feel motivated to use my digital communications skills at work.
3. I feel confident using digital communications tools and platforms at work.
4. I feel motivated to use digital communications tools and platforms at work.

The training had a substantial impact on levels of **confidence**. The largest difference occurred against the third statement: the level of agreement with *I feel confident using digital communications tools and platforms at work* increased by 31pp (percentage points), from 65% to 92%. Agreement with the statement *I feel confident in my digital communications skills* increased by 27pp, from 61% to 92%. Agreement with the two statements relating to **motivation** also increased substantially, by 13pp and 14pp respectively.

**“ A great atmosphere – all the speakers and mentors were great... feel much more confident to go forward!”**



Across all statements, agreement drops three/six months after the Digital Skills Masterclass<sup>8</sup> but not substantially – by 4pp-7pp. Some decrease is expected given the amount of time elapsed since the training. However, the relatively small drop indicates that the outcomes achieved by the Masterclass are sustainable in the longer-term. This is encouraging given that the training is relatively light-touch, taking place over one day.

In terms of specific **locations**, Cardiff saw the largest increases in confidence and motivation. The proportion of respondents that strongly agreed with the statements *I feel confident in my digital communications skills*, *I feel motivated to use my digital communications skills at work* and *I feel confident using digital communications tools and platforms at work* increased by 40pp, 59pp and 42pp respectively, comparing the pre and post surveys.

Looking at **longer-term outcomes**, 79% of respondents to the three/six-month<sup>9</sup> follow-up survey felt their organisation had been positively influenced *a great deal* or *a fair amount* by their participation in the Masterclass. The proportion of respondents that indicated that they were able to drive progress in their organisations in specific areas, either *a great deal* or *a fair amount*, is outlined in the table below:

| Since the Masterclass, to what extent have you been able to drive the following at your organisation? | % of respondents |
|---|------------------|
| Enhanced knowledge of digital tools and platforms   | 78%              |
| Greater reach in terms of social media  | 78%              |
| Increased engagement with digital communications across the organisation                              | 77%              |
| Improved ability to communicate impact  | 75%              |
| Ensuring that digital communications is seen as a strategic priority                                  | 74%              |
| Improved efficiency   | 70%              |
| Greater reach in terms of service-users   | 69%              |
| Implementation of a digital communications strategy   | 57%              |
| Increased engagement with media and digital experts   | 48%              |
| Improved fundraising efforts  | 43%              |
| Collaboration with other third sector organisations   | 40%              |
| Increased engagement with policymakers  | 37%              |

Based on the free-text responses, other changes that respondents were able to implement include:

- **Sharing learning internally and with other organisations:** *'Sharing information with other local (branches) met at the Masterclass and keeping in touch with them on shared projects and marketing comms advice'.*
- **Employing new staff, volunteers and experts:** *'We have recently created a new digital communications role for the charity as we felt that we needed someone dedicated to this aspect of our communications from some of the tips and training picked up at the Media Trust events'.*
- **Updating and improving existing content:** websites, newsletters, audio-visual content: *'More of a focus on developing stronger audio-visual content'.*
- **Improved use of data and analytics:** *'Greater use of Google Analytics – looking at referrals to our website and engagement and page engagements'.*
- **Improved focus and targeting to develop better quality content:** *'Using the analytics information, thinking about how we communicate with different audiences instead of one broad approach'.*
- **Creating a new digital communications or marketing strategy or plan:** *'We have created a new communications strategy which includes sections on social media and digital marketing'.*
- **Using new tools and platforms such as chatbots, analytics tools, databases, and graphic design tools:** *'I'm using Canva all the time!'*
- **Continued research, training and development in digital skills:** *'I continue to gain more information about digital skills, analytics, etc by researching and attending other free courses'.*
- **Continued engagement with Media Trust,** such as getting a media volunteer and using the Resource Hub. *'Signing up to get a media volunteer from the Media Trust'.*

 **Thanks for hosting a wonderful event... it will revolutionise the way we use social media and develop our digital marketing strategy”.**

### Outcomes by size of organisation

**Digital Skills Masterclasses** are open to organisations of all size and Media Trust was keen to understand if its resources should be targeted towards specific types of organisation.

Breaking the data down by organisation size reveals that *Micro* organisations (annual turnover of less than £0.5m) started the training with the **lowest levels of confidence and motivation**. These were followed by *Large* (£5m - £10m), *Super* (£10m+) and *Public/private sector* organisations. Confidence was relatively high among *Small* (£0.5 - £1m) and *Medium* (£1m - £5m) organisations.<sup>10</sup>

After the training, *Micro* and *Small* organisations gave the lowest ratings of agreement with the two confidence statements. However, comparing the pre and post results shows that *Micro* organisations achieved some of the largest shifts from disagreement to agreement with the four statements; as much as 31pp and 39pp for the confidence statements (moving from 55% to 88%, and 51% to 90% in agreement respectively).

*Public/private sector organisations* expressed the highest levels of confidence and motivation after the training. Alongside *Micro* organisations, they also achieved the most substantial shifts from disagreement to agreement with the confidence and motivation statements; 36pp for the two confidence statements moving from 64% to 100% and 62% to 97% agreement respectively. This suggests that **Micro organisations and Public/private sector participants gained the most from attending the training.**

Most organisations were consistent in having high levels of motivation to use digital skills, and digital tools and platforms at work after the training.

| Pre % respondents agree or strongly agree<br>Sample size (n) = 998 (pre) |  |  |   |   |
|--|--|--|---|---|
| Charity Size   | I feel confident in my digital communications skills | I feel motivated to use my digital communications skills at work | I feel confident using digital communications tools & platforms at work | I feel motivated to use digital tools & platforms at work |
| Micro  | 55%  | 81%  | 51%   | 78%   |
| Small  | 72%  | 90%  | 67%   | 87%   |
| Medium   | 71%  | 91%  | 69%   | 89%   |
| Large  | 63%  | 85%  | 62%   | 87%   |
| Super  | 71%  | 84%  | 62%   | 78%   |
| Public/private   | 64%  | 83%  | 62%   | 82%   |

| Post % respondents agree or strongly agree<br>(pp. difference from pre survey) n = 880 (post) |  |  |   |   |
|---|--|--|---|---|
| Charity Size  | I feel confident in my digital communications skills | I feel motivated to use my digital communications skills at work | I feel confident using digital communications tools & platforms at work | I feel motivated to use digital tools & platforms at work |
| Micro   | 88% (+33pp)  | 98% (+17pp)  | 90% (+39pp)   | 97% (+19pp)   |
| Small   | 90% (+18pp)  | 99% (+8pp)   | 90% (+23pp)   | 97% (+11pp)   |
| Medium  | 96% (+25pp)  | 100% (+8pp)  | 95% (+26pp)   | 99% (+10pp)   |
| Large   | 93% (+30pp)  | 97% (+12pp)  | 93% (+31pp)   | 97% (+10pp)   |
| Super   | 98% (+27pp)  | 98% (+14pp)  | 96% (+34pp)   | 98% (+20pp)   |
| Public/private  | 100% (+36pp)   | 100% (+17pp)   | 97% (+36pp)   | 100% (+18pp)  |

### Regional partnership Masterclasses

The two Masterclasses delivered in partnership with CCI and UK Youth achieved slightly higher increases in confidence and motivation, compared with the standard Masterclasses. Agreement with the two confidence statements increased by 39pp (*I feel confident in my digital communications skills* – from 55%-94%) and 28pp (*I feel confident using digital communications tools and platforms at work* – from 81% to 100%). Agreement with the motivation statements increased by 19pp and 17pp (from 62% to 90% and from 81% to 98%).

When asked about what was most useful, respondents highlighted the focus on social media, the ability to obtain targeted and bespoke advice from the mentors, and opportunities to meet similar organisations in the sector.

**“It’s not often you attend training and don’t get told stuff you already know. Novel. Professional. And (the trainer) was so engaging - great presenter”.**



### Surgery session volunteers

The majority of volunteers (90%) *strongly agreed* or *agreed* that the experience improved their understanding of charities. 85% felt it was beneficial for their personal development. Three quarters (75%) felt it was beneficial for their professional development and two thirds (65%) felt it had a positive impact on their motivation at work. 55% felt it helped them to improve their skills.

**“I really enjoyed the event and learnt a lot about all the amazing causes the charities supported. I really enjoyed talking to and meeting new people and hope I helped them in some way”.**

## Digital skills coaching

Three of the four organisations that responded to the post-training survey felt their participation in the coaching had positively influenced their organisation *a fair amount*. One organisation responded not very much. Three organisations would be *likely* or *very likely* to recommend the coaching. One said this was *unlikely*.<sup>11</sup>

Opinions were mixed about whether the participants were able to **drive change in specific areas** at their organisations. All four indicated that they had been able to ensure that *digital communications is seen as a strategic priority by a fair amount*. In contrast, on *improved organisational culture in relation to digital communications*, each of the four organisations chose different responses (*a great deal*, *a fair amount*, *not very much*, *not at all*). Only two statements received a response indicating *a great deal* of change – *improved organisational culture in relation to digital communications* and *greater support from organisational leadership for digital communications*. The statements *implementation of a digital communications strategy* and *improved organisational culture for digital communications* received a response of *not at all* from one organisation.

Opinions were similarly mixed on the **impact of the coaching on their organisations**. One organisation responded that their participation had contributed to an aspect of their organisation *a great deal* (*greater collaboration with other third sector organisations*). Three organisations felt it contributed to *enhancing knowledge of digital tools and platforms* and *improved efficiency by a fair amount*. It is worth noting that objectives were bespoke to each charity's development needs, which may explain some of the differences in outcomes.

Respondents consistently highlighted lack of time as a reason for not being able to benefit fully from the coaching.

**“Time was the big barrier... (it) often felt like an additional task that I didn't have time for, despite being motivated”.**



# THE DIGITAL LEADERSHIP PROGRAMME, IN PARTNERSHIP WITH DCMS, THE FSI AND ASSOCIATION OF CHAIRS

## EXPERIENCES AND PERCEPTIONS

All participants rated the training as *very good* (70%) or *good* (30%). The majority (86%) stated that they would be willing to attend another training session. Almost three quarters (71%) stated they are *very likely* to recommend it to a friend or a colleague and the remaining quarter said they are *likely* (24%). Only two individuals (1%) said they are *very unlikely* to do so.

Almost all (92%) felt the **trainer's knowledge** was *very good*, while the remaining 8% said it was *good*. Almost two thirds (63%) thought that the **relevance** of the training to their organisations was *very good*. The remaining 36% rated this as *good*.

**ff** **An excellent kick-starter that will really help me to develop a digital strategy and prioritise my actions”.**

Regarding the **practical exercises**, 43% of respondents thought these were *very good*, and 57% rated them as *good*. One individual highlighted that they had attended alone, rather than with a colleague, which meant the exercises had been less useful for them.

**ff** **The exercise that asked me to define our target groups as a persona... this gave me a concrete direction to go in, in terms of researching exactly what these are”.**

When asked to rate the **peer learning** and **knowledge sharing** opportunities, 28% said this was *very good* and almost two thirds of respondents (63%) said it was *good*. 12 participants (9%) felt this aspect was *poor*. Participants commented that there were limited opportunities for networking and shared learning.

**ff** **Very engaging and informative delivery. Expert knowledge with prioritised delivery for audience”.**

When asked what participants felt was **most helpful**, respondents highlighted the practical, real world examples and case studies, the knowledge and experiences of the trainer, opportunities to reflect and discuss as a group, practical resources and templates to take away, the comprehensiveness and breadth of content covered, and the structured approach to the day. Comments did not explicitly refer to the fact that two participants from each organisation were invited; however, qualitative responses to this question generally took more of an organisation-wide perspective, reflecting on what organisations are doing as a whole rather than specific roles and the challenges experienced individually.

## “Lots to take back to the office – resources and best practice examples are great to have”.

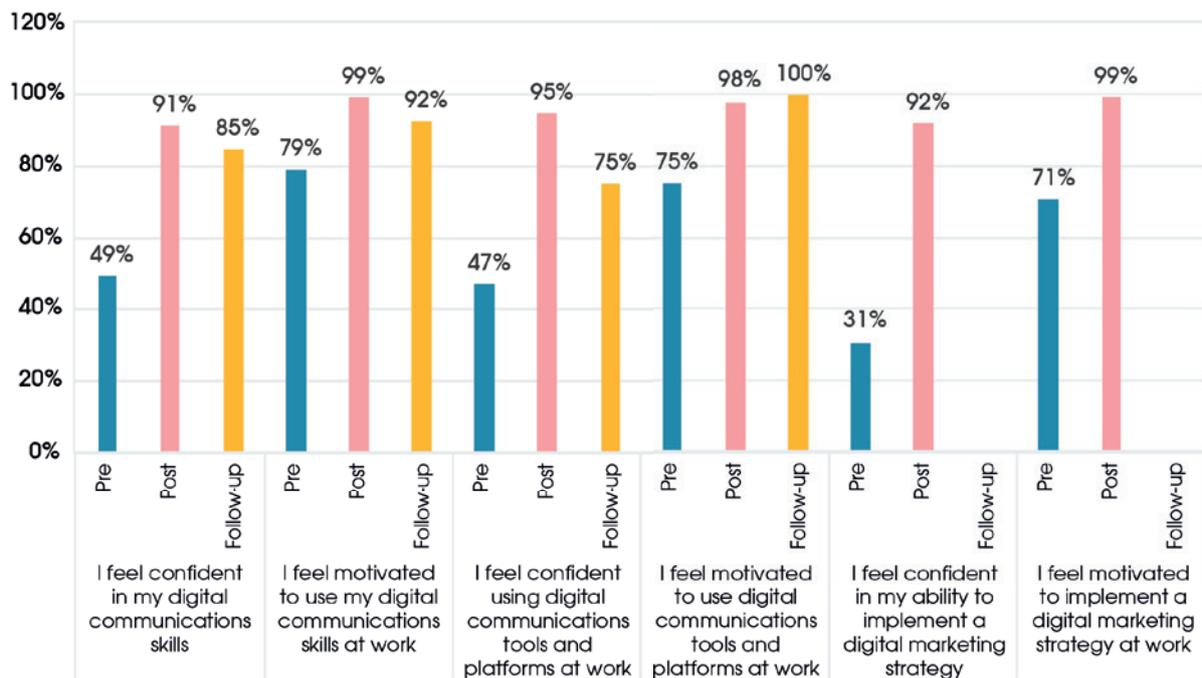
In terms of **areas for improvement**, some participants commented that the day had felt ‘rushed’ or ‘cursory’ due to the time available and the amount covered in that time. Media Trust could consider targeting specific levels of ability, to ensure that content is pitched at the right level, or focus on specific topics.

### CHANGES IN CONFIDENCE, SKILLS AND MOTIVATION

The chart below illustrates reported levels of confidence and motivation before the training and immediately after. Participants were also surveyed six months after the training but only 13 responses were received. Those responses indicated small downward shifts in confidence and motivation compared with immediately after the training. Decreasing levels of confidence and motivation are to be expected as more time elapses after the training and it is encouraging that these changes are small. However, as the responses were optional, it is also *likely* that these participants have a more positive view than those who chose not to respond.

#### Digital Leadership Programme

% strongly agree or agree with the statements



Prior to the training, more than half (51%) of respondents did not feel **confident** about their digital communications skills. This is much higher than for the Digital Skills Masterclasses, where only 35% of respondents did not feel confident in their skills. This trend is observed across the remaining statements on confidence and motivation: across all statements, there were **lower levels of confidence and motivation** among Digital Leadership Programme participants prior to the training. This is *likely* to be driven by the Digital Leadership Programme’s target audience – organisation leaders, rather than digital communications officers, who were working in regions where they were less *likely* to have access to digital skills training and resources.

The table below shows the differences in levels of agreement against the four confidence and motivation statements, comparing the Digital Leadership Programme (DLP) and Digital Skills Masterclasses:

|  | Pre                  |              |            | Post                 |             |            |
|--|----------------------|--------------|------------|----------------------|-------------|------------|
|  | Strongly agree/agree |              |            | Strongly agree/agree |             |            |
| How much do you agree or disagree with the following statements?                 | DLP (n=85)           | DSM (n=1020) | Difference | DLP (n=139)          | DSM (n=934) | Difference |
| <b>I feel confident in my digital communications skills</b>                      | 49%                  | 65%          | 16pp       | 91%                  | 92%         | 1pp        |
| <b>I feel motivated to use my digital communications skills at work</b>          | 79%                  | 86%          | 7pp        | 99%                  | 99%         | 0pp        |
| <b>I feel confident using digital communications tools and platforms at work</b> | 47%                  | 61%          | 14pp       | 95%                  | 93%         | -2pp       |
| <b>I feel motivated to use digital tools and platforms at work</b>               | 75%                  | 84%          | 9pp        | 98%                  | 98%         | 0pp        |

After the training, levels of confidence and motivation are almost identical to those who attended the Digital Skills Masterclasses. The statement which received the lowest agreement responses was *I feel confident in my digital skills*, but only 8% of respondents disagreed with this statement. This indicates that this kind of intervention has a levelling effect, bringing all participants up to a similar level of confidence and motivation, rather than increasing these feelings proportionally regardless of starting point. The implication is that this **type of training should focus on the least confident and motivated** as that is where the most impact can be had.

Almost two thirds stated they *strongly agree* with the statement *I feel motivated to use my digital communications skills at work* (65% after the training compared with 18% pre-training). Only 1% said they *disagree* (compared with 20% prior to the training). This was the area where the least amount of positive change occurred. However, levels of motivation were relatively high to begin with; 79% of respondents agreed prior to the training.

There was an increase in the number of respondents who felt *confident using digital communications tools and platforms at work*. Agreement with this statement increased from 47% before the training to 95% after.

 **It gave me confidence that I was on the right lines with a lot of things, which has been helpful”.**



The area where the most substantial positive change occurred related to respondents' confidence in their ability to implement a digital marketing strategy.

Prior to the training, *motivation to use digital communications tools and platforms at work* was higher than confidence. Nevertheless, agreement also significantly increased from 75% of respondents to 98% after the training. More than half (56%) *strongly agreed* that they felt more motivated after the training, while 42% *agreed*. This compares with 19% and 56% respectively before the training.

The area where the **most substantial positive change** occurred related to respondents' confidence in their *ability to implement a digital marketing strategy*. Before the training, less than a third (31%) either *strongly agreed* or *agreed* with

this statement. This was the lowest level of agreement compared with the other statements. After the training, agreement had risen to 92% of respondents, an increase of almost two thirds.

**Positive improvements** were also observed in respondents' motivation to *implement a digital marketing strategy at work*. After the training, 58% *strongly agreed* and 42% *agreed* compared with 24% and 47% respectively prior to the training. As with motivation to use *digital communications skills at work*, the starting point for this statement was higher than other areas; 71% of respondents *agreed* with this statement prior to the training.



 **I felt really motivated. Thank you!**

Responses to the **six-month follow-up**, while not representative given the sample size (13 respondents), offer insight into the changes which some participants were able to make as a result of the workshop. 85% felt they were able to drive *enhanced knowledge of digital tools and platforms* either *a great deal* or *a fair amount*. 70% felt they could drive *ensuring that digital marketing is seen as a strategic priority*. 62% indicated *increased engagement with digital marketing across the organisation*. Some described how they had started to develop and implement a digital marketing strategy, work on tailoring messages to the right audiences, and use digital tools and social media platforms more frequently. However, less than half

felt they had driven *Implementation of a digital marketing strategy* (39%) or *Increased engagement with media and digital experts* (46%).

# WHAT FURTHER SUPPORT DO CHARITIES NEED?

## ADDRESSING BARRIERS TO IMPLEMENTING LEARNING

While participants on the two programmes highlight similar challenges – most significantly, lack of time, staff capacity and skills across the organisation – lack of leadership support was not identified as a barrier by any of the 13 respondents to the Digital Leadership Programme survey. This is intuitive as the Digital Leadership Programme was aimed at individuals in leadership positions, as well as those who worked on digital communications on a day-to-day basis, with the intention of overcoming this barrier. Lack of technology and leadership infrastructure was also seen as less of an obstacle by Digital Leadership Participants.

In contrast, lack of time was seen as a more significant challenge by participants of the Digital Leadership Programme. This may be driven by the fact that many participants were in leadership positions and digital may not be part of their day-to-day work.

The challenges identified are outlined in the table below:

| Did you experience any challenges or barriers in taking forward what you learned at the Masterclass at your organisation?<br><i>Tick all that apply</i> | Digital Skills Masterclasses<br>(n = 126) | Digital Leadership Programme<br>(n = 13) |
|---|---|--|
| Lack of staff capacity  | 71%                                       | 77%                                      |
| Lack of time  | 69%                                       | 92%                                      |
| Lack of skills across the organisation  | 34%                                       | 54%                                      |
| Lack of funding   | 33%                                       | 38%                                      |
| Lack of technology and infrastructure   | 32%                                       | 8%                                       |
| Lack of knowledge or understanding across the organisation  | 29%                                       | 38%                                      |
| Lack of buy-in across the organisation  | 21%                                       | 23%                                      |
| Lack of leadership support (inc. trustees and board members)  | 18%                                       | 0%                                       |
| Lack of opportunities to apply your knowledge   | 17%                                       | 23%                                      |
| Unclear on how to get started   | 14%                                       | 0%                                       |
| Other   | 10%                                       | 0%                                       |

Respondents to the Digital Skills Masterclass follow-up survey also commented on other challenges, such as: the need to prioritise other things; wider issues relating to organisational branding and strategy; specific resource and capacity constraints relating to being a small organisation; and individuals lacking the power or authority to make changes, for example to organisational policy.

## WHAT FURTHER SUPPORT COULD MEDIA TRUST PROVIDE?

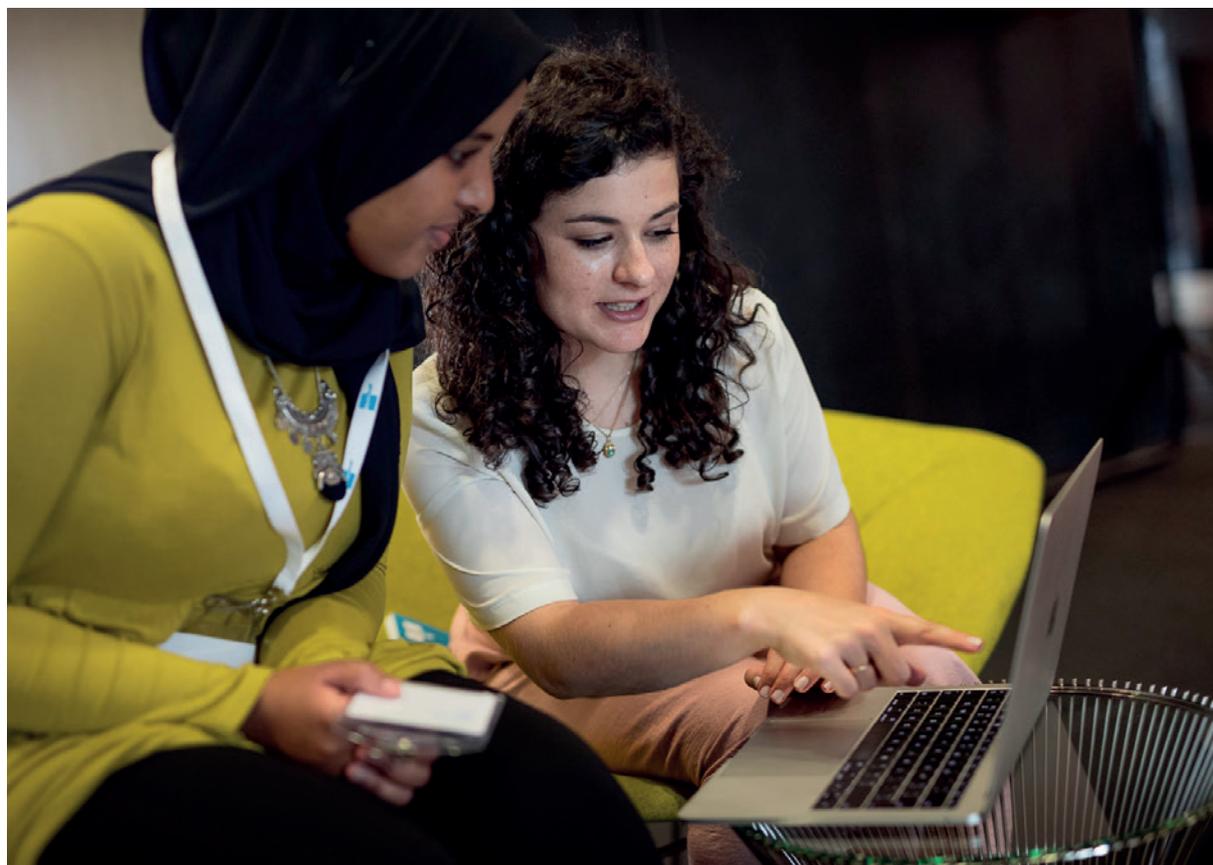
Looking across the programmes, respondents highlighted areas where they felt they would benefit from further support. Some of these related to specific content areas while others explored organisational challenges.

### Content

- The use of data and analytics – including what to measure and which metrics to use.
- Creating engaging content for social media and increasing the reach of this content.
- Developing content that isn't social media-based, such as newsletters, CRM, videos and graphics.
- Improving press, media and PR engagement.
- Tailoring content to specific audiences.
- Strengthening fundraising capabilities via digital tools and approaches.

### Organisational

- Creating a digital culture and buy-in among senior leadership, board members and frontline staff.
- Embedding digital marketing into organisational strategy.
- Cascading learning to others in the organisation.
- Monitoring and evaluating change and impact.
- Prioritising with limited time and resources.



# CONCLUSIONS AND RECOMMENDATIONS

All aspects of Media Trust's Digital Skills Training Programme received very positive feedback, both in terms of participant experiences and the outcomes achieved. This is encouraging given that the support evaluated was delivered to a broad and diverse range of participants, in terms of their roles, organisations, capabilities and more.



Progress in relation to confidence and motivation was not only significant for most participants, but also sustained after the training.

Progress in relation to confidence and motivation was not only significant for most participants, but also sustained after the training. This is notable given that the training was relatively light-touch, consisting of a one day workshop. Participants experienced greater improvements in confidence compared with motivation, which makes sense given that attendance was voluntary and motivation among participants was higher to begin with.

Although longer-term follow-up data is currently limited, feedback indicates that participants go on to achieve the outcomes that Media Trust

hopes for: using more digital tools and platforms, implementing digital strategies and engaging with digital experts. Participants also describe other outcomes such as increased engagement with digital communications across the organisation, greater reach in terms of social media and service users, improved ability to communicate impact, improved efficiency, increased engagement with digital experts, other third sector organisations and policy makers, and more.

## HOW COULD THE DELIVERY BE IMPROVED?

### Digital skills training

The qualitative feedback highlights potential areas for improvement.

- **Tailoring.** Training was offered to a broad spectrum of organisations and participants with differing roles and abilities. Media Trust could tailor training to different interests, abilities, roles or types of organisation. It could be useful to offer progressive follow-up sessions, or focus on specific topics, themes or market areas. If any tailoring is to occur, it is important that Media Trust conducts research into the distinct needs of, and challenges faced, by specific audiences.
- **Focusing content on where charities need the most support.** Lack of capacity, time and resource was identified as a barrier to implementing learning, meaning implementation will often hinge on making a good case for prioritisation. Supporting participants to clearly articulate and advocate the value of what they are learning would likely be helpful to participants. This may be about internal influencing skills, being able to demonstrate a clear business case, being confident in quantifying the return on investment, and having access to evidence and resources that support them in making the case. Media Trust may also be able to point to findings in this report as evidence of longer-term outcomes and impact.

- **Targeting the lowest levels of confidence and motivation.** The data suggests that Media Trust can have the greatest impact on participants with the lowest levels of confidence and motivation. These appear to be the smallest charities as well as those geographically based outside of the main media hubs, and potentially staff who don't have expertise in digital communications (often members of the leadership team). More research to better understand and address low levels of confidence and motivation could help Media Trust with how it targets its activities.
- **Providing more structured activities to assist networking.** This could include providing a list of participants and organisations in advance, introducing participants and organisations at the start of the training, and creating structured opportunities for group discussions and interactive activities, rather than relying on participants to network independently.
- **Developing more structure for the surgery sessions.** Suggestions here include offering timed slots, sharing an overview of content and accompanying notes, and matching organisations with volunteers in advance. Both volunteers and participants alike recommended reducing the size of the groups. There may also be opportunities to guide and support volunteers to facilitate conversations and invite quieter participants to engage. It may be useful to open up the surgery sessions so that they aren't focused on specific themes or revisit the approach to determine areas of expertise among volunteers.
- **Providing more practical examples and demonstrations of specific tools and platforms.** It could be helpful to develop resources and templates for participants to take away. Media Trust could also offer ways for participants to share their own examples and tools with each other. This would help bring the training to life and encourage peer-to-peer knowledge sharing.
- **Providing improved information on the content and format in advance.** This would help potential participants determine if the training is appropriate for their needs and abilities. It could help participants to prepare to make the most of each session, especially the surgery sessions.
- **Strengthening the volunteer offer.** Volunteers could benefit from receiving more information on participants in advance to prepare for facilitating discussion and knowledge sharing. More guidance could be provided on what to expect, the kinds of questions they may get asked and useful tools to signpost to. There may be scope to set up a knowledge base for volunteers to run and edit themselves. There is also an opportunity for Media Trust to promote the volunteering opportunity more extensively, drawing on the positive feedback received so far.
- **Facilitating peer-to-peer support after the training,** to establish a sense of commitment and accountability, and facilitate knowledge sharing. This could involve putting participants in touch with each other or creating an online network or discussion forum.
- **Improving logistics.** A small number of participants shared negative feedback about the facilities, catering and logistics, including the visibility of name badges and a lack of a participant list. These are small steps that could be taken to improve the overall experience for participants.

## DIGITAL SKILLS COACHING

- **Capacity and resources.** Feedback highlights the importance of ensuring participants have adequate time to participate. It is also vital that participants are equipped technically to participate (for example having a good internet connection and being able to use Google Hangouts). Coaches need adequate time and headspace to engage in a constructive relationship. It may be better to have one organisation per coach rather than one coach looking after multiple participants, and ensuring the coach can commit for the duration of the coaching.
- **Coaches.** Respondents suggested that better planning could help ensure that coaches are familiar with participant organisations, are able to advise on suitable objectives, and can pitch content at the right level.

## THE RESOURCE HUB

- The Resource Hub appears to be a good opportunity for extending the reach of the programme and sustaining interest and development after the training. Between 11 December 2018 and 10 December 2019, the total number of new users to the Resource Hub was 6,341. Page views indicate that the audience is very London-centric despite the geographical reach of the face-to-face Masterclasses; 39% of page views were from London with the next closest locations each representing only 2% of users. Media Trust could encourage attendees at non-London-based events to use the resources and share them with their peers. This may also help sustain engagement with participants and increase responses to the follow-up surveys.

## AREAS TO EXPLORE FURTHER

Our analysis has highlighted areas where Media Trust would benefit from further research:

- **Inviting one participant per organisation compared to two.** Unlike the Digital Skills Masterclasses, the Digital Leadership Programme invited organisations to send two participants to the training. Qualitative feedback did not explicitly refer to this, but respondents tended to take more of an organisational-wide perspective. Attending with a colleague appeared to encourage participants to reflect on what their organisations are doing as a whole, rather than on their own specific roles and individual challenges. It would be worth investigating this further.
- **Organisation size.** The data indicates a differential benefit according to organisation size. It would be useful to understand the drivers behind these differences – the specific characteristics, challenges and opportunities – and how they affect outcomes, particularly in relation to public/private sector organisations.
- **Drivers of low levels of confidence.** The training had the greatest impact on participants with the lowest levels of confidence and motivation at the start. It would be useful to test if this is influenced by geographical location, position within an organisation, organisational cause or sector, or other factors.
- **Opportunities to signpost to free or low-cost digital services.** Lack of technology and infrastructure was identified as a barrier to implementing learning. There may be scope for Media Trust to signpost to useful free or low-cost digital services, or to help participants make good choices about buying digital services.
- **Use of the Resource Hub.** It would be useful to better understand the different applicability and effectiveness of the Resource Hub, both for people who don't attend training and those who do. This might include looking at user acquisition and flows through the site, as well as the relationship between participants attending training events and their subsequent use of the Resource Hub.

It is also clear that there are gaps in the evidence base. More data is needed to be able to draw out further insights as well as test the findings of this report. As a first step, we recommend that Media

Trust focuses on the areas with the weakest evidence-base: digital skills coaching (both from the perspective of coaches and participants), Masterclass digital surgery volunteers, and users of the Resource Hub.

Underpinning everything is a lack of resources for digital communications across the sector. As such, a clear objective for Media Trust must be to leverage its position within the sector and influence funders. To identify opportunities to do this, Media Trust may find it useful to review and unpick this section of its theory of change.



A clear objective for Media Trust must be to leverage its position within the sector and influence funders.

# APPENDIX 1 – PROGRAMME EVENTS

## DIGITAL SKILLS MASTERCLASSES

| Location               | Date              | Attendees | Sessions   |
|------------------------|-------------------|-----------|--|
| <b>London (launch)</b> | 21 June 2018      | 112       | Build a Digital Marketing Plan<br>Social Media Strategy<br>Surgery sessions/mentoring<br>& networking                              |
| <b>Birmingham</b>      | 13 September 2018 | 54        | Build a Digital Marketing Plan<br>Social Media Strategy<br>Surgery sessions/mentoring<br>& networking                              |
| <b>Cardiff</b>         | 20 September 2018 | 40        | Build a Digital Marketing Plan<br>Social Media Strategy<br>Surgery sessions/mentoring<br>& networking                              |
| <b>London</b>          | 10 October 2018   | 89        | Build a Digital Marketing Plan<br>Social Media Strategy<br>Intro to surgery sessions<br>Surgery sessions/mentoring<br>& networking |
| <b>Manchester</b>      | 19 October 2018   | 53        | Build a Digital Marketing Plan<br>Social Media Strategy<br>Surgery sessions/mentoring<br>& networking                              |
| <b>Bristol</b>         | 23 October 2018   | 50        | Build a Digital Marketing Plan<br>Social Media Strategy<br>Surgery sessions/mentoring<br>& networking                              |
| <b>Edinburgh</b>       | 30 October 2018   | 56        | Build a Digital Marketing Plan<br>Social Media Strategy<br>Surgery sessions/mentoring<br>& networking                              |
| <b>Newcastle</b>       | 8 November 2018   | 50        | Build a Digital Marketing Plan<br>Social Media Strategy<br>Surgery sessions/mentoring<br>& networking                              |
| <b>Leeds</b>           | 9 November 2018   | 42        | Build a Digital Marketing Plan<br>Social Media Strategy<br>Surgery sessions/mentoring<br>& networking                              |

|                    |                  |     |   |
|--------------------|------------------|-----|---|
| <b>Leicester</b>   | 13 November 2018 | 35  | Build a Digital Marketing Plan<br>Social Media Strategy<br>Surgery sessions/mentoring<br>& networking   |
| <b>Liverpool</b>   | 15 November 2018 | 33  | Build a Digital Marketing Plan<br>Social Media Strategy<br>Surgery sessions/mentoring<br>& networking   |
| <b>Birmingham</b>  | 31 January 2019  | 55  | Writing for Social Media<br>Know your Charity with Data<br>Surgery sessions/mentoring<br>& networking   |
| <b>Southampton</b> | 15 February 2019 | 53  | Build a Digital Marketing Plan<br>Social Media Strategy<br>Surgery sessions/mentoring<br>& networking   |
| <b>London</b>      | 28 February 2019 | 101 | Writing for Social Media<br>Intro to Digital Code of Practice by Zoe<br>Amar + Q&A<br>Know your Charity with Data + Q&A<br>Surgery sessions/mentoring<br>& networking |
| <b>Cardiff</b>     | 14 March 2019    | 46  | Writing for Social Media<br>Know your Charity with Data<br>Surgery sessions/mentoring<br>& networking   |
| <b>Bristol</b>     | 15 March 2019    | 57  | Writing for Social Media<br>Know your Charity with Data<br>Surgery sessions/mentoring<br>& networking   |
| <b>Manchester</b>  | 22 March 2019    | 49  | Writing for Social Media<br>Know your Charity with Data<br>Surgery sessions/mentoring<br>& networking   |
| <b>Glasgow</b>     | 28 March 2019    | 51  | Build a Digital Marketing Plan<br>Social Media Strategy<br>Surgery sessions/mentoring<br>& networking   |
| <b>Edinburgh</b>   | 29 March 2019    | 38  | Writing for Social Media<br>Know your Charity with Data<br>Surgery sessions/mentoring<br>& networking   |
| <b>Belfast</b>     | 04 November 2019 | 54  | Build a Digital Marketing Plan<br>Social Media Strategy<br>Surgery sessions/mentoring<br>& networking   |

|  |                 |     |  |
|--|-----------------|-----|--|
| <b>Newcastle</b>   | 16 May 2019     | 40  | Writing for Social Media<br>Know your Charity with Data<br>Surgery sessions/mentoring<br>& networking                        |
| <b>Leeds</b>   | 17 May 2019     | 48  | Writing for Social Media<br>Know your Charity with Data<br>Surgery sessions/mentoring<br>& networking                        |
| <b>Nottingham</b>  | 23 May 2019     | 50  | Build a Digital Marketing Plan<br>Social Media Strategy<br>Surgery sessions/mentoring<br>& networking                        |
| <b>London</b>  | 10 October 2019 | 100 | Get Your Charity Visible on Google<br>Get Started with Digital Advertising<br>Twitter 101<br>Mentoring sessions & networking |
| <b>Cambridge<br/>(in partnership<br/>with CCI)</b>       | 30 October 2019 | 61  | Social Media Strategy<br>Writing for Social Media<br>Mentoring sessions & networking   |
| <b>Manchester<br/>(in partnership<br/>with UK Youth)</b> | 11 May 2019     | 30  | Social Media Strategy<br>Know your Charity with Data<br>Mentoring sessions & networking                                      |

## DIGITAL LEADERSHIP PROGRAMME

| Location             | Attendees |
|----------------------|-----------|
| <b>Plymouth</b>      | 10        |
| <b>Isle of Wight</b> | 16        |
| <b>Leicester</b>     | 12        |
| <b>Rotherham</b>     | 14        |
| <b>Liverpool</b>     | 13        |
| <b>Hull</b>          | 18        |
| <b>Middlesbrough</b> | 22        |
| <b>Preston</b>       | 12        |
| <b>Norwich</b>       | 16        |
| <b>Clacton</b>       | 14        |



## APPENDIX 2 – SOURCES OF DATA

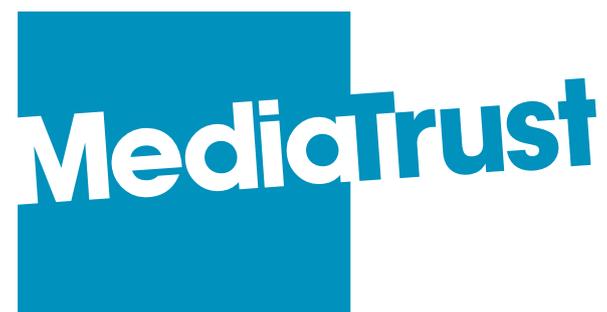
This analysis is based on a review of data collected via the following tools and sources of information:

| What  | Issued to  | Responses (response rate) <sup>12</sup>                                  |
|---|--|--|
| <b>Digital Skills Masterclasses (in partnership with Google)</b>                                  |  |  |
| <b>Registration information</b>   | All participants   | 1,452 (100%)   |
| <b>Pre-survey</b>   | All participants   | Masterclasses: 1,020 (71%)<br>Partner Masterclasses: 58 (64%)            |
| <b>Post-survey</b>  | All participants   | Masterclasses: 935 (65%)<br>Partner Masterclasses: 51 (56%)              |
| <b>Three and six-month follow-up survey<sup>13</sup></b>  | Birmingham, Bristol, Cardiff, London, Manchester (2018 & 19) Belfast, Glasgow, Leeds, Manchester, Nottingham, Newcastle, Southampton (2019 only) | Three-month: 108 (9%)<br>Six-month: 18 (3%)                              |
| <b>Volunteer surveys</b>  | All volunteers   | 20 (15%)   |
| <b>Digital Skills Coaching (in partnership with Google)</b>                                       |  |  |
| <b>Pre-survey</b>   | All participants   | 10 (100%)  |
| <b>Instant feedback tool</b>  | All participants   | 8 (80%)  |
| <b>Post-survey</b>  | All participants   | 4 (40%)  |
| <b>Coach survey</b>   | All coaches  | 1 (20%)  |
| <b>Resource Hub (in partnership with Google)</b>  |  |  |
| <b>Analytics</b>  | All users  | Page views by region (as % of total views) and total number of new users |
| <b>Digital Leadership Programme (in partnership with DCMS, The FSI and Association of Chairs)</b> |  |  |
| <b>Pre-survey</b>   | All participants   | 85 (62%)   |
| <b>Post-survey</b>  | All participants   | 139 (100%)   |
| <b>Six-month follow-up survey</b>   | All participants   | 13 (9%)  |
| <b>Focus group write-up</b>   | 15 participants representing 14 charities and each of the 10 regions   | 10 (67%)   |

# ENDNOTES

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- 1 A further outcome, *third sector organisations meet, share and collaborate more with each other* was identified as a priority outcome but not selected for evaluation at this stage. For more information, see the theory of change diagram on p.13.
- 2 The objective was to test a model of targeting participants from the same sector, to see if this facilitated better peer-to-peer learning. This also meant that content could be tailored towards specific issues and challenges.
- 3 NPC, 2015, Tech for Common Good
- 4 A further outcome, 'Third sector organisations meet, share and collaborate more with each other' was identified as a priority outcome but not selected for impact measurement at this stage. For more information, see the draft TOC (Appendix 1).
- 5 In 2018, five of the ten Masterclasses received their follow-up at the six-month mark, while the remaining five received theirs at the three-month mark.
- 6 There is likely to be an element of self-selection bias. The respondents who opted to complete the survey are more likely to have had positive experiences.
- 7 The coaches were individuals who worked at a Google Digital Garage. The nature of the Garages is that they are pop-up style hubs which change location after a period of between six months and two years. The coaches changed during the programme when their Garage closed. One way to improve this would be to confirm the amount of time the Garage would remain open, before beginning the coaching, or providing more advance notice of closure.
- 8 In 2018, five of the ten Masterclasses received their follow-up at the six-month mark, while the remaining five received theirs after three months. Based on these responses, it was decided that three months would be a suitable follow-up period for the 2019 Masterclasses.
- 9 Ibid.
- 10 Organisations were asked to identify if their organisation was: *Micro* – less than £0.5m annual turnover; *Small* – £0.5-£1m annual turnover; *Medium* – £1m-£5m annual turnover; *Large* – £5m-£10m annual turnover; *Super* – £10m+ annual turnover; or *Public/private sector organisation*.
- 11 Mentees were asked questions relating to their confidence and motivation but only two participants responded to these questions.
- 12 Unless otherwise stated, percentages are calculated as a proportion of the total number of respondents for the stated programme or session.
- 13 In 2018, five of the ten Masterclasses received their follow-up survey after six months while the remaining five received theirs after three months. Based on the responses, it was decided that three months would be a suitable follow-up period for 2019.



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