

DIGITAL DISCOVERY

FOR THE WELSH THIRD SECTOR



Funded by Welsh Government

Commissioned by WCVA and Wales Co-operative Centre

Research carried out by ProMo-Cymru and Dotiau

INTRODUCTION



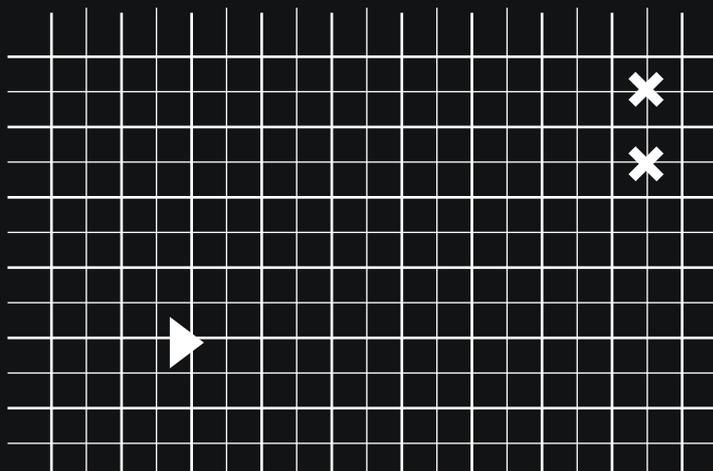
ProMo-Cymru and Dotiau were commissioned by WCVA and Wales Co-operative Centre (WCC) with funding from Welsh Government to research and define what support is needed by the Welsh third sector with regard to digital, and in particular to consider how third sector organisations can be supported to respond to the acceleration of digital working and delivery of services that have taken place because of the Covid-19 pandemic.

This work has been carried out concurrently with three other digital programmes commissioned by WCVA and WCC, the results of which will be jointly fed into the Third Sector Unit in Welsh Government.

There are a number of third sector digital programmes across the UK including the recently published results of the Charity Digital Skills survey. None of these programmes have specifically focused on the needs of the Welsh third sector and/or policy aims of Welsh Government.

ProMo-Cymru has delivered digital services for over 23 years. During the first lockdown ProMo-Cymru delivered a programme of support with digital delivery to third sector organisations. This included delivering training to hundreds of organisations and creating one of the first third sector digital resource websites in the UK viewed by thousands of organisations. ProMo-Cymru was not able to sustain this activity as it was not funded to do so. Due to this first hand experience of delivering digital support, ProMo-Cymru is well placed to understand the differing needs and emerging issues in digital delivery across Wales.

Our discovery project has uncovered insights into how digital has enabled the third sector to engage a wider range of people (some who were previously excluded by existing face to face provision) and in many instances deliver better services.



OUR APPROACH

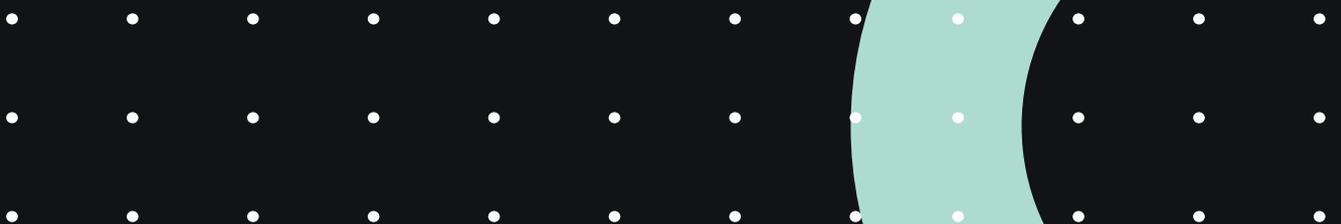
ProMo-Cymru carried out a discovery process based on the Service Design Methodology (<https://www.designcouncil.org.uk/news-opinion/double-diamond-universally-accepted-depiction-design-process>)

We focused on the discovery stage of the Service Design process. We have been mindful that Service Design is a relatively new approach in Wales and have tried to strike a balance between traditional research reporting and the discovery process. Our main focus was on ensuring that a variety of voices from the sector can be heard.

WE DID THIS IN TWO WAYS:

1. Undertaking 19 semi-structured interviews with third sector organisations, including Welsh and UK infrastructure bodies; and
2. Surveying a further 27 organisations via an online questionnaire.

It was important that we had a cross-section of responses. We purposively approached a variety of different types of third sector organisations, ranging from those with 250 employees to non constituted local community groups composed solely of volunteers, proactively engaging with organisations working with people with protected characteristics, Welsh Language first organisations. We also sought to place the experience of the Welsh third sector within the UK. We purposely avoided trying to define digital to any of the participating organisations.





Insight Set 1

Many organisations felt their services had become more accessible to a wider range of people including those who had previously been excluded by face to face services. Digital inclusion was still a major concern but the nature of inclusive services is more complex than many recognised prior to COVID.

Prior to COVID, digital was seen by many as a medium that could be used to free up delivery time for people more in need of face to face support. One civil servant we spoke to described it as:

“It is a double benefit. It enables those that can help themselves and frees up time for people who may need the additional support of a face to face service.”

However, our discovery highlighted that this widely held assumption needs to be expanded to include a third benefit - it enables access to those who are excluded but can/will only engage with digital services.

A third sector group that works with people with learning disabilities told us how their understanding of digital changed over COVID and how the behaviour of people who used their services also changed. Prior to COVID the organisation hosted physical events but some people did not attend because of their concern about the potential impact on their benefits:

“Some people wouldn’t be able to travel to them from other parts of Wales. Because if they did, it would affect their PIP claim. Because they would basically be demonstrating they can travel independently. “

The group discussed how COVID acted as a forcing function to enable a digital transformation which might not have happened otherwise:

“So we had an idea of using those Amazon portals to beam people in. And people were sceptical, people were - ‘we will if we have to, we don’t really want to’. Then COVID happens and people have had no choice but to get on Zoom, if they want to communicate and have company. And we just see in our members, an absolute massive change, some people are still excluded, and we don’t see them. But a lot of them, it just went, wack, right up (number of members increased).”

The quality of provision and ability for people to take the lead in unprecedented ways was also highlighted:

“And members are grabbing more control. They’re having their own meetings. It’s their meetings, they call them it’s their agenda... That’s never happened before COVID.”

The growing use of digital amongst older people was recognised by another organisation that supported carers:

“We have never had anybody complaining. A woman of 79 said, when things get back to normal, she hoped that we would continue providing digital stuff because it suited her better.”

This shift in the perception of digital as enabling inclusivity was echoed in our survey:

“To us, an organisation that supports people who are Deaf, Blind or Disabled, digital means that they no longer live in a world that is quiet or dark. It means they no longer have to be lonely.”

“It enabled many of the young people we work with to stay connected during the lockdown. It was very difficult to begin with, as it was a new way of working and collaborating but I think everyone (including the staff and young people) adapted very well and recognised the benefits of working digitally.”

It is crucial to note that digital inclusion is a major issue faced by many people. However, face to face services also exclude some people based on their ability to travel, time commitments and personal preference.

Both of the organisations above noted instances of digital exclusion that were still ongoing:

“But long story short, that digital exclusion issues are making that really difficult, and we really need to get researchers in there to show us how to do that. But bottom line, we don’t know how to do it with people more profound learning disabilities.”

“We haven’t offered training to carers, but we have given 60 tablets. We had somebody going out showing the basic way to use these tablets- this was the best we could do, during the pandemic.”

When the learning disability advocacy organisation asked if they would return to the same type of service pre COVID they said:

“Going back the same? No, no we can’t do that.”

This and similar statements indicate a shift in how the third sector intends to deliver services and the expectations of people in being able to access these services. For services to be inclusive they need to be delivered through a variety of means which include face to face, digital and a hybrid of the two.



Insight Set 2

The third sector in Wales has seen a tremendous change in delivering digital services. Prior to COVID there were only a handful of organisations in Wales delivering digital services.

When we asked 'What digital meant to your organisation prior to COVID?' organisations said:

"I mean, zero essentially."

"We hadn't done very much at all actually."

"It still relied on a process where had to go through like a director and then a senior exec person, and they both had to sign a bit of paper, then you had to come back and file some things and have digital copies."

"We used social media to sort of showcase what we do, perhaps engage with the community a little bit in terms of consultation and letting them know about stuff that's going on. But there was no sort of digital infrastructure."

"I couldn't help thinking crumbs, I wish we'd had the system that we really wanted here because it could have done even more."

55%

PRIOR TO COVID 55 % OF RESPONDENTS RATED THEIR USE OF DIGITAL AS AVERAGE TO VERY POOR.

In Insight Set 3 we see how this dramatically changed.



Insight Set 3

After the initial pandemic we saw a sea change in how organisations viewed digital. The overall response was extremely positive with some notable exceptions. The number of organisations delivering digital services and intending to continue to do so has risen beyond all possible expectations prior to COVID.

When asked 'what does digital means to your organisation post COVID?' organisations said:

"We hadn't done much at all, actually it's really weird to think because now it is so fundamental to what we are doing. Digital has now meant thinking more about digital services... kind of reframing what we were planning to do anyway, and making those services more widely accessible."

"It's changed. Previously digital was social media and our website. But now it's - how do we engage and communicate with carers as we can't meet them in person"

"Well, since COVID, something very, very, very, very different."

"Usually a headache."

When we surveyed third sector organisations what digital means to them we had a range of answers from 'communications', 'digital accessibility' to 'IT systems'. These type of responses mirror previous research (prior to COVID) done by Cassie Robinson from The National Lottery Community Fund on how the third sector understands digital: <https://cassierobinson.medium.com/what-were-learning-about-how-the-sector-understands-digital-2ef0a07c2a68>

Several organisations (mainly infrastructure organisations with well developed digital services) when asked what digital meant to them discussed digital as a 'culture' and 'user centred'. In Insight Set 8 we will discuss how infrastructure organisations across the UK have created a shared language around digital.

92.3%

92.3% OF ORGANISATIONS SURVEYED TOLD US THEY WOULD CONTINUE TO DELIVER SOME KIND OF DIGITAL SERVICE POST COVID.

In order to build on the good work that happened over COVID the need to create a shared language on digital in Wales is of high importance.



Insight Set 4

While there have been substantial benefits to embracing digital there have been downsides. Organisations consistently told us that they wanted digital advice and IT solutions as issues with digital and IT took time away from delivery of their services. It also became clear that organisations had been solving (or trying to solve) the same problems and the duplication of effort across the sector and lack of co-ordinated response was a significant problem.

Third sector organisations clearly voiced the issues of not being able to access shared learning resources:

“But there hasn’t been anything that I’ve seen yet around, what have we all learned from 18 months or however long it’s been taking our services online and how can we share what we’ve learned? Because that’d be really useful. I think everyone’s been reinventing the wheel.”

There was also a clear frustration felt about having to create a digital service without the necessary expertise or funding:

“These challenges remain and we haven’t fixed them yet: Are we choosing the right tools and the right combination of tools like this new service we’re developing? We have struggled to choose an appropriate stack for the different aspects whether that’s mailings, online community or video calls and bringing all that together and there doesn’t seem to be that much advice out there for small organisations with a really limited budget, of like the nuts and bolts of how you hook those things up without paying for 30 different services. So that’s definitely a challenge in terms of taking our services digital.”

The need for organisations to share solutions and research in a unified and systematic manner was shared by another organisation:

“So like where, you know, where does this make sense to start sharing some of this capability between us and kind of like user research, surely some of that is applicable across the board, (we don’t all need to research specifically), like a user research design, library or something. And service patterns as well, you know, service patterns that will be similar across the board. So, all those sort of things, you know, just being a bit more joined up. And a bit more collaborative, I think is kind of where it’s at, you know, that’s where we should be heading towards.”

IT (a subset of digital) was noted as a major challenge for some organisations. Organisations told us that they were worried about spending too little or too much money and having to deal with the negative consequences of a decision they felt poorly placed to make. One organisation told us that they had 3 laptops they had bought in under 3 years and now all needed to be replaced as they were obsolete. They said:

“Everybody gets a laptop. We never budget enough for a reasonable laptop. What is a reasonable laptop and who can we ask about this?”

This was also reinforced by another organisation who highlighted the issue of choosing IT equipment in a move to a hybrid delivery model:

“Which ones are the best ones to get? Or, you know, should we be spending 500 pound on this when there’s a 50 pound option? So having the kit that you need to do that. So you know having the sort of conferencing suite of hardware, having the projector a dedicated computer to log on to conferencing software speakers to give the sound camera so that you can see the rest of the room. all that sort of stuff? You are sort of trying to do it in a patchwork. So it’s like, right, we’ve got a good laptop. And we’ve got a crap webcam, okay, right? Well, let’s get a webcam. And so we’ve got a decent webcam, a decent laptop, oh, but we can’t hear them, or the acoustics of the room is really bad. We’ve done quite a few consultation events... which fed into Welsh Government and doing those kinds of things has been next to impossible.”

The issues of duplication and organisations being unsure if they were making the correct choices was a consistent theme that emerged in our interviews and surveys. The potential amount of time and funding wasted (while difficult to measure) appears to be substantial and has a significant negative impact on delivery of existing and new services.

69.2% | **69.2% OF ORGANISATIONS SURVEYED TOLD US THEY WILL BE SEEKING FUNDING TO DEVELOP DIGITAL SERVICES**

The time wasted on developing digital services in isolation and having no central information source on IT in the third sector was a clear frustration for many we spoke with. It is a source of concern around time spent and duplication across organisations.



Insight Set 5

In delivering digital services many third sector organisations in Wales had to deal with issues that they had not dealt with previously and for which there exists no infrastructure organisations with relevant digital delivery expertise. During our research we uncovered a significant concern related to digital safeguarding. ProMo-Cymru believes this is a widespread issue that has emerged since COVID and there exists a real risk of harm to individuals. There is likely a range of new issues similar to the emergence of digital safeguarding that need a coordinated response to ensure the safety of people and effective delivery of services. ProMo has previously highlighted concerns around the need for better digital safeguarding to Welsh Government.

In our survey several organisations highlighted safeguarding as a concern when delivering services digitally. One organisation told us that a lack of clarity around digital safeguarding had meant that they had stopped delivering nearly all digital services despite having some successes. They said:

“Everybody saying they’ll build back better but we have gone back to normal.”

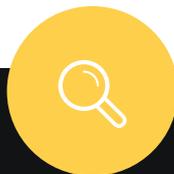
This was due to an instance where a disclosure of a serious nature was made through a personal, non monitored digital channel. This forced the organisation to abandon digital delivery. They said about the potential dangers of moving to digital without new digital safeguarding processes in place:

“What we’re finding is to give an example, you’ll have a child that’s messaging through a staff member’s personal social media account, at 11 o’clock at night, when that person’s already been working all day. One, it’s inappropriate, that’s going to their personal account. But even if it had gone to their work, social media account, which we’ve started to introduce, the individual members of staff are not keeping those boundaries in place.”

There are a number of safeguarding concerns linked to the above statement (which have been addressed by the organisation concerned). From ProMo-Cymru’s own experience we believe this is a widespread issue throughout the third sector. There exists a significant and real risk that people making an urgent request for help may not be supported due to a lack of systems and processes in place. This could result in serious harm to an individual. The issue has grown in importance since the growth in digital delivery during COVID. Organisations are well intentioned but there exists a real risk of harm if work is not done to address this issue.

The organisations that have traditionally taken the lead in safeguarding may be poorly equipped to deal with the issue due to a lack of experience in this area. Safeguarding was the most pressing emerging issue identified by ProMo-Cymru, however there will be a

range of other new issues that need joined up support to overcome. One infrastructure organisation highlighted the massive potential shift in how traditional fundraising activities will be carried out and its impact on the third sector. Whilst the issue was not in the scope of our research this and a range of emerging issues will need to be continually identified and reviewed.



Insight Set 6

Welsh organisations may struggle to access funding or support for digital as Wales has no official digital support infrastructure and clarity around good practice in digital is not as strong as Scotland or England. Wales (for reasons we have been unable to ascertain) did not receive digital innovation funding from the National Lottery UK that was available in England during 2020-2021. Scottish organisations were well supported by the work of SCVO.

During our desk research it became clear that very few organisations in Wales had access to digital development funding prior to COVID. Leading UK third sector digital funding schemes we reviewed such as Comic Relief did not seem to feature any successful Welsh organisations (rather than UK organisations delivering in Wales). Whilst The National Lottery Community Fund highlighted that applications for their third sector digital fund from Wales and Northern Ireland were possibly not as well developed as those from England and Scotland. During COVID we also saw that The National Lottery Community Fund and other funders made significant funds available to support rapid digital transformation in the third sector. However, this funding provided through The Catalyst was not available in Wales. We have not been able to confirm the reasons behind the stipulations in the funding.

During our interviews we spoke with two large Welsh third sector organisations. Both highlighted their lack of resources or support when it came to making digital a priority for the organisation. One said:

“I need to understand how to make the case to SMT. They don't understand digital. They are willing to take stuff on board. But where do I get evidence? How do I make a business case? Five years is not a priority, surviving the next twelve months is the priority.”

Research on the uptake of digital training offered for third sector organisations by the UK Catalyst (run by CAST) also showed that communications officers were often tasked with all things digital in medium to large sized organisations. Digital for many organisations prior to COVID was mostly understood as digital communications. Given the smaller size of organisations in Wales than England and Scotland it is very likely that there is not a significant senior leadership focus on digital ways of working.

The largest Welsh third sector organisations we spoke with (over 250 employees) told us they were not able to afford specialist in digital (user centred) design:

“I suppose that is the product of working in smaller organisations, because you never really have the chance to go really niche because we’ve got to cover all bases. So you know, in terms of things like service design, where, in our organisation, it would be... I think it’d be... well, especially my previous one, which was half the size again... there’s absolutely no chance we get the luxury of having somebody whose job title is service designer, because you couldn’t afford it, you couldn’t afford to pay it. So it’s, for me, hearing from other people who do work in probably massive organisations, governments. And that sort of deep knowledge and expertise in a specific area like service design is incredibly helpful, because that knowledge that is difficult to kind of gain any other way.”

We also spoke with one large UK third sector organisation (that delivers in Wales) that underwent a significant digital transformation through COVID. They said:

“We did secure funding around digital innovation, which helped us be able to adapt some of our stuff, our digital learning...”

“But also we’ve developed all of our education resources as digital packages. So now digital means income, it means sustainability. And also it means change, because we’ve changed a lot of the way that we deliver our services.”

This demonstrated the impact that digital investment can have on the sustainability of third sector organisations.

There is a clear need to review how digital support in the third sector is financed. Without a supportive infrastructure there is a risk that mid to large sized third sector organisations in Wales fall further behind their Scottish and English counterparts.



Insight Set 7

When we asked who or what people trusted when it came to digital advice most told us they trust blogs or people they know.

Whilst this is somewhat of a novel finding there are possible significant implications for how good practice can be spread across the sector. Several organisations we interviewed did specify that they trusted some organisations when it came to digital advice. Those named as trusted sources included WCVA, WCC, ProMo-Cymru and Catalyst. However, the majority of interviewees told us that they often ask friends in similar sectors or people who have gained their trust from regularly sharing online on blogs and social media. The 'weeknotes' format was highlighted by two organisations as being particularly relevant. This normally takes the form of a short blog post that summarises progress or failures when it comes to day to day work.

One organisation summed up how they used social media:

"So I've got a network of people that I follow on Twitter, that I've built up over the years of using Twitter, you know, there are certain sources of information, if I see somebody tweeted about something, or somebody tweeted by somebody else tweeted something, I'll be like, okay, right, that carries some weight, based on just what I know about that person, where they've worked, what they've done, what they've shared about what they've done."

They also discussed the 'weeknotes' form of blogging:

"I can see this might seem a bit weird to be writing very publicly about something you're doing this internal but it really helps kind of inspire other people to kind of also share their work. And I think it's an indirect benefit is that you get sort of some recognition, like okay, that's somebody doing something really interesting. And I wonder, if I've got that problem, maybe I should go and talk to them because it seems like we've got a similar problem?"

Whilst there are more formal approaches to supporting good practice such as Communities of Practice, adapting the digital culture of shared learning through blogging and informal networks could support widespread dissemination of good practice.



Insight Set 8



There is a need to create a shared understanding that digital transformation means a cultural change in how the third sector works. This cultural change can clearly link to existing Welsh Government policy notably The Well-being of Future Generations Act. The third sector is uniquely placed to ensure that people are part of co-designing services.

From our interviews and surveys it became very apparent that digital is such a broad term that organisations understand vastly different things by its usage. We purposely avoided trying to define digital to any of the participating organisations. We spoke to three infrastructure organisations from across the UK with a digital remit that supported the third sector as well as the Centre for Digital Public Services (CDPS) in Wales which is newly formed and supports the public sector. All organisations made it clear that adapting digital requires a cultural change in the ways organisations operate and that a shared language is needed in order to create this change.

The CDPS in Wales has just begun a programme of supporting digital transformation in the public sector. It is particularly notable that the CDPS has developed the Digital Service Standards for Wales to embed user centred design in public services.

<https://digitalpublicservices.gov.wales/toolbox/digital-service-standards/>

The standards also ensure that prominence is given to The Well-being of Future Generations Act and Welsh language. Whilst not all the standards will be appropriate to the third sector, there exist some clear opportunities to learn from this approach. Particularly the benefit of creating a shared language.

The most notable learning in third sector digital development came from SCVO. SCVO is the equivalent body to WCVA in Scotland. SCVO highlighted the extensive work that was needed in order to help the sector understand how to deliver agile and people focused services. They told us about the length of time it took to embed change:

“10 years ago a digital movement was started in Scotland and the pandemic has suddenly woken up so many more people...”

“We had one of the biggest teams in SCVO, a team of 10 in Digital. It was about getting the right people, the right team. A team with ethos and a mission. A passion for change.”

We discussed the practicalities of SCVO becoming a more digital organisation. They told us that they had a staff team of 100 and that it had taken 3 years to embed good digital practice across the organisation. They said:

“The organisation as a whole has to understand good digital practice to be able to influence the sector.”

NCVO is going through a similar transformation, they have a highly skilled Digital, Data and Technology Team who are driving and influencing change throughout the organisation and sharing good practice with the sector. They said:

“There is a good understanding at leadership and staff level.”

From our conversation with the third sector infrastructure organisations in Wales it was clear that this process has not yet happened. One infrastructure organisation said:

“When it comes to digital we have quite a long way to go.”

Another Welsh infrastructure organisation discussed its role as understanding the needs of multiple stakeholders when it comes to delivering a digital product. They said:

“We’re at the information gathering stage, to try and understand what it is as a product that those different stakeholders want, then our next stage is to discover whether or not that’s actually possible in one product.”

We believe that through creating a shared language around digital, conversations with stakeholders would become more effective and result in better digital products for the user. There is a significant risk that new digital programmes will not be effective as infrastructure organisations in Wales do not have experience in developing user centred digital projects and may rely on broad consultation with a focus on gathering data rather than insight. There is a need for infrastructure organisations to benefit from the experience of organisations with significant digital delivery experience in the Welsh third sector and a more in depth understanding of how to carry out digital project scoping exercises.



Insight Set 9

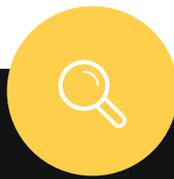
The ability to deliver across geographic boundaries resulted in increased income generation for social enterprises that sell services.

The adaptability of small organisations was very apparent in one social enterprise we spoke with:

“We were very very very fortunate in the pandemic, to be able to and to our surprise, actually, we thought we’d be in a terrible state but we were actually able to take a lot of our services online, and we found a huge demand for them online.”

The organisation was able to substantially grow their trading income through selling services across the UK. Prior to this they had only been trading in South Wales but have now developed significant experience of selling services across the UK resulting in a more sustainable funding model. The ability to work across what had previously been geographic barriers in Wales, UK and worldwide was also highlighted in our survey. One organisations told us what digital meant to them:

“Being able to meet people online, being able to run training courses with people from all over the world, and going to events across the world.”



Insight Set 10

We need to set a realistic goal of what good digital looks like for small third sector organisations. This (for the 99%) is not building apps or using virtual reality headsets. During our interviews we spoke with one organisation that had taken part in a 'Design Hop' run by the Catalyst and ProMo-Cymru and we hold this up as an example of good practice that is relevant to the majority of third sector organisations in Wales.

This interview shows how the organisation was able to initially adapt their existing service to a new medium of delivery. Over time they tested and delivered a new service that would not have been possible through face to face delivery. The organisation also used new methods to collect more data in order to evaluate their service. They said:

"There was a little period where we thought 'Oh, we're just gonna have to shut up shop' but you know, everyone was going into video meetings and things like that...."

So we started a pilot session, invited a few children along a few of the really core volunteers. I said, we don't know how this is gonna go but will you help us?..."

We gave it a try and it worked really well, I mean, not as well as in person sessions, I think a lot of people (are) finding that. But in terms of nothing versus, doing it online, it wasn't crazy. It was incredible..."

So, we tried to set up a reading session, because we thought it's something we thought about doing in person before. But it's quite tricky in person. Because if you want to volunteer to read with a child for 10 minutes, you can't ask a volunteer to travel 20 minutes, read for 10 minutes and then go home again..."

Some of them are not reading at all in that week at home (participating children). They might not even have books around. So yeah, it's been kind of like the success story for us of the pandemic..."

"So we invited a handful of parents along to meetings, we split them off into breakout rooms. And we were just asking them questions like - why they send their child to our provision? What do they think about the provision? That sort of thing. And it was overwhelmingly positive"

Whilst this organisation does not use terminology such as user centred design or agile these methods are visible in their approach. The organisation specifically references attending training funded by the Catalyst and run by ProMo as being significant in their learning. This demonstrates the effectiveness of support for the third sector and we would hold this example up as what can be scaled up across the third sector with additional investment.

RECOMMENDATIONS

- 1.** There is a need to support the third sector with developing digital services. Significant investment is required to create/enhance third sector digital support infrastructure.
- 2.** There is a need for traditional Welsh third sector infrastructure organisations and Welsh organisations with significant third sector digital delivery experience to work together to create a shared language around digital and deliver joined-up programmes in the third sector in Wales.
- 3.** Alignment with the Digital Service Standards for Wales is needed, with appropriate adaptation for the Third Sector with particular reference to The Well-being of Future Generations Act and the Welsh Language
- 4.** There is a need for digital resources and training that will help organisations understand and make use of digital ways of working.
- 5.** There is a need for more focused support to mid and large-sized third sector organisations or those identified as key anchor organisations. Any programme would benefit from the learning of the Catalyst.
- 6.** A 'working in the open' approach across the third sector should be encouraged through using blogging and the 'weeknotes' format particularly with any programmes that relate to digital.
- 7.** The use of jargon terminology around digital should be avoided. Careful consideration should be given as to how digital can be related to concepts the third sector (may) understand such as developing services with people and participation.
- 8.** There is a pressing need for IT advice and possibly managing IT procurement for (interested) third sector organisations in Wales. This could be part-funded through a paid membership programme. We would recommend a further review of models that are being run by others.
- 9.** There needs to be clearer guidance for the third sector on what good digital looks like in relation to the Welsh Language Standards, accessibility standards and representation.
- 10.** There is a need to understand which sub-sectors within the third sector require greatest support in terms of digital adaptation to allow more bespoke packages of support to be delivered.
- 11.** There needs to be a more joined-up approach to connecting with other digital support schemes across the UK

12. Third sector organisations in Wales have not had the same access to digital development funding from UK funders. There is a need to lobby funders to understand the development of any (emerging) digital infrastructure in Wales and to seek parity with other UK nations.
13. There is a need to create more spaces and opportunities where organisations can learn from each other and share experiences.
14. There is a need for digital training to be made available in Welsh.

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CONCLUSION

We would like to thank Welsh Government for funding this work and WCVA and WCC for commissioning us. ProMo-Cymru looks forward to working alongside WCVA and WCC in developing a digital support infrastructure in Wales. Thanks to all organisations who took part in our interviews and survey.

Our approach set out to understand where Wales exists in relation to the wider UK third sector. We would like to acknowledge the support of the Catalyst which partly enabled ProMo-Cymru to support hundreds of Welsh third sector organisations with digital service delivery during the first lockdown. Whilst connecting us to organisations across the UK working in the field of digital support for the third sector.

There has been an inherent tension in our use of a Service Design methodology (which is not widely known in Wales) whilst writing a more traditional report with a series of recommendations. We have tried to balance this by making the voices of the third sector heard.

During the process of discovery we saw some of the significant work that was done to make services accessible to those who needed them. We also saw failures and areas that have not been addressed but there exists a clear opportunity to develop better services that are co-designed with people in Wales.