

October 2018

# Creating a Digitally Confident Third Sector in Scotland:

What next?

EXPLORE



ADAPT



INVEST



COLLABORATE



# Why digital evolution matters...

**“The pace of change has never been this fast, yet it will never be this slow again.”**

**Justin Trudeau, 2018 World Economic Forum**

New technology and the internet continue to transform the way we live, work and learn.



Two years ago, we published the “Call to Action to Create a Digitally Confident Third Sector in Scotland”, based on the learning from our work with 19 leaders who developed their knowledge, skills and vision for digital leadership.

They saw that digital leadership wasn't just about using new technology. It was about understanding people's changed expectations, challenging 'the way we've always done it' by being curious and bold. Responding to people's new expectations.

But we know that change can be hard. It requires workforce skills development, new ways of working, courage to stop doing some things and the enthusiasm and energy to take risks.

In this follow-up to the Call to Action, we review progress, providing practical examples of how organisations are adapting and evolving in our digital world. We also explore what's changed in the past two years and ask whether we are keeping up with the pace of change.

**We encourage those not on their journey to start it, those already engaged to re-double their efforts and everyone to share their success and learning.**

## Doing digital right

At the simplest level, digital evolution is about doing things differently.

**Understanding** – the ways in which the people you support are accessing services and how they now want to access your support

You need to explore:

**What you deliver** – is it still relevant and delivered in the right way?

**How you deliver it** – do you truly understand needs? Are you able to respond quickly to need? Do you use data to drive quick, accurate decision making? Do you empower individuals and teams? Do you learn from failure as well as success, taking action quickly when something doesn't work?

**The technology that supports it** – do you have the right skills, equipment and tools to be effective?

**Are your trustees and senior management on board?** - We know that effective digital evolution only happens when leaders are bought in, and able to drive forward change.



## Doing digital wrong

Digital evolution shouldn't be about looking for a use for new technology, or exploring how you might adopt the latest innovation.

Artificial intelligence, blockchain and the internet of things all have potential, but shouldn't be a starting point.

Digital evolution is about starting with a problem and exploring how technology might provide a solution.

**Organisations that will adapt and thrive will be the ones that truly understand the problems people face, put user needs first and look how new technology might contribute to a solution.**



Effective leadership

Organisational culture

Service delivery

Data driven

Flexible technology



## Are we creating a digitally confident third sector in Scotland?

The 2016 Call to Action was ambitious and aspirational, encouraging people to explore, adapt, invest and collaborate to create a more digitally confident third sector in Scotland.

It was recognised that the change required would be different for every organisation, but there were 5 overarching themes to focus on:

**Effective leadership**

**Organisational culture**

**Service delivery**

**Data driven**

**Flexible technology**

We've gathered the stories from some of the organisations we've worked with to highlight how they've taken action on each of these themes.

# Effective leadership...

The changing landscape calls for a new type of leadership – this isn't about becoming a digital expert. It is about understanding the potential and being brave. We need more third sector leaders willing to challenge the status quo and to help their organisations adapt. Leaders need to have a good understanding of the role of digital for delivering services and supporting staff. Building this into organisational strategy, staff training, user engagement and internal policy and procedures is essential if charities are to meet the changed expectations of the citizens of Scotland.



## Emma Whitelock - CEO, Lead Scotland

“ I used to have a nagging feeling that I was holding the organisation back by which I mean that whilst I've written digital courses before and I embrace digital tools I hadn't led the organisation through a digital change plan and I felt a bit at sea with the decisions I really needed to be making. Our digital plan was disjointed and I was hesitant to be bold.

We now have a succinct digital plan and we are phasing in changes, with features at every team meeting to talk about progress. Within our plan we are continually improving by inviting feedback and running small tests.

Within every new job advert we are including digital problem solving as a bread and butter part of everyone's role. It is becoming a more integrated way of working for the whole team.

I feel more confident and informed to understand the choices and decisions which has improved my leadership of this digital change. ”

## Justina Murray - CEO Scottish Families Affected by Alcohol and Drugs

“ I learned that being a leader means embedding digital, it is not an 'extra' or a project. As leaders we need to be 'comfortable in chaos' and realise that as CEO's this is the new normal.

Being part of the digital leadership cohort gave me amazing peer support from other third sector CEOs, helped me see what was possible and gain the confidence to go for it, and also recognise that it's OK to take a breath and think about, engage and test out your digital plans with the people who are most affected by them.

This inspired our new Digital Families project where we are engaging with family members around their own digital needs, abilities and preferences, to help design and shape our digital offer. ”

# Culture...

**This is about new ways of working – fewer and different styles of meetings, freedom to try new things and more nimble responses to opportunities. Many third sector organisations are still held back by traditional ways of working- decisions are made after lengthy processes involving papers to the senior management, or board. A more flexible culture encourages teams to take ownership of their work, to try out new things and to share learning across the organisation.**



## **Rob Murray Scotland Manager, Changing Faces**

“ At Changing Faces we have been through a big internal culture shift- staff now feel empowered to try new things, and the hierarchy of approval from the very top has been broken down.

For example through our Face Equality Day project we tried Trello and Slack as a way to communicate internally and project manage efficiently. Through taking the risk and ironing out challenges we have now adopted Slack as our internal communications tool. This was driven by the teams desire to communicate better and highlights the journey we have been on where change is coming from those who use the tools. ”

## **Rory Gaffney - Head of Operations, Downs Syndrome Scotland**

“ At Downs Syndrome Scotland we have changed our approach to how we do things. We have made a move to be more agile. Now with a culture of ‘ask forgiveness not seek permission’ staff are better able test approaches and try new things out.

An example would be using our CRM to record family support service cases on mobile devices. This has negated the need for paper, ensured information can be effectively (and securely!) shared with other team members and enabled us to collect real time performance information for the first time. This performance info has highlighted that we were actually understaffed for the number of enquiries/families we were supporting and as a result we are employing another family support service officer. ”

# Flexible technology...

Technology is no longer entirely in the realms of experts or about putting all your eggs in one basket. We should now have a different relationship with technology with a range of products which can help to collaborate, work flexibly and keep data safe and secure. A significant range of products are free or available at significant discount to non-profits. Support from the Technology Trust, and resources like Charity Catalogue can help third sector organisations identify solutions that will free up staff time and reduce IT costs, but more importantly drive forward innovative uses of digital to better meet user needs.

It is no longer necessary to spend a fortune on bespoke solutions and office-based servers.



## Frances Bain Manager, Paths For All

“ At Paths for All we work flexibly with a number of offices and homeworkers across Scotland.

For example we increasingly use Zoom or Slack to make video conference calls, this has reduced the amount of travel needed, decreasing our environmental impact, increasing efficiencies and allowing remote and home workers to feel more connected and link in with team members they otherwise wouldn't see regularly.

The success of introducing these tools into the organisation has opened up a lot of other possibilities and we're looking at streamlining other processes and systems to take advantage of digital tools and resources from finance and HR to comms and training. ”

## Craig Wilson General Manager, Big Hearts

“ Introducing flexible technology has saved us time and money.

Moving to using google and g-suite, means staff can access things at home safely and cuts down on travel time. It also makes it easier for staff to collaborate with each other. We are a small staff team and time is a premium, we need to be able to move, adapt and respond quickly in order to provide the best service we can. Tools like Slack and Trello allow us to do this. We can communicate with each other and partners in real time, sharing documents, ideas and producing things together. The impact of this has been a more joined up approach when it comes to working with some of the most vulnerable people from across our community.

Digital is everywhere and no longer seen as one person's responsibility. ”

# Data...

Used properly, data has the power to drive decision making that is robust and objective. We have the tools to understand what works, and what doesn't. It is crucial that staff receive the training they need to capture the right data, and to understand how this will be used. Modern technology should mean that decisions can be made in real time, using real data. It is no longer acceptable to realise that a project could have been delivered more effectively only at the point of the end evaluation report.



## **Hugh Hill - Director of Services and Development, Simon Community**

“ At Simon Community we have started to collect data in a more consistent way, and to use this more routinely to inform decision making. We have worked hard to ensure that all of the staff understand what they are collecting, and why.

This has led to some significant changes in our approach. For example, the data showed us that serious incidents including overdoses more often occurred out of hours when we were more likely to be using relief staff. We have therefore changed our policy to ensure that all relief staff will be trained in lifesaving first aid and Naloxone.”

## **Kevin Burns Head of IT, Royal Blind Group**

“ At Royal Blind we are beginning to use data to drive change within the organisation, justifying the reasons for the changes and improvements.

For example, we are expanding our Outreach Service to help those with visual impairments in more remote areas. This followed a data gathering exercise using the demographic of visual impairments in Scotland. The impact of this has been immediate with more and more people using and benefitting from our services.”

# Service delivery...

All of this is about meeting the changed needs and expectations of the communities we support. The real potential for technology to deliver social good needs us to look at how services are designed. In the third sector we are already experts in person-centred care and support, but can get stuck delivering outdated services, or only responding to the needs of a small group of our potential users. The discipline of service design gives structure to help ensure that user needs are captured in a way that is unbiased and helping teams to think critically about how they work, and what they could do better.



## **Sarah Hammond** **CEO East Ayrshire CAB**

“ We have looked at a range of ways that digital can be used to enhance our core services and ways of working. Our advice services have traditionally been delivered face to face, but in response to the needs of our customers we are trialling advice giving remotely, via Skype. This is being tested with students, and if successful will be rolled out more widely across the organisation.

We have also looked at the needs and experiences of our volunteers, and introduced a digital recruitment process. This has made it easier for new volunteers to join the organisation, and has the added benefit of saving us both time and money administering applications. ”

## **Morag Arnot - Executive Director,** **Winning Scotland Foundation**

“ We knew that we needed to improve our service delivery, and a big part of that is about managing relationships with stakeholders. We secured some help from the Service Design team at Scottish Government, and they were able to carry out a series of workshops with the staff team to review current process and practice.

Rather than jump into buying an expensive new CRM system, we have been able to develop a prototype which the team are testing and improving. Having everyone involved means the team own the solution, and once we feel we have a new process that is really working, we can produce a more advanced digital solution that really meets our needs. ”

# What is the next step to help your organisation digitally evolve

**Based on the collective action of charities from across Scotland we have compiled a list of fifteen suggested actions.**



**Understand the digital skill levels within your organisation**

**Update your job descriptions to reflect real skills you need**

**Create internal digital champions by discussing apps and tools your staff already use and are passionate about**

**Allow things to fail fast – review your current task list and stop doing something that you know doesn't work**

**Learn from others - arrange a visit to other organisations to see how they use a digital tool**

**Focus energy on the right stakeholders – map out who you need to convince to make change happen**

**Use solutions that are off the shelf and low-cost – and move to the cloud**

**Get your teams to own guidance on what different tools should be used for (e.g. email etiquette)**

**Review all your recurring meetings and try new approaches to make them more effective**

**Get digital on the agenda with the board**

**Design at least one engagement activity to understand more about your users**

**Achieve cyber essentials accreditation**

**Be clear about benefits - don't focus on saving money and highlight the human impact**

**Lead by example - show the organisation that you are willing to change and learn to work in new ways**

**Collect the baseline data you need to demonstrate how digital can deliver efficiencies**

# What's Changed?

**In the past two years there's been a wider recognition of how the digital world has dramatically changed our society, economy and democracy.**

**Excitement about the opportunities provided by new technology and disruption has been met with greater concern related to the unintended consequences.**

**What does that mean for the third sector operating in a digital world?**



## The need to pay more attention to security, risk and resilience

Cybercrime is big business. Attacks can be incredibly sophisticated or comically obvious. They can be random, targeted or result in collateral damage. The third sector faces the same risks of operating in a digital world as everyone else.

**The National Cyber Security Centre notes in a charity threat assessment that the culture of trust in the sector makes it particularly vulnerable to criminality.**

Over the past two years we've seen third sector organisations lose hundreds of thousands of pounds due to cybercrime.

Organisations must take steps to understand their digital assets and take steps to protect them. This includes:

- **Having the appropriate technical measures in place (up-to-date software, anti-virus and back-ups); and**
- **Building the essential digital skills of all staff, trustees and volunteers – paying particular attention to ensuring people know how to spot scams.**

In June 2018, the Scottish Government published a Third Sector Action Plan on Cyber Resilience with a number of steps to support the sector in the coming years.

# Understanding social harms...



## Understanding how individuals and communities are being affected by the use of personal data and disruptive technology and services

While the implementation of the EU General Data Protection Regulation in May 2018 focused many third sector organisations to consider how they used personal data, there is a need for organisations to go beyond simply being compliant with current legislation related to personal data and technology.

**The third sector works with some of the most vulnerable people in our society. We therefore have a duty to ensure everyone we work with and can use the internet purposefully, confidently and safely. We also must take part in the public debate on regulation and technology.**

Do everyone are leading a new conversation in the UK that takes a more nuanced look at the impacts of technology on society, and a recognition that digital can bring social harms as well as opportunities. Calls for better regulation and more responsible behaviour from tech companies are gaining significant traction.

# The environment we're working in...

**As part of the Call to Action, we made  
specific asks of the Office of the  
Scottish Charity Regulator and funders.  
What progress has been made here?**



## OSCR

“ OSCR fully supports the drive to improve the digital confidence of Scotland’s charities. There are tremendous opportunities for beneficiaries, and internally for charities. There are also real risks to be managed. So charity boards should have trustees with a broad knowledge of the digital world and charities that require more specialist support should seek this when it is appropriate.

We want to play our part in ensuring that all charities are focussing on delivering modern services to the people they support whilst making the regulation elements as efficient as possible. For example, we have been encouraging greater digital awareness and actions through our guidance, communications and discussions at our events.

We are on a journey ourselves to give charities and the public the opportunity to use digital methods on all of our transactions, and we hope the strides we have taken so far can act as an example to organisations who are still to start their journeys.” - David Robb, OSCR

Funders...



## Funders

Conversations with funders over the past two years have demonstrated the seriousness with which they take the need to both

- **transform themselves as funding agents and**
- **the ways in which they support charities to make the most of digital technologies across their activities.**

“ The Big Lottery Scotland has a commitment to support the sector to do digital differently. We are delivering a range of direct support, for example focusing on digital skills development as part of our Civil Society Strategy with commitments to better understand the challenges charities face, and to work collaboratively with other funders to share learning and best practice. We have launched a new multi-million pound Digital Fund for the sector which has been developed in close collaboration with key third sector organisations. We are also addressing the issue by transforming internally, bringing new skillsets into the organisation and delivering our own internal digital strategy.” – Emma Whitfield, Big Lottery Scotland.

New ways of funding are emerging with programmes being co-produced and funders thinking, planning and acting in partnership in a range of circumstances.

**“... valuing learning and improving, rather than proving; asking what matters, not what's the matter; and putting people in the lead, instead of prescribing the solution.” Collaborate (2017) A Whole New World: Funding and Commissioning in Complexity**

The stories we've been hearing have focused on how technology can be used as part of service design and how funders can use the data collected routinely by organisations to monitor and understand the effectiveness of their support.

# Public sector



## Public Sector

Both the Scottish Government and Local Government recognise the necessity of digital as part of public service reform. A number of strategies have been published over the past two years, including an overarching digital strategy as well as more specific strategies around health and care and cyber resilience. A Local Government Digital Office has been established to drive digital change and collaboration across local authorities.

There are lots of specific connections across this work to the third sector. However, the third sector cannot wait for permission, guidance or direction from government for change. Organisations must take the initiative themselves to explore, adapt, invest and collaborate to maximise the opportunities and minimise the risks of operating in a digital world.

There are approaches being adopted across the public sector that the third sector should seek to learn from and use wherever possible:

- **The Scottish Approach to Service Design – a common set of principles and approach to designing public services, based around solving problem, addressing user needs and designing collaboratively, inclusively and with empathy.**
- **The Digital First Service Standard - a minimum standard required when delivering a digital public service, based on the GOV.UK Digital Service Standard.**

CAST has developed a similar but simpler set of principles for digital service design for use by the UK charity sector:

<https://betterdigital.services>

# A more digital confident third sector

**Since the publication of the Call to Action, we have seen a shift in the third sector's perception of digital. Few people now see digital as simply about marketing and fundraising.**

**We have seen lots of examples of organisations responding well to the challenges of leadership, culture and using flexible technology.**



## A more digitally confident third sector

Being truly data driven and embracing service design approaches are areas where we see a need for greater emphasis in the coming years. Additionally, the issues related to risk, resilience and security are only going to grow and need to be recognised as a key governance issue in the coming years.

We are therefore calling for organisations to continue to:

- **Explore the implications of operating in a digital world**
- **Adapt, challenging the status quo and having the confidence to stop doing things as well as start;**
- **Be willing to invest in change; and**
- **Collaborate, sharing resources, skills and technology.**

Are you ready?



## Are you ready?

The tough questions to ask yourself to be ready for tomorrow, today are:

### Effective leadership

Do your senior leaders (senior management, board and trustees) understand the need to adapt to a digital world?

### Digital culture

In the workplace, staff are encouraged and empowered to be curious, proactive, open, collaborative, test new ideas and learn from failure?

### Service design

Do you focus on solving problems, ensuring that you design the right service as well as designing the service right?

### Data driven

Do you make decisions based on data and an evidence base of what works?

### Cyber resilient

Have you assessed the risks of operating in a digital world and taken steps to protect your infrastructure as well develop the capability of staff and volunteers?

### Flexible technology

Are you making the most of low-cost, cloud-based tools to maximise your productivity?



**SCVO can assist you on your digital journey,  
helping you to prioritise and plan.**

**Start with our digital check-up at:  
<https://scvo.org.uk/digital/evolution/check-up>**

With thanks to our alumni Alumni organisations from  
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Columba  
1400



Winning Scotland Foundation



# SCVO DIGITAL

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Hayweight House  
23 Lauriston Street  
Edinburgh  
EH3 9DQ

[digital@scvo.org.uk](mailto:digital@scvo.org.uk)  
[www.scvo.org.uk/digital](http://www.scvo.org.uk/digital)  
[@digiscot](#)