



Thank you for your interest in the One Digital Senior Leader Development programme..

## Introduction

We know that the digital revolution has already happened. New technologies and the internet have changed the way we live our lives.

Over the course of 2016 SCVO supported 19 senior leaders from across the third sector to participate in a digital leadership learning process. They recognised that the opportunities provided by new technology and the internet extend beyond fundraising and marketing. They also recognised it is not simply about having a good website, making an app or using social media effectively.

The starting point is people. We need to ask service users, donors, funders and stakeholders how they want to interact with us in a digital world. We also need to understand how staff and volunteers can use technology to maximise their impact. This will then require us to challenge the status quo, redesign services and change the way we work. Such fundamental change can only be achieved through effective leadership.

The feedback and learning from these leaders has led to [The Call to Action](#) to create a more digitally confident third sector in Scotland. The Call asks whether we, as a sector, have evolved the way we deliver services to support individuals and communities in recognition of this change.

Leaders in the third sector do not need to be digital experts, but we do need to lead change which will enable our organisations to be fit-for-purpose in a digital world.

Many leaders have told us they want to build their skills, confidence and understanding of the opportunities, and the **Senior Leader Digital Development programme** has been developed to help meet this need.

Supported by the Big Lottery and facilitated by Ross McCulloch, applications for this programme are now open. There is a particular focus on supporting leaders from organisations that deliver frontline services designed to reduce social inequalities, and organisations that support groups at risk of digital exclusion.

## Context

There is an increasing recognition and focus on the role of leadership to help drive digital change within organisations.

The evaluation of the 2016 senior leader action learning sets demonstrated the huge value of giving space and focus to digital, and having a safe peer support environment in which to do this. The leaders who met in 2016 are continuing their journey with ongoing regular meetings. They have shared their stories throughout the process, see for example [Mary Allison from Breast Cancer Now](#) or read this blog by [Neil Clapperton, CEO at Grampian Housing](#).

[The New Reality](#) research report explored what it means to be a third sector digital leader with over 50 leaders and digital experts. It highlights themes and issues that were common across organisations, and suggests some of the key takeaways from these discussions. It has a focus on both leadership and culture.

Recently there has been a welcome focus on the role of trustees and the board in helping to drive this agenda. The 2016 [NFP synergy/ACEVO trustee survey](#) has highlighted that boards now feel they need to develop digital skills more than anything else. [This guide](#) suggests that there are 12 key questions trustees should be considering in relation to digital evolution of their organisations.

The [Call to Action](#) is a framework for Scotland, supported by OSCR and ACOSVO, to help guide and push the digital change agenda. Five key themes are highlighted which all third sector leaders need to consider and begin to engage with, and these will provide the structure for the leadership development programme:

- How to develop as an effective digital leader
- How to support your organisation to adopt a digital culture
- Exploring how digital can enhance your service delivery
- Being driven by data
- Introducing more flexible technologies

## Structure

Successful applicants for the One Digital senior leader development programme will participate in five full day sessions between Jan-May 2017. At the start of each session an expert speaker will provide a short input, but the bulk of the day will use action learning methodology where participants challenge and explore together.

This is not a training programme and the facilitator is not there to provide solutions or answers - learning will come from peer discussion.

Two cohorts will be run on the dates outlined below. The locations are provided as advisory but will be confirmed once applicants have been selected.

### Cohort 1

Date	Time	Location (TBC)	Topic
26 Jan 2017	10.00-16.00	Glasgow	Leadership
27 Feb 2017	10.00-16.00	Edinburgh	Culture
28 Mar 2017	10.00-16.00	Dundee	Service design
25 Apr 2017	10.00-16.00	Glasgow	Flexible technology
30 May 2017	10.00-16.00	Edinburgh	Utilising data

### Cohort 2

Date	Time	Location (TBC)	Topic
2 Feb 2017	10.00-16.00	Glasgow	Leadership
2 Mar 2017	10.00-16.00	Edinburgh	Culture
3 Apr 2017	10.00-16.00	Dundee	Service design
27 Apr 2017	10.00-16.00	Glasgow	Flexible technology
31 May 2017	10.00-16.00	Edinburgh	Utilising data

In addition to these full day sessions participants are encouraged to discuss and engage with one another in between the sessions, and to organise visits to organisations that can benefit them to progress their own unique plans.

Where appropriate SCVO and the facilitator will provide networking opportunities and links to resources and people who might be able to offer practical solutions and help as each leader develops an understanding of what direction they want to take.

## **Application criteria and conditions**

The following criteria are essential, and you must meet them to be considered for this programme:

- Senior leader (Head, Director, CEO) in a third sector organisation
- Commitment to becoming a digital leader, helping to drive change within your organisation in response to the needs and expectations of your users
- Commitment to attend all of the planned sessions
- Willingness to take time to prepare in advance of each session, and to source and share resources with other participants
- Openness to peer learning and challenge, not expecting to be given solutions by the facilitator
- Willing to participate in the following activities:
  - Engage in evaluation activity about the impact of the programme
  - Benchmark the level of digital maturity of your organisation
  - Join the Digital Call to Action, and help to promote digital leadership and evolution within the wider third sector

Applications are welcome from all organisations, but we have a particular interest in how the sector can integrate digital solutions in service design, and make better use of data to make decisions. Organisations that deliver frontline services and work with communities likely to be digitally excluded are therefore particularly welcome.

## **Application process**

The application process consists of one online form that must be fully completed before your application will be assessed.

The timescale for the application process is outlined below.

- Applications open – 5 December 2016
- Applications close – 4 January 2017
- Applications shortlisted – 9 January 2017
- Successful participants notified – 11 January 2017
- First session – 24 January 2017 (cohort 1) or 2 Feb 2017 (cohort 2)

Please note that applications will be assessed by a panel comprised of representatives from SCVO and independent representatives from the third sector.

Successful candidates will be asked to sign a participant agreement accepting the application conditions outlined above.

If you have any questions about the application process or the development programme please email [onedigital@scvo.org.uk](mailto:onedigital@scvo.org.uk)

To apply please go to <http://forms.scvo.org.uk/s3/Digital-Leaders>