

SCVO Digital

One Digital: Senior Leaders Programme Prospectus 2018

*Third sector leaders and decisions makers.
Leading the call for a digitally confident third sector.*

Introduction & Context

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

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

Third sector leaders have told us they want to build their skills, confidence and understanding of the opportunities, and the Senior Leaders Programme has been developed to help meet this need.

There is an increasing recognition and focus on the role of leadership to help drive digital change within organisations. The [evaluation](#) of our 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.

Building on the success of the 2016 and 2017 programmes and the call to action “[Creating a digitally confident third sector in Scotland](#)” which was developed by the leaders themselves. It is a framework for Scotland, supported by [OSCR](#) and [ACOSVO](#), to help guide and push the digital change agenda. The 2018 programme is due to play a vital role in the future and the direction of the sector.



Five key themes are highlighted which all third sector leaders need to consider and begin to engage with, and these will be the basis for the One Digital: Senior Leaders Programme structure:

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

Alumni Testimonial



“Joining the One Digital: Senior Leaders Programme was without a doubt the catalyst for our digital journey and culture change.

As CEO, my thinking was challenged (in a safe/supportive way) with peers and my role as a leader in delivering digital services became clearer – it’s about creating a vision and enabling change, not becoming a digital guru – phew!

I can’t underestimate the benefits gained through the programme with my talented peers Jenny, Margaret, Mary, and Nick and the astoundingly knowledgeable facilitator Ross McCulloch. Without their support, we’d be dithering at a crossroads wondering where to go next!

We believed that embracing the digital world would allow us to enhance our services, reach more people and support them to be healthier and happier wherever they live, work or learn and we’re starting to realise those aspirations!

This programme is transformational, exciting and inspiring. If you’ve not signed up – what are you waiting for?”

Jacquie Taylor, CEO of LifeLink

Alumni 2016

One Digital: Senior Leader Programme



Structure

Successful applicants for the One Digital: Senior Leaders Programme will:

- Participate in a one day kick-off session to get to know fellow cohort members, present their organisation's challenges and review the Action Learning Set approach which will be used throughout the Programme.
- Participate in six sessions between January-June 2018. At the start of each session an expert speaker will provide a short input. The bulk of the day will use Action Learning methodology where participants challenge and explore together.
- Undertake work ahead of each session which will be shared with the cohort ahead of time and reflected upon during the session. This could include presenting research, writing a blog or telling us about a digital tool or approach you're implementing.

Two cohorts will be run on the dates outlined below. The locations of each session will be determined based on cohort member locations. They will be easily reachable with good transport links and all details will be confirmed as soon as possible.

Month	Cohort A	Cohort B	Theme
December	5th	8th	Kick-off and Action Learning
January	22nd	25th	Leadership
February	22nd	26th	Culture
March	26th	29th	Utilising Data
April	24th	26th	Cyber Threats & Resilience
May	22nd	24th	Flexible Technology
June	26th	28th	Service Design

Participants will be encouraged to discuss and engage with one another between the sessions and each cohort will agree the best method to do this at the kick-off session. 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 support as each leader develops an understanding of what direction they want to take.

Facilitators and Speakers

Sessions will be facilitated by [Ross McCulloch](#), Director at [Third Sector Lab](#) and [Be Good Be Social](#). Ross led our 2016 and 2017 cohorts and has experience of working with leaders in the third sector to get the most from digital. Please see his testimonial below. Supporting the sessions and helping facilitate discussions will be key members of [SCVO's One Digital Team](#).

Speakers for the Programme will be dynamic leaders from a range of public, private and third sector organisations. These will be confirmed prior to commencing the Programme. Previous speakers have included:

Theme	Speaker	Role and Organisation
Leadership	Jenny Paterson Emma Gilles	Director for Scotland, National Autistic Society Head of Central Government Digital Transformation Service, Scottish Government
Culture	Steven Rose Jacqui Taylor	Co-founder and Chief Customer Officer, Big Data for Humans Chief Executive, LifeLink
Service Design	Cat McCauley Lauren Currie	Head of User Research and Service Design, Scottish Government Head of Design, Good Lab
Flexible Technology	Mike Hall	Senior Engineering Manager, Skyscanner
Utilising Data	Brian Hills Chris Yiu	Head of Data, The Data Lab General Manager, Uber

A word from our Programme Facilitator



"Taking part in the senior leadership programme is a unique chance to connect with other charity decision makers, to challenge the status quo and really unpick what digital change will look like within your organisation.

Being part of the programme gives leaders a safe space to talk openly about their challenges - allowing them to focus on how digital can become a tool to transform organisational culture, fundraising, service delivery and more.

You'll get the chance to hear from digital experts working within world-leading tech firms and other charities. You'll also get a range of support from the One Digital team.

The programme isn't a talking shop or a series of workshops. We're looking for senior leaders who really want to get to grips with digital as a tool for positive social change. We need people who want to get started today."

Ross McCulloch

Programme Facilitator
One Digital: Senior Leader Programme



Alumni Testimonial



“On joining the Senior Leaders Digital Development Programme, the only thing I was certain about was my own level of ignorance.

But I also had a sense that if it was easy enough to use a whole range of digital 'things' in our personal lives then there had to be something we could use them for to do things better in Music in Hospitals & Care.

I'm pleased to say there was and is!

The supportive environment of the One Digital Senior Leaders Programme enabled me to have the space and time to think about what we did as a charity and how commonly used apps could benefit us and ultimately the people using our services.

No glitz, no glamour (no coding) just some genuinely practical approaches that have built our confidence in what digital can do for us and opened up thinking across the team for how we can continue to do things better.”

Florence Burke, CEO Music in
Hospitals & Care

Alumni 2016

One Digital: Senior Leader Programme



Action Learning Set Approach

We'll be adopting an [Action Learning Set](#) approach which gives structure to group learning. By using principles of this method in a flexible way to suit the groups, leaders will explore organisational challenges together supportively and constructively. Prepare to be challenged and to challenge others; it's one of the key benefits of this peer network!

Expected Outcomes and Benefits

By taking part in our One Digital: Senior Leaders Programme, we expect our participants to:

- Form a clear understanding of what your organisation's challenges are and knowledge of how digital approaches can help overcome these.
- Establish and contribute to a sustainable third sector leadership peer support network to help address current and ongoing organisational challenges.
- Commit to and drive transformational change in your organisations to maximise your impact on individuals and communities.

Session	Outcome
Leadership	Explore your approach to leadership and the role that effective leaderships plays in transformation
Culture	Examine your organisation's 'change-culture' and how to cultivate a receptive learning environment
Utilising Data	Be challenged to see data as a resource and an opportunity to learn from your audiences through their actions and behaviours
Cyber Threats & Resilience	Understand the risks that can be posed through the use of technology; mitigating and resilience to threats
Flexible Technology	Consider how the use of flexible technologies could improve your efficiency and your service delivery
Service Design	Look to design and evolve your services with the user at the heart; accessibility, content and usability

Expected Outcomes and Benefits continued

Alumni from previous One Digital: Senior Leaders Programmes have gained significantly from our Programmes and continue to help shape leadership through digital in the third sector. For example:

- Read Neil Clapperton, CEO of Grampian Housing Association's [blogs](#) and [Digital Pioneers interview](#).
- Read Shelagh Young, Scotland Director of Home-Start UK's [blog](#).
- Read Karen Herbert, Chief Executive Officer of CVS Falkirk's [blog](#).
- Read Lisa Cohen, National Programme Manager of See Me Scotland's [blog](#).
- View video presentations at our [Call to Action](#) launch event in November 2016 from [Mary Allison](#), Director for Scotland at Breast Cancer Now, [Jenny Paterson](#), Director for Scotland of National Autistic Society and [Nina Smith](#), CEO of North Ayrshire Citizens Advice Bureau.

Eligible Participants

SCVO's One Digital: Senior Leaders Programme is aimed at 'Senior Leaders'; those with the authority to bring about real, active change for their organisation through digital, including: Chief Officers, Department Heads, Board Members and Trustees.

Don't worry, you don't have to be a digital expert to take part. We also don't expect you to achieve your organisational changes alone. It's about maximising your leadership skills, delegating and empowering your staff and volunteers to help adapt services and approaches to make the most of a digitally evolving world.

Commitment

Our One Digital: Senior Leaders Programme is free, however, taking part in the Programme requires commitment of both time and input – before, during and after the sessions. Applicants must be able to attend all dates for their selected cohort and have a willingness to do work ahead of each session.

Alumni Testimonial



“The One Digital Senior Leaders Programme was a fantastic experience and one that has benefited myself and my organisation.

Not only did I learn a significant amount from other senior leaders and the guest speakers, the programme also helped me evaluate my own leadership, strategic thinking and ultimately how I embrace digital.

I now feel more equipped and confident in taking key steps to improve Big Hearts, our service delivery and the way we interact as a staff team and already this has improved us as an organisation seeking to help those most in need in our community.

Perhaps the most impactful lesson for me, was around the use of data and as a result the whole team at Big Hearts is now committed to using data to inform our decisions.”

Craig Wilson, Interim General
Manager at Big Hearts

Alumni 2017

One Digital: Senior Leader Programme



Application Process

You can access the online application form for our 2018 One Digital: Senior Leaders Programme [here](#). You will be asked to provide details about you, your role and your organisation. In particular we will ask you:

- To describe your interest in digital leadership and why you would like to be a part of the development programme.
- To describe in what ways you have a remit for organisational change within your role.
- To tell us what barriers or issues you commonly face when you try to bring about digital change.

Application Activity	Date
Applications open	26 th September 2017
Closing date (midnight)	31 st October 2017
Confirmation of success	7 th November 2017

If you are interested in our One Digital: Senior Leaders Programme and would like to discuss this further before applying, please email onedigital@scvo.org.uk.

2016 One Digital: Senior Leaders Programme (split across two cohorts):

Name	Role and Organisation
Dan Reynolds	Director, Bethany Christian Trust
Florence Burke	Chief Executive, Music in Hospitals & Care
Heather McNaughton	Head of Community Investment, Castle Rock Edinvar
Jacqueline Hay	Head of Strategic Marketing, Museums Galleries Scotland
Jacqui Taylor	Chief Executive, LifeLink
Jenny Paterson	Director of Scotland, National Autistic Society
Julie Breslin	Head of Programme, Addaction
Karen Herbert	Chief Executive Officer, CVS Falkirk
Lisa Cohen	National Programme Manager, See Me Scotland
Margaret O'Connor	Chief Executive, Art in Healthcare
Mary Allison	Director of Scotland, Breast Cancer Now
Melodie Crumlin	Chief Executive, PEEK
Michelle Sweeny	Partnership Development Manager, Fife Cultural Trust
Neil Clapperton	Chief Executive, Grampian Housing Association
Nicolas White	Head of Scotland, Breast Cancer Care
Nina Smith	Chief Executive, North Ayrshire CAB
Pandora Summerfield	Chief Executive, Down's Syndrome Scotland
Shelagh Young	Scotland Director, Home-Start UK
Thomas Lynch	National Development Manager, Dads Rock

Alumni (continued)

2017 One Digital: Senior Leaders Programme (split across two cohorts):

Name	Role and Organisation
Gareth Ruddock	Chief Executive, CheckIn Works
Monica Merson	Director of Strategy and Improvement, SACRO
Rhona Hunter	Chief Executive, Circle Scotland
Claire Neill	Director, Open Door Accommodation Project
Pamela Stewart	Head of Finance, Advice Direct Scotland
Rob Murray	Scotland Manager, Changing Faces
Morna O'May	Head of Service, Contact the Elderly
Karen Haldane	Executive Officer, Your Voice Inverclyde Community Care Forum
Claire Lumsdaine	IT Manager, Victim Support Scotland
Simon Warr	General Manager, West Fife Enterprise Ltd.
Morna Simpkins	Director, MS Society
Sarah Hammond	General Manager, East Ayrshire Citizens Advice Bureau
Caroline Ferguson	Chief Executive, RUTS – Rural and Urban Training Scheme
Biddy Kelly	Deputy Managing Director, Fresh Start
Hugh Hill	Director of Services and Development, Simon Community Scotland
Sinead Daly	Manager, Women's Rape and Sexual Abuse Centre, Dundee & Angus
Robert Hutchison	Head of Digital and Data, Streetwork
Craig Wilson	Interim General Manager, Big Hearts

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The One Digital: Senior Leaders Programme is supported as part of the One Digital Programme in Scotland, delivered by SCVO and funded by the Big Lottery Fund.

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