



Whose digital strategy is it anyway?  
7 June 2018

[www.zoeamar.com](http://www.zoeamar.com)

# What is the biggest challenge facing your charity in digital?



# What we'll be covering today

- Who should own and drive digital in charities?
- Managing risk
- Understanding your beneficiaries and the journeys they make
- What The Charity Digital Code of Practice aims to achieve
- Digital leadership

# Why does digital matter?



# What is digital?

Applying the culture,  
practices, processes &  
technologies of the Internet  
era to respond to people's  
raised expectations

@coopdigital

# Where charities are at with digital skills: what's going well?

- 15% of charities have been through the digital transformation process and embedded it, compared to 9% last year.
- 62% of charities are taking active steps to improve the culture so digital can flourish there, an improvement of 3% from 59% last year.
- 45% are on top of how digital trends are affecting their charity's work and have a plan in place for how to tackle this, which is up from 39% in 2017.
- Almost two thirds (64%) are currently preparing for GDPR and will have everything in place for when it comes into force.
- 66% think they are good to fair with analytics (up from 60% last year).

# Where charities are at with digital skills: room for improvement

- Just under a third (32%) have a clear strategy for how digital can help achieve their charity's goals (up 5% from 2017)
- A growing number of charities (58%) now see funding as their biggest obstacle, up from 52% last year.
- Only 14% of charities are planning for how emerging tech could affect their work.
- If the way their charity uses digital doesn't improve, 39% of respondents are unsure if they will stay in their role in the long term or are planning to look for a job at another, digitally savvy charity, rising from 36% last year.
- 65% say that developing digital skills would help develop and retain staff (57% last year)

# The solution? Leaders' digital skills are vital

- 63% of charities want their leaders to understand digital trends, rising from 58% last year.
- 53% want their leaders to have some experience or understanding of digital tools, up from 46%.
- 69% cite their board's digital skills as low or having room for improvement, yet 78% of people either don't know what is being done to change this, or state that their organisations don't have any plans.

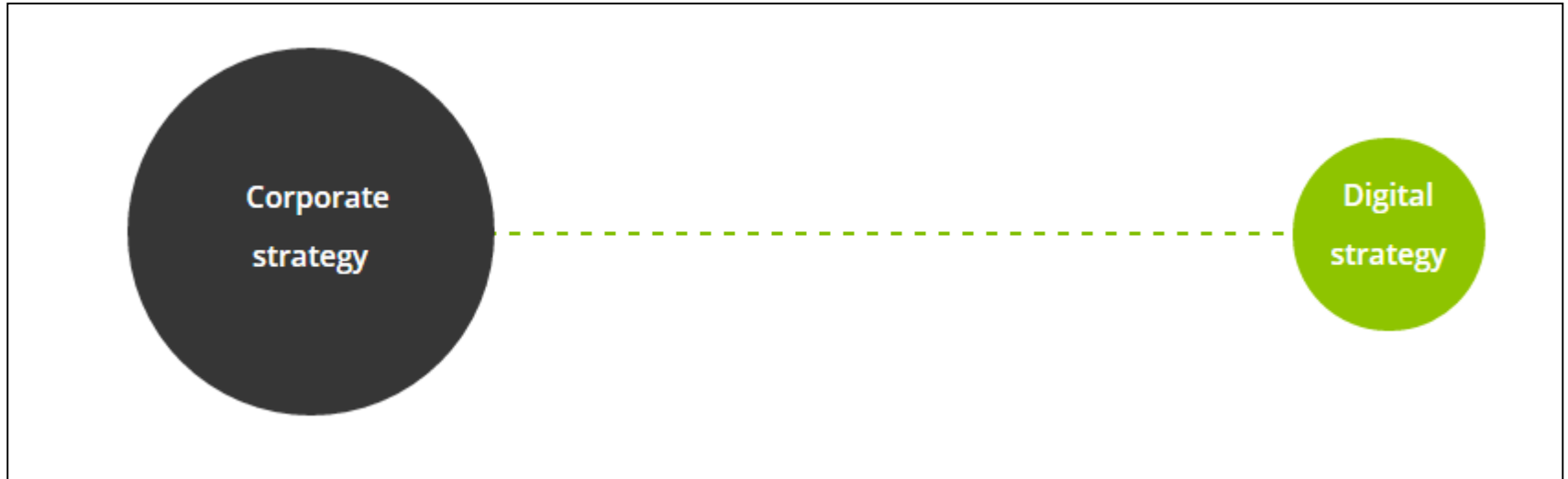




# Embedding strategically: this is what the future looks like



# Organisational and digital strategy are merging



Digital is the foundation of new ways of doing business and it's already creating new types of organisations (e.g. Uber).

# Parkinson's UK




CIVILSOCIETY


Homepage > News > Steve Ford: 'Parkinson's UK had to think about tech differently to be successful'



## Steve Ford: 'Parkinson's UK had to think about tech differently to be successful'

31 Jan 2018 Interviews

The chief executive of Parkinson's UK recently won the 'digital leadership' award at the Social CEO Awards, he tells Kirsty Weakley why charities must rethink the ways they work if they don't want to get left behind.

 **Kirsty Weakley**  
2094 articles  
Email Twitter

 Steve Ford chief executive of Parkinson's UK



- Number of online donations has increased by 62%, with the value of donations increasing by 56%
- Building digital into job descriptions
- Developing ehealth products including individual exercise plans
- Ambitious vision to have a personalised relationship with the 10,000 people being diagnosed with Parkinson's every year

# Managing risk

Pinned Tweet

**RNLI** @RNLI · May 12

You may have read the RNLI story in today's Daily Mail. Despite providing a statement & interviews with 3 RNLI people, inc volunteers, they've included none of this. This is our response to a very unfair one-sided portrayal of our charity & all those who dedicate their time to it

Recently you may have read about some well-publicised disputes at a handful of our 238 lifeboat stations over the past couple of years. Today, we want to take the opportunity to put our side of the story across:

The RNLI is a unique organisation. As an emergency service, we must adhere to the very highest standards of safety and behave in a way that meets the expectations of a modern emergency responder. And as a charity, we take our ethical and legal responsibilities very seriously. The examples you have read about recently have involved serious incidents that we were duty-bound to challenge.

We do not stand volunteers down lightly. We recognise the years of dedication and the skill involved in becoming a crew member, helm or coxswain. We fully understand and respect the close bond and camaraderie of our crew and other volunteers. We know that friendly banter is a key part of this.

But to be clear – we simply will not tolerate lifeboats being taken for joyrides in rough weather without full crew. We don't accept that hard core, graphic pornography has any place at a lifeboat station. We will not tolerate threats of violence towards our volunteers or staff. We will not stand for bullying or aggressive behaviour.

To provide some context, the recent issues involve less than 1% of our 6,000 operational volunteers. We are proud of our brave, decent men and women dedicated to saving lives and committed to acting with integrity.

We cannot operate in the same way we did 30 or 40 years ago, when the world was a very different place and so we've understood the need to change. Some of this change has been implemented to protect our volunteer crews – 90% of who don't come from a maritime background – and to make sure they have the very best training, equipment and day-to-day support essential to providing a 24/7 lifesaving service. Other change has been necessary because we want to live up to our own high standards and the scrutiny being placed on charities.

We have not got everything right during these changes, but we are working hard with all our volunteers to ensure they have the support and the training they require to operate a modern lifesaving service.

We are a charity that our volunteers, supporters and those we rescue can trust to do the right thing – whether that's rescuing those in peril, keeping our volunteers safe or making sure anyone who is part of the RNLI feels welcome and valued.

During the 194 years since the RNLI was founded in 1824, we've aspired to be a decent, honourable charity that is respectful of others. We're proud of our volunteers' professionalism and our organisation's commitment to being a modern emergency service and principled charity, and we don't think we should settle for anything other than that.

237 1.0K 1.6K

Show this thread

**RNLI** @RNLI · 2h  
Replying to @BoardroomBoy  
I'm afraid the mugs you refer to are nothing like the images portrayed in the papers which were fakes. The images were of graphic hardcore pornography which have no place in a lifeboat station. There were also other serious issues at the station which meant we had to act.

**RNLI** @RNLI · 2h  
Replying to @FallenangelHev  
We strongly disagree. They might care if they think they can't trust crew not to sneer or leer at them at a time when they're exposed and vulnerable.

**RNLI** @RNLI · 2h  
Replying to @FallenangelHev  
To be clear - there is no place for hard core graphic porn at any of our lifeboat stations. The mock-ups you have seen in the media are nothing like the graphic images actually involved in this incident.

**RNLI** @RNLI · 2h  
Replying to @Joannemelinda27  
Our volunteers are trained to the highest standards and we are exceptionally proud of them. However we don't accept that hard core pornography, bullying or harassment has a place at any lifeboat station.

- Speed of response is key
- Be clear, calm, visible and repeat key messages
- Be confident about your position

# Managing risk

- Know your charity's appetite for risk
- Plan for different scenarios
- Discuss charity crisis stories and work out what you would do differently
- Be frank about any skeletons in the closet especially in data and reputation



# Beneficiaries and the journeys they make

## EXAMPLE USER JOURNEY

### Stage

Katie realises that something is wrong as she is feeling low and wondering if she should seek help

### What are they feeling?

Feeling very low constantly and not enjoying life or being a parent | Exhausted

### What other services are offered?

Mumsnet | NCT | Babycentre UK | Mums group on Facebook | friends & family | mum & baby group

### How much of the journey is digital?

Quite a lot as she is often on her smartphone

### What could we change or develop?

Offer tips and advice on social media | partner with Mumsnet | Work with GPs on & offline



Profiling typical beneficiaries and supporters, mapping the journeys they make, understanding their needs at each stage and where the gaps are is a useful business planning tool.

# The Charity Digital Code of Practice

Aims to:

- Help charities be relevant and fulfil their purpose in the online age
- Raise standards by developing a framework to work towards
- Develop charities' digital skills
- Create a level playing field for all organisations by increasing digital motivation and confidence
- Create new opportunities for funders to engage with digital

# Our digital leadership framework

Characteristic	What success looks like
Confidence	<ul style="list-style-type: none"><li>• They know what they know, as well as what they don't</li><li>• Not scared to ask for help</li><li>• Clarity of vision</li><li>• Bold actions and having the courage of their convictions</li><li>• Rapid decision making and execution</li></ul>
Attitude	<ul style="list-style-type: none"><li>• Open to new ideas</li><li>• Transparent</li><li>• Agile- focus on testing, learning and improving</li><li>• Collaborative, innovative and entrepreneurial</li><li>• Bold, fearless and tenacious</li></ul>
Understanding	<ul style="list-style-type: none"><li>• High level of digital skills</li><li>• Strong horizon scanning capabilities</li><li>• Capable of communicating those skills with a range of stakeholders- skilled at persuading and influencing</li><li>• Ability to teach, learn, coach and mentor</li></ul>
Motivation	<ul style="list-style-type: none"><li>• The desire and energy to do things differently</li><li>• Strong sense of commitment</li><li>• Sense of purpose and willingness to convince others</li><li>• Open to uncertainty and the difficult decisions that come with digital change</li></ul>



# What will you do differently after today?



# Resources

[Digital Leaders](#)

[Third Sector Digital Leaders Programme](#)

[Making Digital Work guidelines for trustees](#)

We have lots of resources for charities [here](#)

# Thanks for listening

**Zoe Amar MCIM**

Director, Zoe Amar Digital

[zoe@zoeamar.com](mailto:zoe@zoeamar.com)

077 644 98168

[@zoeamar](https://www.zoeamar.com)

[www.zoeamar.com](http://www.zoeamar.com)