DOT PROJECT

Digital Leadership
Day 1
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Day 1 - What we will be exploring...

Your organisational goals

Leadership and culture in a digital age

Digital Health Check - where are you now

Lunch

How to get the most out of your data

Responsible digital approach

Evaluation
Digital Leadership & Culture
Exercise 1

Who are we and what do we do

On a big sheet write:

- The name of your organisation
- Your overall goal(s)
  - Why does your organisation exist
  - Who do you support
Exercise 2

Hot air balloon exercise:

On your table you have a Hot Air Balloon. Using the post-it notes place on the balloon the following:

- In the balloon place the things that work well in your organisations - what makes the organisation thrive, the things you know are working well towards achieving your goals. The more successful the activity the higher it goes on the balloon.
- In the balloon basket place the activities that are challenging to your organisation - the things you feel could be better.
- On the balloon place things that are holding you back - areas you feel are not working well.
What is Digital?
What is digital & how can it positively impact your organisation?

- **Digital Customer**: applying emerging technologies and developing digital channels to enable a better customer experience, to engage, attract and retain customers, to develop better insights and to deliver higher value.

- **Digital products and services**: innovatively embedding digital solutions into existing and historically non-digitised products and services to deliver new value, better insights and to engage and delight the customer.

- **Digital workforce**: providing the workforce with new ways of working and digital solutions to make their work easier, faster, more flexible and more engaging, and ensuring the workforce embraces the digital environment.

- **Digital infrastructure and operations**: empowering organisations with digital solutions that lead to efficiency and agility and streamline their entire physical and industrial environments including supply chain, manufacturing and operations.
# The maturity of digital service delivery in charities

<table>
<thead>
<tr>
<th>Vision</th>
<th>Source: We Are Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>A shared articulation of the Target Customer Experience, and of the organisation that delivers it.</td>
<td></td>
</tr>
<tr>
<td>Digital is fighting for management attention, and first steps/pilots/experiments in digital service fragments are underway.</td>
<td>Digital is fighting for board attention, but there are digital Target Customer Experience (TCX) diagrams for some services.</td>
</tr>
<tr>
<td>The digital surface is un-coordinated and run by factions (disjointed experience).</td>
<td>Digital surface is responsive, optimised and centrally governed. It is managed like a product by digital specialists, managing a visual component library – creating design consistency.</td>
</tr>
<tr>
<td>IT is a support function (a service desk) only for services, and procures “Big IT”</td>
<td>Parts of the experience architecture, beneath the visual design, are built as service components (re-useable capabilities) to support digital product and service delivery.</td>
</tr>
<tr>
<td>Basic tooling (devices, software, networking, collaboration tools, etc.) for staff is not conducive to “digital” working.</td>
<td>Transparent technology governance and roadmaps exist, and flex to support changing service needs.</td>
</tr>
<tr>
<td>Workflow is digitised &amp; there are quality digital tools that promote transparency &amp; digital-first working.</td>
<td>Interoperable technology is deployed in agile service-architectures to support rapid and distributed product development and innovation.</td>
</tr>
</tbody>
</table>

Source: We Are Friday
Key enablers

- People
- Processes
- Technology
- Mindset & culture
Back-office systems
CRMs, finance software, tools for internal communications, resource scheduling & volunteer management, project management, collaboration tools

Tech innovation and integration
programming, UX, product development, ecommerce

Data collection and analysis
Forms & surveys, research

Security & governance
GDPR, cyber security, data storage

Awareness and marketing
social media, graphic design, websites and external communications, search marketing, digital fundraising
<table>
<thead>
<tr>
<th>MINDSET</th>
<th>PEOPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Start with the core mission:</strong> what are your organisational goals?</td>
<td><strong>Engage the right skills:</strong> bring in experts where you need to</td>
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<tr>
<td><strong>Be prepared for the process of change:</strong> people may be resistant to</td>
<td><strong>Remove barriers:</strong> identify the people who block progress</td>
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<tr>
<td><strong>change:</strong> show how digital can enable</td>
<td><strong>Make sure your Trustees are skilled:</strong> engage the right people and</td>
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<td></td>
<td><strong>Overcome silos:</strong> use digital as an opportunity to champion</td>
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<td></td>
<td><strong>Know your data:</strong> make sure staff understand what story data is</td>
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<td></td>
<td><strong>Be transparent:</strong> create a culture for sharing successes and failures</td>
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<td></td>
<td><strong>Think about digital in every area:</strong> digital is more than your</td>
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<tr>
<td></td>
<td>website</td>
</tr>
<tr>
<td>PROCESS</td>
<td>TOOLS</td>
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<td>---------</td>
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<tr>
<td>Plan one step at a time: prioritise your activities and stay focused</td>
<td>Check what exists: it’s likely that what you need is already available</td>
</tr>
<tr>
<td>Think differently: find innovative ways to implement your activities</td>
<td>Use the cloud: make information easily accessible</td>
</tr>
<tr>
<td>Co-design with your audience: seek regular feedback from your audience</td>
<td>Pick the right tools: there is no one size fits all, ensure your tools integrate</td>
</tr>
<tr>
<td>Collaborate and partner: with technology partners and experts</td>
<td>Track performance: use your tools and your data to learn and grow</td>
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<tr>
<td>Know when to stop: it’s ok to fail but know when to stop</td>
<td>Create a manageable approach: that you can sustain</td>
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</tbody>
</table>
Digital Leadership & Culture
The set of shared values and norms that characterise a particular organisation.

A strong culture, in which team members agree upon and care intensely about organisational values, can improve organisational performance by motivating employees and co-ordinating their behaviour.

Source: https://static1.squarespace.com/static/51be6891e4b020693fe23d0d/t/588533a2cd0f6828c5c2cefb/1485124515215/What+Is+Organizational+Culture%3F+And+Why+Should+We+Care%3F.pdf
Digital Culture

“The culture is the fundamental thing. You can talk about digital, but actually if you don’t change the culture of the organisation then nothing will happen. It’ll just be window dressing.”

Vicky Browning, Director, CharityComms
<table>
<thead>
<tr>
<th>Cultural and behavioral challenges</th>
<th>% of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of understanding of digital trends</td>
<td>25</td>
</tr>
<tr>
<td>Lack of talent for digital</td>
<td>24</td>
</tr>
<tr>
<td>Lack of IT infrastructure</td>
<td>22</td>
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<tr>
<td>Organizational structure not aligned</td>
<td>21</td>
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<tr>
<td>Lack of dedicated funding</td>
<td>21</td>
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<tr>
<td>Lack of internal alignment (digital vs traditional business)</td>
<td>19</td>
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<tr>
<td>Business process too rigid</td>
<td>16</td>
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<tr>
<td>Lack of data</td>
<td>13</td>
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<tr>
<td>Lack of senior support</td>
<td>13</td>
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</tbody>
</table>

Why is culture important?

People are at the centre of Digital Culture

Culture is the most important enabler of digital transformation
Without people, tools won’t make a difference.

Your team
Your beneficiaries
Your audience

The journey starts and ends with people not technology
Technology is the key enabler but people are at the centre
Creating and sustaining culture

1. Individual values and beliefs
2. Influence on individual values and beliefs
3. Reinforcement and sustainability of shared values and norms
4. Collective values and beliefs
Digital culture

- Customer Centricity: use of digital solutions to transform customer experience
- Agility and Flexibility: speed and dynamism of decision-making and the ability of the organization to adapt to changing demands and technologies
- Innovation: behaviors that support risk taking, disruptive thinking, and the exploration of new ideas
- Data-driven Decision Making: use of data and analytics to make better business decisions
- Digital Mindset: adopting digital solutions as default
- Open Culture: partnerships with external networks such as third-party vendors, start-ups or customers
- Collaboration: creation of cross-functional, inter-departmental teams to optimize the enterprise's skills
# The challenges for creating a digital culture

1. **Collaboration not competition**
   - Helping people understand the collaborative potential of new digital technologies

2. **Embracing fear**
   - Acknowledging the anxiety that change can cause and proactively supporting people through it

3. **Demonstrating value**
   - Offering the resources and framework for people to experience and build on new technologies themselves

4. **Respecting your ecosystem**
   - Understanding the environment an organisation operates in and how new digital technologies should fit within it

5. **Living agile**
   - Helping people move to a flexible, forward-thinking culture of continuous improvement and innovation
Digital Leadership

What separates digital leaders from the rest is a clear digital strategy combined with a culture and leadership ready to drive transformation, respond to new opportunities and different ways of working.

**Strategy**

Digitally maturing organisations are much more likely to have a clear **digital strategy**

**Culture**

Digitally maturing organisations are much more likely to have **risk embracing and collaborative cultures**

**Leadership**

Leadership is essential in conceptualising how digital technologies can **transform organisations**
The stages of digital leadership

Barriers
- Early: Lack of Strategy
- Developing: Managing Distractions
- Maturing: Security focus

Strategy
- Early: Customer & productivity driven
- Developing: Growing Vision
- Maturing: Transformative vision

Culture
- Early: Siloed
- Developing: Integrating
- Maturing: Integrated & innovative

Talent Development
- Early: Tepid interest
- Developing: Investing
- Maturing: Committed

Leadership
- Early: Lacking skills
- Developing: Learning
- Maturing: Sophisticated
Most charities today know they need some level of digital transformation. But where do they begin? And how do they know they are going about it the right way?

1. Align the digital leaders
   - CEO
   - Programme Manager
   - Finance Manager

2. Create strategy for digital transformation
   - Ideation
   - Enablement

3. Turn digital strategy into value
Digital Leadership - understand how your organisational strategy can be enabled by digital

<table>
<thead>
<tr>
<th>Digital ideation</th>
<th>Vision &amp; Culture</th>
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<tbody>
<tr>
<td>The ‘what’ &amp; the ‘why’</td>
<td>Employee engagement</td>
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<td>Customer engagement</td>
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<td>Business case development</td>
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<td>Platform, tool and data analysis</td>
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<td>Road map</td>
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<td>Design led strategy</td>
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</table>

<table>
<thead>
<tr>
<th>Enablement</th>
<th>Digital marketing</th>
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</thead>
<tbody>
<tr>
<td>The ‘how’ &amp; the ‘when’</td>
<td>Tools</td>
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<td></td>
<td>Agile adoption</td>
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<td>Digital architecture</td>
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<td>Cyber security</td>
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<td>Data analytics</td>
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Case Study

Recognition that the organisation needed to think about tech in a different way

Embed the capacity to consider digital within the leadership team

Create and develop a culture of innovation

Understand the cost - of training and investing in digital

“We’re developing the digital strategy now, but should it have been more of a part of the central strategy at the start? Some would say it should have been. That’s what I’d say to other Chief Executives – they need to question that.”

Steve Ford, CEO, Parkinson’s UK
Overcoming the challenges - 5 steps to progress

5 Ways to collaborate using technology

1. Set a clear plan for continuous training and learning as it helps people adapt quickly to working with technologies that are constantly updated.
2. Don’t focus on one big transformation, instead, think about changes “in increments, where in the end people will forget they are served by technology.”
3. Encourage employees to find others who are struggling with a problem, so they can share in the struggle together and collaborate to move forward.
4. Consider the age of employees when forming mentored groups for interventions, allowing different brackets to learn from each other and excel.
5. Introduce mindfulness exercises in which employees try to think of how they used to do a task without technology and how technology has made that task easier.

5 Ways to embrace fear

1. Reframe the language. Be clear and transparent about what you are doing and why you’re doing it. Highlight the benefits to employees alongside benefits to the business, and try to bring the changes you want to life through personal stories.
2. Be clear that you welcome experimentation and are accepting of failure on the path to success.
3. Be proactive in allowing teams the time and space to experiment, so they feel engaged in finding solutions and new ways of working with digital technologies.
4. Be empathetic and flexible, rather than rule driven. Empathic leadership promotes a sense of team and increases productivity, morale and loyalty.
5. Encourage employees to team up and put processes in place that foster a culture of dialogue, conversation and feedback.
5 Ways to demonstrate value

1. Identify the innovators within your organisation. Empower them to adopt a growth mindset and experiment with new technology to foster cultural change.
2. Set out clear goals and reasons for digital transformation to your workforce.
3. Introduce new technology or processes in phases, with built-in feedback loops. This lets workers feel comfortable with new digital technologies and get used to change at their own pace.
4. Appoint change agents: individuals or teams who display the behaviours required and will motivate others to embrace transformation when they lead by example.
5. Create new key performance indicators (KPIs) that emphasise, encourage and reward digital behaviours.

5 Ways to respect your eco-system

1. Take the time to educate and reassure employees about how the process of digital transformation fits within the political, stakeholder and ethical landscape – both inside and outside the organisation.
2. Make sure teams are fully aware of any changes to their operating environment, including regulations that may impact the adoption of new technologies, such as GDPR.
3. Encourage teams to consider and demonstrate the value of innovations, not only to their team or company, but to the wider industry as well.
4. Communicate the goals of your organisation and praise employees for engagement.
5. Start meetings by going around the table and asking each person what aspect of digital transformation they are currently struggling with. This is Carol Dweck’s ‘fabulous struggle’ and following it promotes empathy and collaboration.
5 Ways to live agile

1. Consider digital transformation as an ongoing, iterative process of continual improvement. Tech evolves, so setting out a mission for the journey doesn’t mean having an inflexible end goal.

2. Don’t treat the different elements of digital change as linear projects that must be completed before moving on.

3. Create a feedback loop to identify points of tension and use conflict mapping to identify all the individuals, situations and interactions where conflict is most likely.

4. Starting with leadership, promote a growth mindset for the organisation where innovation and experimentation are encouraged and failure is not punished, but seen as an opportunity to learn and improve.

5. Accept that employees will have a mix of growth and fixed mindsets. So, when met with resistance: a) remember it is the mindset talking not the person; and b) be aware that mindsets can change.
Digital Tools for People & Processes
Digital Health Check

We capture your current situation to assess:
- Is your digital approach working for you?
- How can the way you use digital tools be improved to increase your impact

We measure:

**Efficiency**: assessing your digital environment to identify where you could make better use of your existing digital tools

**Productivity**: to determine how you can maximise your expenditure on technology

**Confidence and skills of staff**: to enable an understanding of how staff could improve their relationship with technology and use it to their advantage.
What are the main functions of your organisation

- Operations
- Fundraising
- Communications
- Finance
What digital tools do you use?

- Twitter (Comms officer)
- Salesforce (Operations)
- Xero (Finance manager)
- Email
- Everyone!
What digital tools do you use?

- **Operations**
  - Salesforce

- **Fundraising**
  - Twitter (Comms officer)

- **Communications**
  - Email
  - Everyone!

- **Finance**
  - Xero (Finance manager)
Communications

- Communicating with a large audience
- Social media
- Website
- Communication & project management with Trustees & community
- Website Toolbox
- Online forums

Marketing & Events

- Scheduling & managing events
- Essential

Operations & Reporting

- CRM - Managing early stage process/pipeline
- Recording impact
- Collecting agreement signatures

Fundraising

- Recording income

Digital Health Check

- Managing processes, document storage & customer information

Dot Project
<table>
<thead>
<tr>
<th>Name of digital tool</th>
<th>Why do we need this tool? What is the added value?</th>
<th>How much does this tool cost?</th>
<th>Who uses this tool?</th>
<th>What are the challenges of this tool?</th>
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</table>
Vision

Mission

Goals

Knowledge

Strategy/approach

Skills

Tools
(and the value of the tool)
Leading in a digital age

Aim for these styles

Collaborator  Co-Creator

Commander  Communicator

Look outside your sector for inspiration and lessons learnt
Leading in a digital age

CREATE MOTIVATION FOR CHANGE

1. Create motivation
2. Collaborate as a team
3. Co-create a shared vision

EMPOWER & ENABLE

4. Communicate the vision
5. Empower & take action
6. Succeed & celebrate

SUSTAIN

7. Build on change & learn
8. Sustain & maintain
Processes & Tools for the digital journey

Digital Planning

1. Digital Health Check
2. Digital Skills Check
3. Business canvas
4. Current data research
5. Digital strategy

Digital Production

1. Agile
2. Project Management
3. Roadmaps
4. Design thinking
5. Customer/user journey
6. Employee journey

Digital Live

1. Comms Plan
2. Content strategy
3. Data analytics
4. Forecasting tools
5. Responsible Governance approach

Leadership & Strategy

Process & Tools

Reporting & Communication
1. **User needs**  
Start with what is needed. Understand what your clients expect and need. Keep them involved.

2. **Understand what already exists**  
There are many technology solutions and some may suit your needs, explore what exists...it will be much cheaper!

3. **Build the right team**  
Understand the skills you need, where do you feel you need support. What skills do you need for success?

4. **Take small steps and learn as you go**  
Don’t try to build everything all at once. Start small, create and test. Keep learning, especially what isn’t working!

Source: [https://medium.com/@wearecast/digital-design-principles-for-the-uk-charity-sector-987f9f2ae74e](https://medium.com/@wearecast/digital-design-principles-for-the-uk-charity-sector-987f9f2ae74e)
5. **Build digital services not websites**
A website doesn’t operate in isolation, it’s one part of your digital approach. Think about digital as a service, how does it support those you are trying to reach?

6. **Be inclusive**
Being inclusive should influence every part of your design approach. Your service or product should not reinforce barriers.

7. **Think about privacy and security**
How do you protect the data of the individuals you work with, particularly if they themselves are vulnerable, young, elderly or lack basic digital skills.

Source: [https://medium.com/@wearecast/digital-design-principles-for-the-uk-charity-sector-987f9f2ae74e](https://medium.com/@wearecast/digital-design-principles-for-the-uk-charity-sector-987f9f2ae74e)
8. **Build for sustainability**
Consider how sustainable your product is likely to be before you build it. This means realistically thinking about the ongoing cost of maintaining the service and how the money will be generated to do this.

9. **Collaborate and build partnerships**
Collaborate with organisations who have specific experience in creating similar services, seek individuals who can add value and quality to your approach.

10. **Be open**
Being open is more than collaboration. It’s about supporting transparency. It means we can hold ourselves to account through open scrutiny of our decision and approaches, and ultimately improve our collective practice and impact.

Source: [https://medium.com/@wearecast/digital-design-principles-for-the-uk-charity-sector-987f9f2ae74e](https://medium.com/@wearecast/digital-design-principles-for-the-uk-charity-sector-987f9f2ae74e)
Digital Data & Information
Digital Data

Applied: We will adjust our strategy and deliver a targeted intervention to reach more girls.

Context: Boys and girls are equally at risk, but we are reaching twice as many boys as girls.

Meaning: 100 boys, 50 girls reached by our programme.

Raw: 100 boys, 50 girls.

Data

Information

Knowledge

Wisdom
Digital Data

Systems allow for good quality data to be collected and organised, so that it can be understood and turned into information.

People with the right capabilities then analyse and learn from the information to transform it into knowledge.

An organisational culture that is committed to impact will act on the data so that it becomes wisdom about the future direction of the organisation.
Data

- Why
  - Who
  - What
  - When
  - Where
### Data mapping

<table>
<thead>
<tr>
<th>What data do you collect?</th>
<th>Where is it stored?</th>
<th>Is this data sensitive?</th>
<th>Who has access to this data?</th>
<th>Why do you need this data?</th>
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## Data mapping

<table>
<thead>
<tr>
<th>Indicators/What do you need to measure to track progress?</th>
<th>What data do you need to measure these indicators?</th>
<th>Where will you find this data?</th>
<th>How often do you need to review this data?</th>
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## Checklist for data security

<table>
<thead>
<tr>
<th>Item</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>We know what sensitive data we collect within our organisation and where it is held</td>
<td></td>
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<tr>
<td>We have guidelines in place about how sensitive data should be shared</td>
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<tr>
<td>We understand our contractual and legal responsibilities about collecting and storing data</td>
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<tr>
<td>We backup our data to the cloud and on a hard drive</td>
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<tr>
<td>We know what antivirus and firewall programmes we have on our computers and they are regularly updated</td>
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<tr>
<td>We know what to do in the event of a data breach</td>
<td></td>
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<tr>
<td>We have assessed whether we need cyber coverage in our Insurance</td>
<td></td>
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<tr>
<td>We have clear guidelines in place about how staff should set passwords</td>
<td></td>
</tr>
<tr>
<td>We have cyber security awareness training for staff and volunteers</td>
<td></td>
</tr>
<tr>
<td>We know where we can seek help and how to report and respond to a cyber threat to our organisation</td>
<td></td>
</tr>
<tr>
<td>We know what the risks are to our organisation if we are subject to a cyber attack</td>
<td></td>
</tr>
</tbody>
</table>
What to do in the event of a breach

1. Complete a ‘Personal Data Breach’ form available on the [ICO website](https://ico.org.uk), this provides context of the breach including: the time that you identified the breach, the data which is at risk and the potential context for the data subjects.

2. You have 72 hours to inform the ICO. To report a data breach to the ICO you can either:
   - Phone  0303 123 1113
   - or email the ‘Personal Data Breach’ form to casework@ico.org.uk

3. ICO will inform you on next steps, including any mitigations or actions which need to be put in place to resolve the breach and avoid further breaches

4. If you have experienced a cyber crime you need to report this to Action Fraud
   - You can report fraud or cybercrime to [Action Fraud](https://www.actionfraud.police.uk) any time of the day or night using the [online reporting tool](https://www.actionfraud.police.uk).
   - Reporting online is quick and easy. The tool will guide you through simple questions to identify what has happened and our advisors are available on web chat 24 hours a day to give you help and advice if you need it.
Conclusion - The first 5 steps on your digital journey

1. Set a clear mission, goals and reason for digital change, including how it will improve the working lives of your people.

2. Articulate these to your team openly and reinforce them regularly through diverse communication channels.

3. Identify innovators and change agents within the organisation.

4. Provide individuals with the tools and freedom to experiment with new technologies and find pathways to achieving the mission, while treating any failures along the way as learning experiences.

5. Incorporate a clear feedback loop and establish intervention strategies for resolving conflicts and tension.
Staff Digital Capabilities

The Six Elements

- ICT Proficiency & Productivity
- Digital Learning & Development
- Digital Creation, Problem Solving & Innovation
- Collaboration, Communication & Participation
- Digital Identity & Wellbeing
- Information, Media & Data Literacy
<table>
<thead>
<tr>
<th>Staff member or volunteer</th>
<th>Skill/ tool</th>
<th>Learning focus</th>
<th>Specific outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications officer</td>
<td>eg: Creating good quality visual content/ MS Powerpoint/Canva</td>
<td>How to use MS Office to correctly format and structure a document How to use Canva to create an image</td>
<td>Staff understand how to quickly and effectively create an image</td>
</tr>
</tbody>
</table>
For more information visit: www.dotproject.coop

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