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**The impact of new technologies on the voluntary and  
community sector**

**NCVO Third Sector Foresight  
Seminar report**

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## Introduction

This is a report of a Third Sector Foresight Seminar held on 15<sup>th</sup> November 2007, which explored the implications of new technologies for the voluntary and community sector (VCS), focusing on the key areas of: fundraising; membership; accountability; campaigning; and collaboration. This report is based on presentations by five 'expert' speakers, and the discussion they stimulated amongst seminar attendees:

- [Steve Bridger](#), nfp2.0 – fundraising
- [Andy Dearden](#), Sheffield Hallam University – campaigning
- [Paul Henderson](#), Ruralnet – collaboration
- [David Wilcox](#), Designing for Civil Society – membership
- [Karl Wilding](#), NCVO – accountability

The background information is based on a presentation given by Megan Griffith, Research Manager, NCVO Third Sector Foresight. The report looks at what the future for voluntary and community organisations (VCOs) might look like with changing technologies, and draws out both challenges and opportunities.

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## Background

New technologies are changing the way in which individuals and organisations behave and interact. This section outlines five overarching drivers affecting the VCS.

### **Driver 1: A wealth of information and choice**

The amount of information we can access and the choice we are faced with is increasing as more people have easy and fast access to the internet. People are now able to create online content very easily, giving a mix of information created by 'professionals' and 'amateurs', although the lines between the two are very blurred. Users need to be able to navigate information, assessing the quality and reliability of information.

To better navigate online information there has been a growth in online tagging where people producing or reading information assign a few words or tags to it, that have meaning to them. People often select different terms that mean essentially the same thing, resulting in an organic, bottom-up system, rather than a hierarchical top-down system, that creates new ways of finding both information and others who are interested in similar things.

There has also been a growth in peer to peer recommendations. People are more inclined to trust the recommendations of those they see as their peers as shown in other trends, such as the decline in trust of institutions and decline in deference. For example, many people now visit amazon.com and see how many stars other customers have given products rather than reading a review in the Guardian.

It is easy to link and aggregate information online, for instance, if your organisation has a website, it can easily link to the websites of other organisations. Organisations can also draw in content from other websites by using feeds and RSS. This means that people come to your website not just expecting to hear about your work, but expecting you to recognise the work of others. The people that can provide this aggregation are providing a service that is much needed.

### **Questions for organisations**

- What is your role in the new information world? Is it to put out information or is it also to facilitate information generated for and by stakeholders?
- How can you make the information you produce stand out amongst the wealth of available information?
- How can you assert your role as a source of trusted and expert information?

### **Driver 2: Online communities and social networks**

The internet makes it far easier to find people with similar interests and needs. This is particularly powerful for dispersed or small groups in what marketers call the long tail. It is now possible and viable to aggregate markets for specialist products by bringing people with niche interests together. New websites are developing that aim to bring people together, for instance, on pledgebank individuals make pledges, but only if others will join them, bringing together thousands of people with shared interests for a purpose.

Social networks such as Facebook are leading to a shift from bounded online communities such as email groups or forums that organisations might set up and control, to more fluid networks which individuals can shape around their individual interests, often relating to their political and moral identities. This presents challenges for organisations in how they connect to networks and have a presence in other people's online worlds rather than just setting up a space and expecting people to come to them. Power is shifting away from traditional membership organisations and towards individuals and their personal networks

#### **Questions for organisations**

- Can your organisation reach new audiences through others' networks – through viral marketing?
- Do you need to reach out and play a role in other online communities?

#### **Driver 3: Interactive/'social' websites**

A new generation of websites such as online forums and blogs, is putting a new focus on the participation of stakeholders. Individuals have rising expectations that when they visit an organisation's website they will be able to have a two-way conversation online, for instance by commenting and knowing who wrote a particular page. This gives the VCS an opportunity to be collaborative. It is part of the values of the sector to involve users and stakeholders in decisions such as deciding policies and designing services. Online tools provide a powerful way to do this but also raise challenges, for example, if you enable different staff to blog will they follow the organisational line and does it matter?

#### **Questions for organisations**

- Could new online tools help you to engage more effectively with stakeholders?
- How can you manage competing views and respond to negative comments?

#### **Driver 4: Lower barriers to publishing**

It is now easier and cheaper to publish and broadcast information through websites, or using technologies such as digital cameras, colour printing, community TV and podcasting. This provides the opportunity to communicate more effectively and reach more audiences. As more organisations communicate more through websites, it is important to consider those who do not have access to the Internet and how you can reach them.

#### **Questions for organisations**

- Could you communicate more widely or more cheaply with stakeholders online? Have you thought about using other media such as television and radio stations?
- Does your organisation have a policy or strategy in place to ensure that people are not excluded by your choice of communication channels?

#### **Driver 5: Ability to work flexibly**

Technologies such as mobile phones, emails and video conferencing offer more flexible ways of working from a distance or on the move, which can be very attractive to staff and volunteers. They can enable collaborative working, allowing individuals to work simultaneously on shared documents, plans and projects, from a variety of

locations. This is not limited to collaborating within organisations, but can make collaborating with other organisations much easier.

#### **Questions for organisations**

- Do you need to rethink the most appropriate size, structure, and locations of your organisation?
- If people could contribute to your organisation in more flexible ways, are there potential staff or volunteers with appropriate skills and knowledge who your organisation could draw on?

#### **Fundraising**

*Based on Steve Bridger's presentation and the discussion it stimulated.*

##### **The wired fundraiser**

Digital technology has empowered individuals and amplified the voice of the individual. There are lots of new online tools such as widgets and justgiving.com that allow people to mobilise their social networks around personal fundraising campaigns. Instead of organisations and professional fundraisers doing the asking, it is their friends and family doing the asking and carrying the message for organisations. Is it the messenger rather than the message that is now important?

##### **Discussion: Trust**

Peer-to-peer fundraising raises the issue of trust. How do you know that causes are legitimate and how do you trust people that are coming to you for donations? One factor is the importance of building relationships. Individuals are asking friends and family to support causes that are close to their hearts and this allows potential donors to trust them and believe that causes are genuine. Peer-to-peer fundraising also requires VCOs to 'distribute the trust'. They need to be able to allow supporters and volunteers to go out and create the relationships as online ambassadors.

##### **The long tail of online giving**

New technologies and social tools allow very small niche charities to punch above their weight. On justgiving.com, 53% of donations go to big charities, but there are thousands of very small niche charities who also benefit. They can be seen and can have much greater reach by being out there in online communities and social networks. The challenge is that it is not just charities in this space. It also includes venture philanthropists, social enterprises and all the blurry spaces in between.

##### **Discussion: Non-sexy VCOs**

The huge number of people online and the ability of the Internet to easily bring together people with niche interests means that even very specialist VCOs, and those without a 'sexy' image, can attract donors.

##### **Accountability with a human face**

A unique selling point for the sector is its ability to tell stories. VCOs have many stories about their work but vehicles have not always existed to share these stories. New technologies such as blogs can allow you to tell stories to show the impact of giving. They could allow VCOs to turn social impact into a never-ending story and move towards a situation where there is 360 degree giving – where people are giving and organisations are giving information back to them.

## Donor intimacy

*I don't think we should call donors donors anymore – I think we should call them partners (Steve Bridger).*

Futurologists say that we are entering the emotional decade, where lots more people are looking for meaning. There are huge opportunities for VCOs to move in from the periphery and embed themselves much more in people's lives. Organisations should engage 'donors' by giving them experiences. Donor loyalty is about you being loyal to your donors rather than the other way round.

## Innovation

New business models are developing in the sector. In the future the most successful VCOs will be those who are able to step back from day to day work to focus on processes and relationships. They will look outside-in rather than inside-out. New technologies can be held up like a mirror to VCOs and reflect back on how they are organised internally. In the future will VCOs be able to move away from silo working? Will a fundraiser sit next to a programme manager and a communicator?

### Discussion: Speed and distance

The internet allows us to break down barriers of distance and exchange ideas at amazing speeds. Nick Booth from podnosh.com in the UK was persuaded to give to a charity in Cambodia by online charity blogger Beth Kanter in America. However, this is a two-sided process, if Beth discovered any negative information about the charity she could communicate it just as quickly and just as far.

## Membership

*Based on David Wilcox's presentation and the discussion it stimulated.*

New technologies are enabling people to interact in ways which raise fundamental questions around what is a member and why organisations want them.

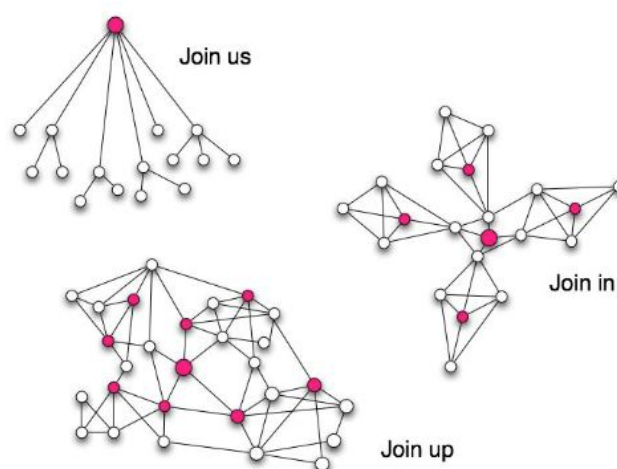
- Social networking is allowing members to contact each other more easily, for instance, through blogs or online forums. Membership organisations have traditionally provided a way to bring people together with similar interests and concerns through organised meetings and events. Now there is the potential for members themselves to take charge by organising virtual or offline meetings. What then are members paying for and what is the role of the membership organisation?
- Members are able to generate their own content, for instance by sending in their images to the BBC website or in online forums. This challenges the role of members as passive recipients of information and gives members much more power. It could also forge much closer relationships between members and content producers.

Traditionally organisations have been a convening point to bring together members and resources. Members have supported them to allow them to go out and do good things. Or the organisation has supported members so that they can go out and do

good things. Increasingly members can organise between themselves around causes or as Beth Kanter has done, become their own brand. This challenges organisations and the nature of their leadership.

*This is the same problem as with media organisations. We have 10m viewers – no we don't – we have 5m – actually it's 2m – the authority that came with mass is being dissipated. Where do you find your authority – where is it dissipated to? (Nick Booth)*

One response by organisations has been to devolve their membership structure from a top-down, or 'join us' network to a more networked 'join in' structure that supports communities of practice or knowledge sharing. Some may even chose a more fluid 'join up' structure with reduced central control.

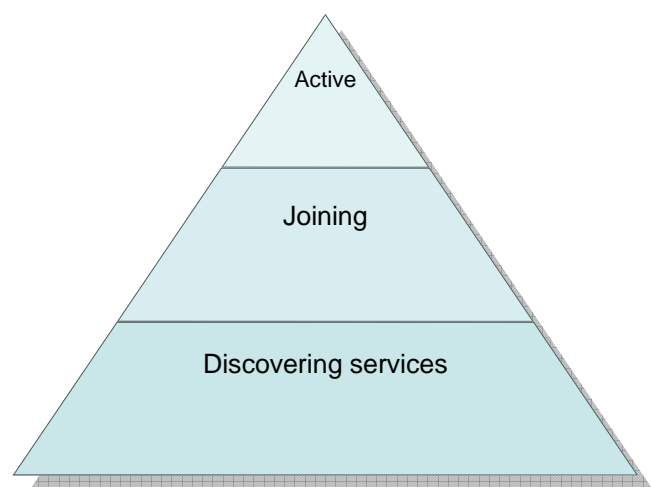


What is the role of the organisation in a true network? In the future organisations may become facilitators of knowledge sharing as a place for different groups and different interests to convene.

**Discussion: Blurring boundaries**

Members are generating their own content and non-members can increasingly access information and contribute to discussion. What then, makes someone a member? What is the difference between a member and just a user of a site.

One way to think about this is to consider different stages of membership and how technology can support different kinds of members. A simple pyramid model demonstrates how: many users can discover a service, for example, by browsing the website; some will join in, for example, by commenting in forums or adding the organisation as a friend in facebook; and a few will become active, for example, by emailing their MP or donating online.



It is very easy to become a member online or to sign up to many different causes but you may never meet. Does this mean being a member is any less beneficial? It is important to remember that members may have both online and offline presences which at times cross-over.

### **Discussion: The future of leadership**

Matthew Taylor, the new Chief Executive of the RSA has a vision to turn the membership structure of the RSA inside out putting the 27,000 fellows at the heart of the organisation. But what is the role of leaders like Matthew Taylor in the new membership arena? What sort of models are we looking at and how can these models be shaped by technology?

One argument is that leaders are an important part of an organisation's brand. But is the brand itself being challenged? Individuals are moving towards supporting causes rather than organisations. For instance, they may see themselves as supporting the 'Full Stop' campaign rather than NSPCC who run the campaign. This is particularly the case when a number of organisations work on the same cause. Individuals may not align to any one organisation, but use the resources of various organisations to help them support a central cause. This may facilitate collaboration between organisations allowing them to move outside their defined areas. For instance, the coalition of organisations that mobilised the public around 'Make Poverty History'. However campaigns also need credibility. And this may require a strong brand and leadership associated with success.

## **Campaigning**

*Based on Andy Dearden's presentation and the discussion it stimulated.*

### **Case example: are new technologies changing campaigns?**

NUS effectively ran a campaign against HSBC increasing their charges for student overdrafts. They used a facebook group which they knew was a space used by the 16-24 group they were targeting and linked the group to further action and to letter writing.

Like many campaigns using new technologies the traditional media still played a role in ensuring the campaign's success:

*The mainstream media hasn't gone away. One of the reasons the campaign was so successful was that it was on facebook and therefore the mainstream media picked it up. This year the mainstream media will pick things up on facebook. Next year, I'm not sure what it will be, but it will be something else (Steve Bridger).*

So are campaigns based on new technologies a genuine opportunity for new ways of doing things, or are these just a new way of reaching the traditional media? One response is that there is something genuinely new: organisations are not just campaigning to change behavior but campaigning to get people to talk about their cause, for it to form part of their persona.

The basis of campaigns has not been changed by new technologies. There is still:

- *us* - the campaign;
- *them* - the people whose behaviour we want to change and who may not want their actions noticed; and
- *allies* - the people in the middle who might support our campaign.

However new technologies are providing campaigners with new tools and ways of reaching people. For instance, campaigners who want to expose the actions of others can: use photos, for example, photos of protests in Burma were sent to the BBC website; contribute to interactive websites, for example, theyworkforyou.com allows the public to follow the actions of parliamentary members; and create their own websites.

New technologies are also changing the way in which media is used in campaigns. In the past, media such as television/radio adverts and brochure style websites have largely been concerned with consciousness raising. Now the move is towards mind sharing where individuals take a more participative role, uploading their own materials and commenting and viewing others.

#### **Discussion: the role of individuals in campaigns**

Mind sharing and the participative audiences it creates can allow organisations to maximise campaigning effectiveness. Partners who once had the passive role of being the conduit of the message or the target of the message can become more active partners who distribute and talk about campaigns to their networks. By turning a passive audience into one based on dialogue, organisations may find it easier to maintain the momentum behind their campaigns.

New technologies allow individuals to campaign very easily through small actions. What does it mean to become a supporter of a campaign in this context, for instance, is sharing a youtube clip campaigning and what value does this bring? One response is that even small actions can be successful if they help shape the participants understanding of themselves and their worldview / values. Campaigning is not just about changing behaviour but getting people to talk about it.

**Challenge:** Genuinely allowing the campaign to develop through supporters and their networks will mean letting go of control of the campaign and the campaign message and starting to think about the campaign as an independent entity. Campaign managers need to be happy for the campaign to evolve in this way and will not be able to know all of the conversations going on in different places at any one time.

Global communications and the speed of new technologies means that a 24 hour media culture has developed. News travels fast though mainstream news providers and through people's personal networks. It is important to consider whose story will be heard first and whether campaigners need their story to be read first. The success of campaigners will depend on how quick, effective and efficient they are.

#### **Discussion: The power of networks**

Online networks are one example of how campaigning organisations can

successfully benefit from new technologies by breaking down speed and distance boundaries. Social networking sites such as Facebook allow supporters to share campaign messages with their networks who in turn may share it with their networks. This allows organisations to not only reach more people but to reach different people.

The speed of communication via online networks can maximise the effectiveness of a campaign and organisations may find that they can jump on a wagon that is already rolling and use other people's networks where they are already talking about their organisation. Online support generated through social networks, can also result in offline actions, for example, an anti-child trafficking group set up on facebook gained 300 members which translated to 70 letters being written to MPs.

## **Accountability**

*Based on Karl Wilding's presentation and the discussion it stimulated.*

The Internet means that organisations are much more visible all of the time. In 2006 Dell were forced to recall millions of laptop batteries following incidents of exploding Dell laptops. In the past, unhappy customers would have received compensation and the story could have been hidden away. Today someone set up a website.

It is increasingly important that VCOs are able to demonstrate their accountability. Accountability includes several different activities:

1. Being held to account – by stakeholders or on their behalf, via sanctions or other methods of redress which enforce the right to effect change
2. Giving an account – providing stakeholders with an explanation or information to report what has taken place and the outcomes of that activity
3. Taking account – of stakeholder's needs and views and responding to these by examining, and, if necessary, revising practices or enhancing performance.

For VCOs, different types of accountability start with being held to account. New technologies provide an opportunity for more bottom-up accountability, for example, interactive websites and the opportunity for individuals to comment allows individuals to voice their own opinion. Trust in the marketplace is increasingly based on peer recommendations, for instance on ebay customers are able to view peer ratings and comments about a product as well as the sellers pitch. Users are willing to do their own research and read information by and about you before coming to you directly. For instance, Ford has found that customers visiting showrooms already knew what car they wanted and what Ford could offer.

The availability of information may also allow charity 'rating agencies' to develop in the style of car insurance or energy company comparison sites. In this situation VCOs lose control of accountability as others are stepping in to give an account for them. Reputation management will become increasingly important to VCOs as information and discussions about their organisation held by themselves and others are increasingly visible. VCOs have a reputation for involving and listening to their stakeholders. Are you ready to listen and respond to stakeholders in online spaces?

**Discussion: Managing dissent**

Participative accountability can be empowering for users and can give a powerful account of the work that your organisations does. However it involves organisations moving from the safe space of controlled and ordered offline reports, to a vulnerable and disruptive space where people can voice dissenting opinions. How do organisations police the debate? More fundamentally, should they police the debate?

*If you're out there in the public domain conversations about your organisations are going to happen and you can either help them to happen close to you or let them happen somewhere else. And if you think you need to spend lots of time moderating discussions I wonder if that's missing the point?*  
(Karl Wilding)

Organisations who are not part of the conversation risk accusations of secrecy and a lapse in trust. It will not be enough to hope that counter conversations will happen elsewhere:

*You've actually got to go out there and talk to people! You've got to have your own blog! You've got to be part of the conversation.* (David Wilcox)

**Discussion: Who are you accountable to?**

New technologies are allowing organisations to be more accountable to users and the public. But is there a shift away from trustees? Trustees exist to hold organisations to account - can they also be engaged in holding the organisation to account through new technologies?

New technologies also allow VCOs to change how they give an account, by presenting and using data in new ways. As technologies such as video recording becoming cheaper and easier to use, organisations can be increasingly innovative in the way that they present their data. It is now easier to 'mashup' data sets, drawing information from different sources and layering them on top of each other, providing potentially powerful data sources. For instance, an organisation working to reduce crime could combine a map of a local area, with a map of all recorded crimes and a map of their initiatives.

**Example: Annual Reports**

The Annual Report has traditionally been the key tool for VCOs to demonstrate their accountability to stakeholders and the wider public. For many organisations this is a PDF available to download from their website, including details of their key activities and achievements, backed up with figures and quotes. In the digital age will this be enough?

New technologies provide the opportunity to diversify media sources, for instance, organisations could upload videos of user feedback. New technologies mean that annual reports could change from being static documents to continuous, participative resources. Could you create your annual report as a weekly blog?

However these opportunities also come with challenges. Is your organisation ready to be interactive? What would do with comments added to your blog? Are you

ready to take account of others as well as be accountable yourself? It also involves a culture change, not just for VCOs but also for funders? Are your funders likely to be receptive to new ways of reporting?

## **Collaboration**

*Based on Paul Henderson's presentation and the discussion it stimulated.*

Many organisations collaborate with stakeholders using new technologies such as blogging to: provide feedback; deliver services; access new stakeholders; or to campaign. However, fewer are currently using online technologies to collaborate with partner organisations or staff, although there are good systems to do this (e.g. BaseCamp) and situations where it would be beneficial (e.g. with remote/home workers, or partner organisations).

Advantages of using new technologies for collaborative working include:

- Reaching remote workers, working in different geographical locations.
- Keeping costs low.
- Using time effectively.
- Possibility of a better end product.
- Development of relationships with partner organisations and key individuals particularly through social networking.
- Development of new relationships with new stakeholders who you would not necessarily meet face to face.
- Bonus of “accidental” collaboration and developing new working relationships as social networking allows organisations to share ideas with organisations outside their normal sphere of contacts.

Some of the main reasons organisations don't already collaborate using new technologies are:

- Fear of doing something differently.
- Fear of opening up ideas to competitors.
- Loss of control of ideas/branding.
- Lack of knowledge or confidence to start using new technologies.
- Keeping their organisation and trustees up to date with how stakeholders are using new technologies as effective communications tools.

### **Implications for VCOs**

- Infrastructure: VCOs will need to consider what they use their website for? Is it just a brochure or does it show how you deliver your projects? Will it eventually be an aggregation or diary of everything that is going on in your projects?
- Recruitment: do you recruit people with word, excel or blogging skills? Are you recruiting a project manager or a blog director?
- Funders: At the moment there's a shift from reporting outputs to outcomes. If funders are really interested in outcomes are they willing to subscribe to a project's blog, or to view an interview or a video from this blog? This requires a change of culture funders as well as organisations.

### **Using technology to collaborate: a scenario**

The first phase of a project is finding an opportunity. Maybe it's a government tender that I subscribe to. I see the opportunity for a project and so start researching it. I start bookmarking and tagging my bookmarks to build my idea. But I don't know who to collaborate with. Rather than engage with people I know, I put my idea on my website or my blog, I put it out there and tag it, and I also look at what other people are doing and comment, and bring their attention to my idea or the funding that's available. That starts the conversation, that gets people involved, because people already subscribe to my blog, or they're talking about it already in their own blogs, so I'm engaging with the right people.

I manage to get a core group of people together and I start to create the document for the bid. I create the document online, so I'm able to keep up with the updates, other people can edit it and contribute to it. It might be in private, even better, it might be in public, where people outside of that core group can contribute.

Meanwhile I've mentioned it to David, and someone else, Beth Kanter, has said, oh yes, we did that in Boston about three years ago, so I'm able to draw in that experience as well. And we set up the meeting and deliver the bid, and brilliant, we win the bid.

So the project's underway now, and my ideas blog has changed. I now start telling the story of the project. I'm transparent about it. I say what is going well and what is not going well. When I hold events instead of filling in evaluation forms at the end I get the people who have come to the event to comment on the blog. If I do end up having to send an email - probably the least collaborative technology I could think of - I don't compose the content in an email and send it to that one person. I put the content on the blog and say look there and you can respond to that and see what I'm thinking there.

When I do finally report at the end of the project my digest of the project is already there: I've told the story from start to finish.

So what technology enables me to do all this? To find the partners, track the bid, share and communicate the feedback to everyone and how am I able to see everything that's happening outside the project? What provides the pipes that holds

it all together?

The answer is RSS. You don't need to know how it works, it just works.  
(Paul Henderson, RuralNet)

### **What is RSS?**

**RSS** is short for Really Simple Syndication. This allows you to subscribe to content on blogs and other social media and have it delivered to you through a feed.

**Feeds** are the means by which you can read, view or listen to items from blogs and other RSS-enabled sites without visiting the site, by subscribing and using an aggregator or newsreader. Feeds contain the content of an item and any associated tags without the design or structure of a web page.

### **Knowledge sharing**

New technologies bring the potential for OpenSource thinking where organisations freely share information with others who are able to expand it and remix it to meet their local needs. This brings huge benefits but also challenges both the culture and nature of organisations. Organisations may fear losing credit and revenue if their messages are taken by and used by competitors. Many organisations rely on producing and distributing information to demonstrate their effectiveness to funders, generate income and reach beneficiaries. Will organisations in the future have a role in producing and distributing information and can they do this for a fee?

One scenario is that in the future there will be no value in organisations keeping knowledge and information to themselves. What will matter is how organisations apply that knowledge to achieve their mission and generate income. Organisations could take on roles as caretakers of knowledge, bringing together related and relevant sources in one place:

### **Organisation**

Moderator

Caretaker

Manager

→

knowledge

Another option is that the culture and model of organisations will remain the same but that there will be a drive to create private areas in public spaces. Like privatised shopping malls instead of public high streets, there may be a development of private member areas of websites and password protected areas online.

## **Moving forward**

### **Appropriate technology**

*New technology is reinforcing or speeding up the trends that are exiting already, the challenge is how do you integrate those technologies into what you do and don't just bolt them on as something that's extra to the process.*  
(Karl Wilding)

It is important that organisations are clear about why they want to use new technologies, not just jumping on the bandwagon and using facebook. There needs

to be a purpose and organisations need to know how to deal with the results. There is a tendency for organisations to focus on the new technologies rather than keeping their mission at the forefront and viewing new technologies as part of their toolkit to deliver solutions. Remembering the other parts of the toolkit is equally important.

*We're talking about new technologies but we shouldn't throw the baby out with the bathwater and forget about all the activities and devices we've been using pretty effectively for years. The technology needs to be matched to a need and you need to get buy in from staff (Steve Bridger).*

### **Understanding as a barrier to using new technologies**

Although organisations know that these technologies are available and available at a low cost, there is a lack of technical expertise and competence to actually get started and initiate using new technologies. For those who actively want to use new technologies it can be hard to see the link between being willing and actually being able to without investing money and having an expert come to their organisation.

There is also a fear that certain partners will get left behind. For instance some feel that stakeholders, especially young people, are running away with the use of new technologies as a communication tool and leaving organisations or trustees behind.

- One solution is to maximise the potential of volunteers, particularly in areas where they may be experts. Volunteers may have a knowledge of new technologies and social media that is much further ahead than the organisations. Some organisations may see a shift from volunteers to pro bono advisors.
- Organisations can also use e-volunteering. Breast Cancer Care have volunteers successfully working in their organisation from a distance on google analytics and search engine optimisation.

### **Further Reading**

ICT Foresight: how online communities can make the net work for the VCS, NCVO, March 2007, <http://www.ncvo-vol.org.uk/ictforesight>

ICT Foresight: campaigning and consultation in the age of participatory media, NCVO, October 2006, <http://www.ncvo-vol.org.uk/ictforesight>

Future Focus 1: What will our funding be like in 5 years time? May 2007, <http://www.ncvo-vol.org.uk/3s4/futurefocus>

Future Focus 2: What will our volunteers be like in 5 years time? August 2007, <http://www.ncvo-vol.org.uk/3s4/futurefocus>

## Appendix 1: Speaker biographies

### **Megan Griffith, NCVO Third Sector Foresight**

Megan leads NCVO Third Sector Foresight and is the lead author of the annual publication *Voluntary Sector Strategic Analysis*. Other publications include *ICT Foresight: how online communities can make the net work for the VCS* and *ICT Foresight: campaigning and consultation in the age of participatory media*.

### **Steve Bridger, nfp2.0**

Steve has helped create websites for organisations including the British Heart Foundation, the Labour Party, and the Church of England and has won several blogging awards. His work has focused on asking challenging questions of charities around issues of transparency, accountability and sustainability and he is currently a Social Media Consultant & Online Community Mentor at Sift. Steve coined the concept of a 'buzz director' for people inside organisations who champion the use of social media to promote their cause, and advocate that charities work to release authentic voices in their organisations, particularly through storytelling.

### **Andy Dearden, Sheffield Hallam University**

Andy Dearden is a Reader in e-Social Action in the Faculty of Arts, Computing, Engineering and Science at Sheffield Hallam University. His research explores design and innovation in the use of ICT in the voluntary sector and other 'social action' organisations. He is Principal Investigator for the Arts and Humanities Research Council research project Practical Design for Social Action which is investigating the relationships between technology, design and civil society actors.

### **Paul Henderson, Ruralnet**

Paul Henderson is a Project Manager at ruralnet|uk where he has been putting into practice the lessons learnt from the I-See-T research project, which looked at ICT for collaboration in the voluntary sector. He has been implementing the changes in services including 'Experts Online' in response to new technologies and is exploring the way collaborative services like these can be shared throughout the sector. His particular areas of interest include digital asset management, image manipulation and cataloguing, open source, new web technology and gadgets of all descriptions.

### **David Wilcox, Designing for Civil Society**

David is interested in how to help people communicate and engage better in organisations and communities through the use of social software and creative events. He has worked on community technology projects and developed workshops games and simulations. He has also worked as a consultant, writer and trainer, specialising in community engagement and cross sector partnerships. He started his blog 'Designing for Civil Society' on social media, engagement and collaboration in 2003 and also blogs at 'Partnerships Online'.

### **Karl Wilding, NCVO**

Karl is Head of Research at NCVO. His research interests include mapping the changing voluntary sector economy, and ICT and its implications for voluntary action. He is a trustee of the Association for Research in the Voluntary and Community Sector (ARVAC) and an Honorary Senior Visiting Fellow at the Centre for Charity Effectiveness, Cass Business School in London.

## Appendix 2: Participants

Lucy Abell	Press and Parliamentary Officer	Living Streets
Joel Bassuk	Website Manager	OXFAM International
Simon Berry	Chief Executive	Ruralnet UK
Nick Booth		Podnosh.com
Bertie Bosrédon	Head of New Media	Breast Cancer Care
David Bowler	Programme Director	North Fulham NDC
Louise Brown	Development Officer - Resources	NCVO
Arsim Canolli		Brent Association for Voluntary Action
Deborah Coles	Co-Director	INQUEST
Gareth Coles	Information Officer, CWU	NCVO
Kevin Coutinho	Higher Education Services Manager	Windsor Fellowship
Dr Simon Davey	Managing Associate	Preponderate
Ceri Davies	Development Worker - Health and Strategic Initiatives	Scarman Trust (The)
Michael Dickson	Area Manager	Let's Develop Community
Rebecca Dove	Fundraising Officer	Link Community Development
Amy Duncan	Business Development Manager	Legal Action Group
Bill Dunlop	Voluntary Projects Research Officer	Edinburgh University Settlement
Jake Eliot	Development and Policy Officer, Performance Hub	NCVO
Charles Finch	IT Manager	REACH
Adam Fox		Open Road Visions Ltd
Mike Frith	Director	Oscar
Joanna Gurr	Chief Executive	SPIN
Katie Hall	Communications Officer, UK Workforce Hub	NCVO
Carol Hicks	Fundraiser: Trusts & Legacy Development	Skill: National Bureau for Students with Disabilities

Rukiya Khan	Project Coordinator	Windsor Fellowship
Lynn Leadbeater	Institutional Giving Officer, Fundraising Team	Refugee Council
Graham Leigh	Director of Development	Directory of Social Change - London
Miranda Lewis	Senior Research Fellow	Institute for Public Policy Research
Morven Masterton	Programme Coordinator	Carnegie UK Trust
Malcolm Matthews	Director of Community Support and Information	Sense (Head Office)
Amanda McIntyre	Trustee	Accord
Pete Moorey	Parliamentary and Campaigns Officer	NCVO
Amanda Moss	Editor, VoluntarySector Magazine	NCVO
Paul Munim	Director of Business Development and Partnerships	CEMVO - Head Office
Esther O'Sullivan	Head of Internet Development	OXFAM International
Marcus Otite		Superhighways Partnership
Dr Geoffrey Paul	Programme Director	School of MBE
Yvonne Reid	PA Communications Director	Age Concern England
George Ruston	Executive Director	Hope UK
Conrad Sackey	Chief Operating Officer	Windsor Fellowship
Stefan Stoyanov		ECPAT UK
Josephia Tandie	Training Manager	
Paul Ticher	Consultant	Paul Ticher
Dhara Vyas	Policy Officer	NCVO
Dominic Waghorn	Digital Interactive Services Director	YouthNet UK
Kate White	Project Manager	Superhighways Partnership
Natalie Williams	Research Assistant (Third Sector Foresight)	NCVO
Gary Wiltshire		Profunding