

**THE  
BRAND  
STRATEGY**

Scenario Planning for Charities  
COVID-19 Response Toolkit

# The Need for Strategic Charity Planning

- A strategic scenario plan has been prepared for a charity, so we thought we'd share the process with other charities in a similar situation
- This pack gives you an outline on how to approach strategic scenario planning
- Use this approach to engage with your trustees and senior leadership to show the due diligence required
- The Charities SORP Committee instruct that within the reported accounts, trustees must provide information about the material decisions they have had to take on judgements and uncertainties, a process such as this will support the rationale of that decision making
- Further guidance is available at <https://www.gov.uk/guidance/manage-financial-difficulties-in-your-charity-caused-by-coronavirus>

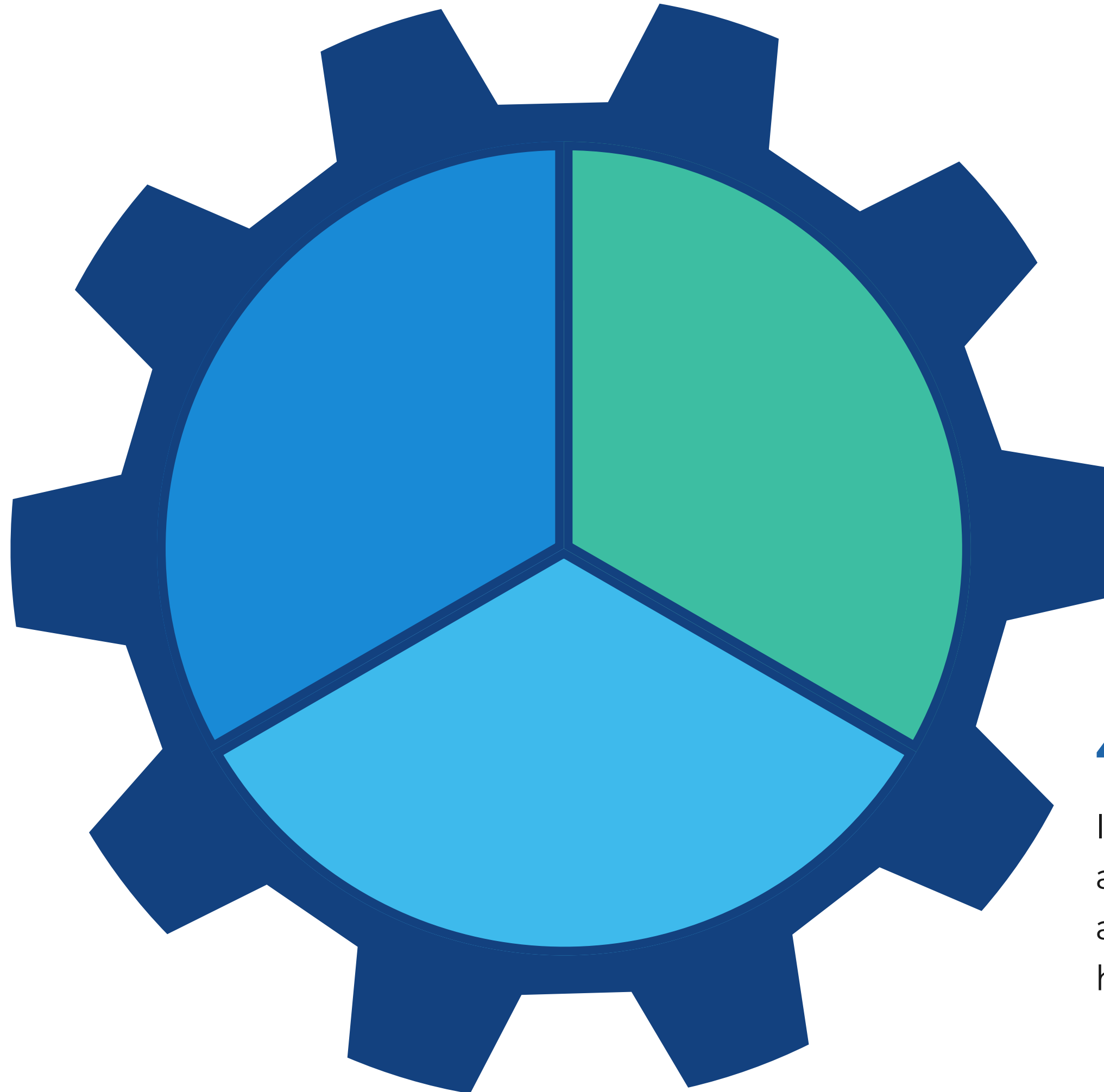
# How To Use This Toolkit

## 1) Action to Take

Decide the correct course of action to take of the four shown. This toolkit is designed to support you through one of those - Scenario Planning.

## 2) Find Your NEMO

Ensure you have a clearly defined Purpose to act as your bullseye when evaluating your strategic proposals.



## 3) Scenario Development

Step-by-step process to ensure due diligence in identifying scenarios to agree with your trustees depending on the specific challenges you may face.

## 4) Get Help

If you're unsure of how to approach an area of the process, give us a call at The Brand Strategy and we can help talk you through it.

# Action to Take in Uncertain Conditions

*Typically the coronavirus crisis has delivered rapid change to the environment for charities, but not in a way that is too complex to understand. However, it is important to assess your specific situation.*

Environmental  
Conditions

Simple ↔ Complex



Simple

The environment is relatively straightforward to understand.

Complex

An environment that is difficult to comprehend.

Static

The environment is not undergoing significant change.

Dynamic

Need to consider the environment of the future, not just the past.

Source: Strategy Development in Uncertain and Complex Conditions. Johnson, Scoles, Whittington

# Finding your NEMO

- Understanding your 'Purpose' is critical throughout this process, you may have tough decisions ahead - so ensuring everything you do delivers on your charity's raison d'être will enable effective decision making
- A 'Purpose' statement isn't just referring to "whatever the articles say"

**"Nothing Else Matters except for the O"**

*James Bannerman*



**QUESTION:**

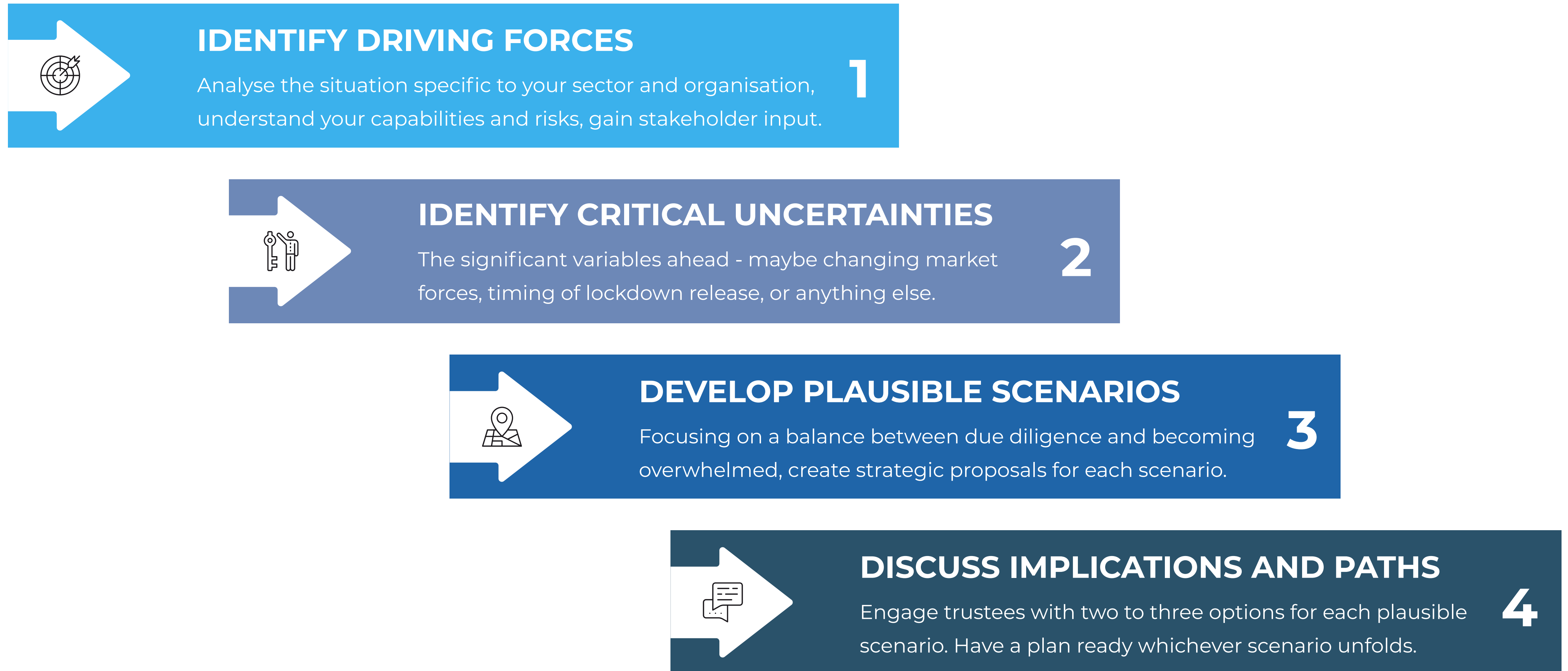
Is your Purpose a clear understandable statement you can explain to a stranger in less than 10 seconds?

**ANSWER:**

No? Then you need to take time now to refine it, otherwise your strategic decision making may miss the bullseye 'O' to most effectively deliver your charitable objectives.

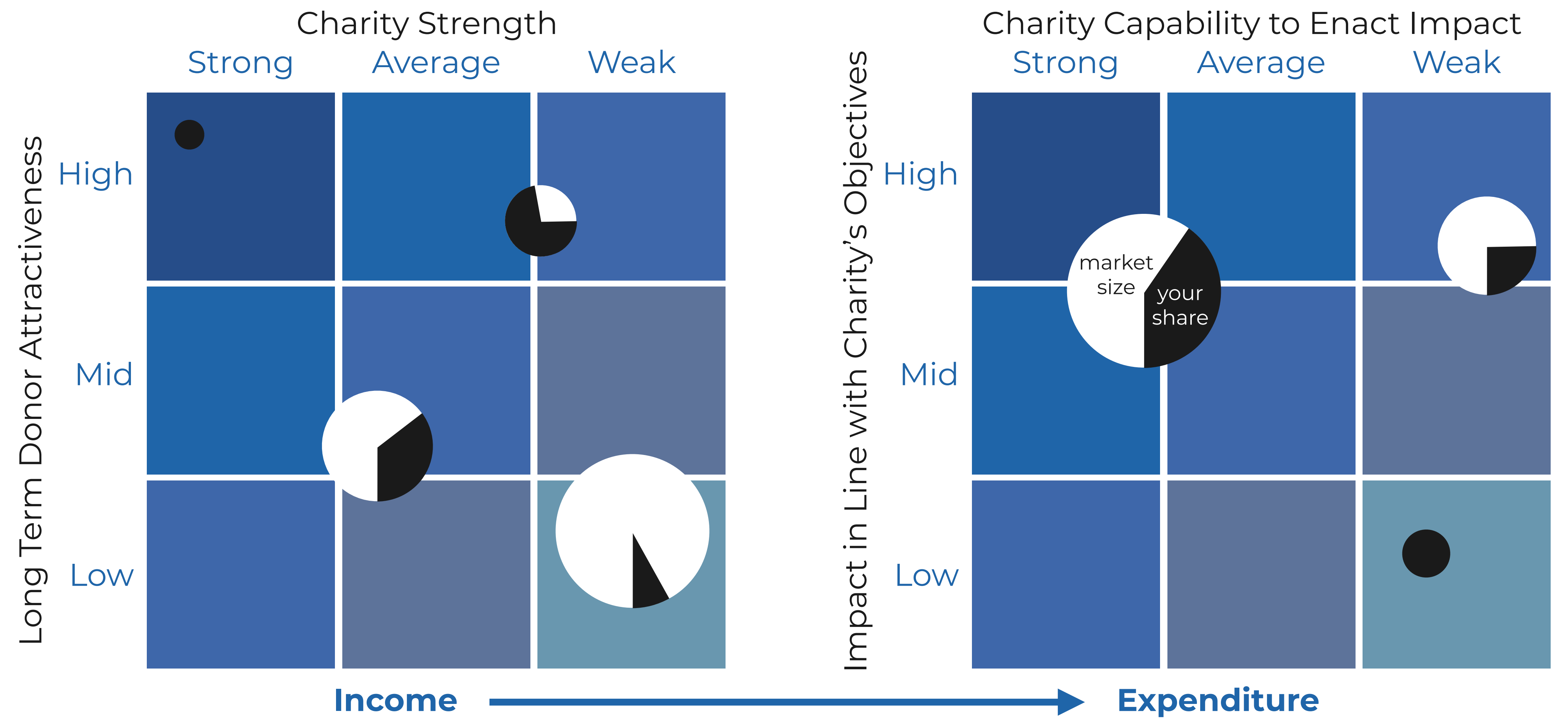
# Scenario Development

*Four sequential steps to take to build robust scenario plans. Remember to engage stakeholders along the journey.*



# 1) Identify Driving Forces

Take an inward look at where your income and expenditure is going, be honest about your initiatives impact.



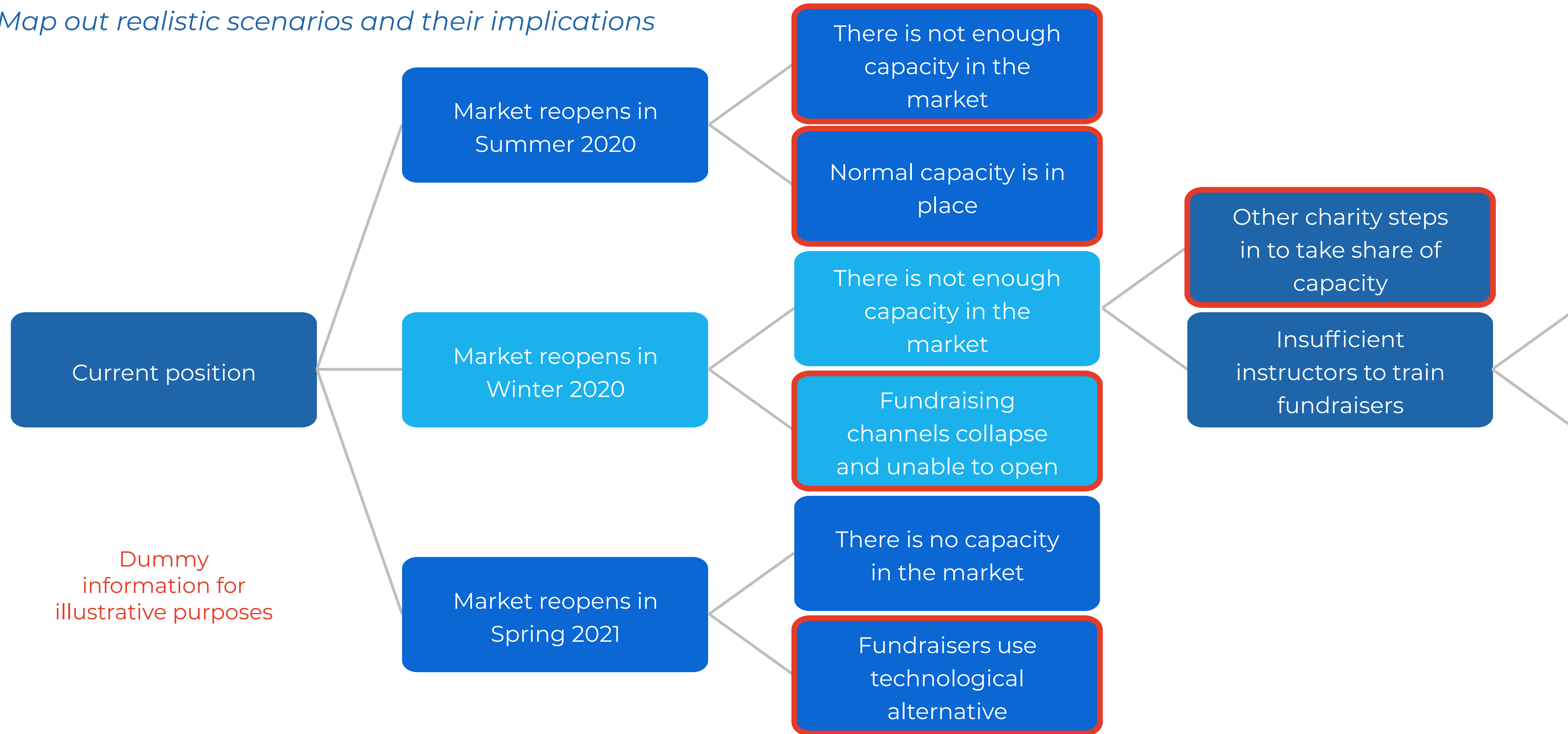
# 2) Identify Critical Uncertainties





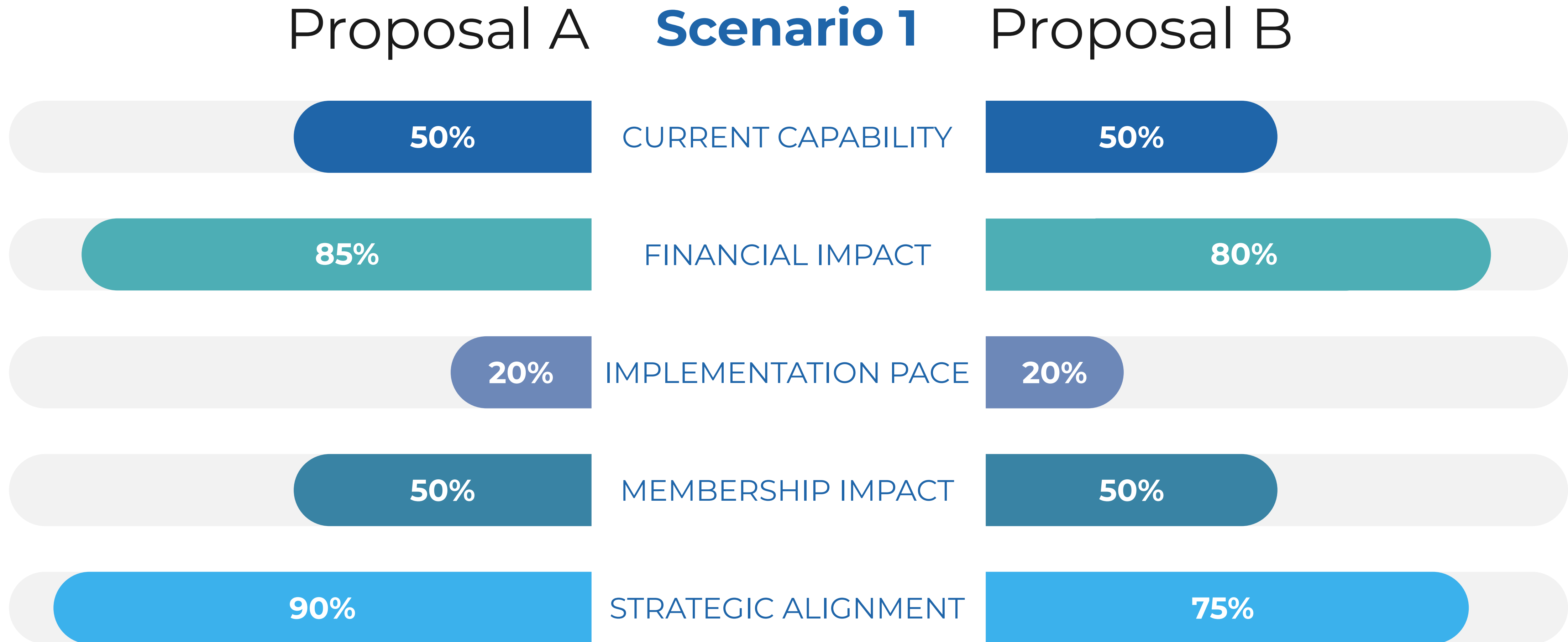
# 3) Develop Plausible Scenarios

Map out realistic scenarios and their implications



# 4) Discuss Implications and Paths

*For each scenario identified, take two to three proposals to the trustees for consideration. Remember these will only be enacted if the scenario is the one that comes to pass.*



# We Can Help You

The Brand Strategy exists to create sustainable value for brands and consumers, as the antidote to reactive short-term fixes.

Our team's experience spans charity, healthcare, not for profit and various commercial sectors.

For further advice, contact [mark@thebrandstrategy.co.uk](mailto:mark@thebrandstrategy.co.uk) or call Mark direct on 07740192278.

Visit: [www.thebrandstrategy.co.uk](http://www.thebrandstrategy.co.uk)  
Call: 0115 8890 267



The Brand Strategy founder

Mark Smith

*MSc BA (Hons) DipM MCIM DipCAM (DigitalM) Chartered Marketer*

Charity Trustee, Business School Lecturer and Strategy Consultant