

Sinking the Unsinkable

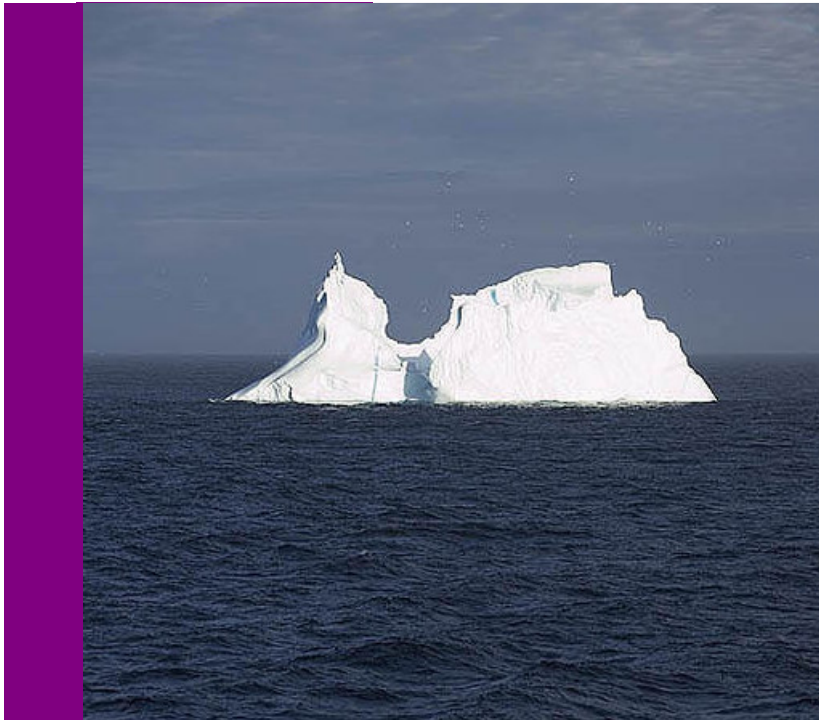
...or How I Learned to Stop Worrying and Love the Iceberg

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Icebergs

- There's a lot more beneath the surface
- They sink ships
- How they form tells us about what's going on in the climate (if they disappeared completely...)
- They block currents and winds – changing the ecology
- They release nutrients into the sea
- They gouge trails into the seabed
- A temporary home?
- Bergie Seltzer
- Usually beautiful to look at

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International Ice Patrol

- Formed in 1913
- Looking for icebergs:
 - Time
 - Information
 - Knowledge
 - Experience
 - Honesty
 - Bravery
 - Guesswork
- **How does your group support an Ice Patrol?**

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Think or Swim

Understand the environment and your options

- SWOT
- **PESTLE**
 - **P**olitical
 - **E**conomic
 - **S**ocial
 - **T**echnological
 - **L**egal
 - **E**nvironmental

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Looming Large...

- **Change of Government**
 - Decrease: public sector spending
 - Decrease: influence (?)
 - Increase: public sector competition
 - Increase: processes
- **Recession**
 - Increase: unemployment, family conflict, debt
 - Decrease: grant making trusts (interest rates)
 - Increase: demand for support / services
 - Increase: demand for activity
 - Increase: volunteering
 - Increase: competition from everyone

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Floating Around...

- Inequalities ('fairness')
- Funding uncertainty
- Legal changes (e.g. ISA)
- Risks to other organisations **around** you (closures, etc.)
- Oh, and the day to day work of the organisation...

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Iceberg right ahead!

DO NOT PANIC

- ...and don't encourage anyone else to panic – people may be waiting to know what **you** think.
- Is it really dangerous? Confidence can melt ice!
- How much damage can you take before you would sink?
- You have lifeboats: what's most important to you to save?
- Are there other ships out there?
- Under no circumstances allow Celine Dion to sing.

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Option 1: Sink

CLOSE DOWN

- Have we actually got a choice or is this the only possible option?
- Is the organisation actually still needed?
- Would anyone lose out if it closed down?
- How would we go about closing down carefully?

- How long could we last without help?
 - Can you get by on reserves & keep working to save the organisation?

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Option 2: Salvage

DOWNSIZE

- Are there **parts** of the organisation no longer needed?
- Would anyone lose out if there were cuts?
- How would we go about making cuts?
- An opportunity to focus on what we're best at?
- Doesn't have to be **permanent** – rebuild later.

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Option 3: Lifeboat

PARTNERSHIP

- Are there other groups in the same position?
- Opportunities for working in partnership?
 - Have you got a clear shared aim?
 - Have you got identified benefits?
 - Are there incentives to promote co-operation?
 - Disincentives for failure to co-operate?
 - Do you trust each other?
 - What does good and bad look like?
- Should you have been doing this anyway?

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Option 4: Rescue

MERGER

- A new home for your activities?
- What you might look for:
 - a stronger organisation
 - shared values
 - outcomes for users / beneficiaries / workers

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Option 5: Swashbuckle!

- Change your tactics: could you survive cuts by growing **bigger**?
 - Are you ready to take a chance on bidding for that larger contract?
 - Could you expand into other areas?
 - Could you compete?
 - Could you trade?
 - Could you offer a new home for another organisation?

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Option 6: Full steam ahead

- Work harder & faster & hope you make it safely home
 - Are things going to change around you?
 - Are you confident you're still needed?
 - Are you well-prepared?
 - Can you make some improvements?
- Be careful: are you confident in the **captain** rather than the **ship**?

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We Could Always Move Onto the Iceberg

- **Challenge your own ideas and assumptions**
- See what happens if you turn the problem on its head. What does it tell you?
 - Are your funders going to make life difficult for themselves if they cut your funding? Can you prove it?
 - If you can't afford to continue to employ someone is someone else looking for the kind of skills they have.
 - If the public sector is cutting jobs, is now the time to recruit?
- Not all solutions are permanent – some will have a limited life but will buy you time.

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Plot a course

- Set time aside to look for the icebergs
- Think about the impact each may have
- Think about the opportunities you want to steer towards
- Work out how much time & energy you will need to put changes into practice
- There is never a 'good' time to make cuts / changes.
- Challenge your own thinking habits.
- Repeat – regularly.

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How prepared are you?

- If you were closing down, what would happen to the people who use your services?
- If you had to make someone redundant, do you know how to go about it?
- If you wanted to get a story into the local press, who do you know?
- Have you thought about who you might be prepared to merge with if that was the best option?
- Have your Board and your workers ever discussed this subject?

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