PATHWAY'S Scenario Planning

INTRODUCTION

Facilitator: Shannon Arrington

AGENDA

10:00	Welcome
10:05	Introduction
10:15	Quick Tips
10:25	Ice Breaker
10:35	Scenario Planning Process
11:35	Break
11:45	Applying Scenario Planning
12:45	Lunch
1:45	Breakout Discussions
2:45	Break
2:55	Peer Learning
3:55	Wrap Up
4:00	Finish

QUICK TIPS

Think Big & Think Small

Middle Road Approach

ICE BREAKER

dream setting is a woodland outdoor stage with a hop, skip, and five rivulets

Because accessibility is a priority for the festival, we want to ensure that everyone feels welcome and can participate in a specific creative challenge with the rest of the festival community. Let's use our creative and imaginative minds to design the perfect festival environment for 24 hours. Imagine the festival is taking place in a specific location, designed for a specific creative purpose, and attracting a specific audience.

Divide into 3 groups

What is your dream festival environment in your festival

Venues that transform the town into art

Shannon Arrington

The town as a giant playground and creative space

A barge on River Barrow through the County

Open air space / atmospheric / accessible

Field with adjacent food and toilets and changing rooms - and known to the audiences as their space

Nightime in the woods

a children friendly town for families and pedestrians

Would be to expand our performance spaces, so that everyone feels it is beautiful, but we would like to move into the town. Also, use the stunning outdoor space our venue offers.

get rid of the cars for the week-end

mobilise all the stakeholders to promote art, creative practice, good food, healthy living

the white area to generate a going your answer

transform the town into a large open air garden park/ forest

Screen 1 Irish Film Institute with a full programme of Irish feature filmmaker guests for a Q&A with a film crew member and a screen a documentary on an international guest

Simple has plenty of venues that are small and quaint, and have a great vibe. The next town square with a stage would be perfect for the festival experience for the festival goers to come and throw at the end of a true sheen.

make the festival more accessible and attractive

OpenAir - Dockland

Outdoor and Indoor Venue

Multi use space with interactive spaces, workshop spaces, chill out room zones that break down barriers, accommodate different groups (good acoustics, well lit and cloud shelter)

A venue where art is a key factor in the festival along with the events, performances and "pop-up" venue

SCENARIO PLANNING PROCESS

HISTORICALLY, PEOPLE OFTEN GOT THE FUTURE DRASTICALLY WRONG...

...BECAUSE WE LOOK AT TRENDS IN ISOLATION AND DON'T FOCUS ON THEIR COLLISION.

BENEFITS OF SCENARIO PLANNING

- Generalise management
- Minimise and respond more effectively to future shocks
- Enables better decision making
- Highlight gaps in knowledge and expertise
- Highlight wider space and opportunities
- Aid better and more targeted stakeholder communication

THINK BIGGER PICTURE

This is not just a financial planning tool, though that is an important component of the process.

Focus on the purpose of your organisation when thinking about scenarios as this will also inform why you will make decisions.

Consider your stakeholders:

Audience | Artists | Community | Friends of Festivals/ Volunteers | Funders

Step 1: Set your Goal for the Scenario Planning process

Key Activity	Define the question that will drive your planning process and make your goals.
Examples	"Will a festival of such a size in the Walsh glen be a sustainable and viable proposition?" "How will we prepare for the future in light of changing social dynamics?"
Things to Think about	What are you looking to find out through scenarios? Why do you want to do this exercise?

Step 2: Identify your unknowns

Key Activity	Research and list your unknowns that will make decisions difficult
Examples	- Access to existing and new fundraising streams, grants and philanthropic funding? - Kia and Funding Body policy
Things to Think about	- What are the unknown factors preventing you from making a decision? - Research the areas you think are unknowns as much as possible. This will help you understand the scale of the gap in knowledge and certainty.

Step 3: Indentify key events that will help us make more decisions.

Key Activity	Identify what events will give us more information and help us make better decisions
Examples	- Democratic - Access to new funding streams - Brexit - Yes or No - Academy of Art - Yes or No - Government Arts Funding strategy release
Things to Think about	- What are the unknown factors preventing you from making a decision? - Research the areas you think are unknowns as much as possible. This will help you understand the scale of the gap in knowledge and certainty.

Step 4: Describe the Conditions

Key Activity	Identify the Best, Worst and Most Likely case scenarios for your unknowns
Examples	Brexit: Best - Worst - Most Likely Academy of Art: Best - Worst - Most Likely Government Arts Funding strategy release: Best - Worst - Most Likely
Things to Think about	- Keep your descriptions powerful. Bad and Worst case could have a lot of impact on your organisation's future. - Have a discussion with your board members. Research the Brexit and Academy of Art case study examples.

Step 5: Build your scenarios

Key Activity	Combine a small number of your conditions to create a scenario
Examples	- **Scenario #1:** Worst case is Brexit and no funding and 90% of the Arts Academy is closed - **Scenario #2:** Present climate and academy sponsorship remains the same and Brexit case happens in 2019 and year
Things to Think about	- Work with 2-3 conditions only. Not ten by no scientist all possible combinations. Keep it simple. - Ensure scenarios should contain enough detail to assess the likelihood of success or failure of different strategic options.

Step 6: Determine your Scenario Strategy. What will you do if this scenario a reality?

Key Activity	- Detail how the condition impacts your current planning and what decisions it may expect - Decide on your strategy exactly. Is this a process that will drive decisions?
Examples	**Strategic decisions:** Brexit case: Do we need to change our programming to include more European artists? Academy of Art case: Do we need to change our programming to include more Irish artists? **Key Events:** Brexit case: Do we need to change our programming to include more European artists? Academy of Art case: Do we need to change our programming to include more Irish artists?
Things to Think about	- Focus: Implies a decision and you are trying to be strictly operational. Keep it simple. - Strategy: A method or action taken by an organisation to achieve your goals. Strategy is a plan of action designed to achieve a long-term or overall aim. - Tactics: Implies a plan of action designed to achieve a specific goal. Tactics are the means by which a strategy is carried out. Tactics are the means by which a strategy is carried out. Tactics are the means by which a strategy is carried out. - Tactics are the means by which a strategy is carried out. Tactics are the means by which a strategy is carried out. Tactics are the means by which a strategy is carried out. - Tactics are the means by which a strategy is carried out. Tactics are the means by which a strategy is carried out. Tactics are the means by which a strategy is carried out. - Tactics are the means by which a strategy is carried out. Tactics are the means by which a strategy is carried out. Tactics are the means by which a strategy is carried out.

PATHWAY'S SCENARIO PLANNING TEMPLATE

1. Define the question that will drive your planning process and make your goals for the Process:

2. Research likely unknowns and their list the unknowns that make decisions difficult:

3. Identify what events will give us more information and help us make better decisions?

4. Identify the Best, Worst and Most Likely case scenarios for your unknowns:

	Best Case	Worst Case	Most Likely Case
Event 1			
Event 2			
Event 3			
Event 4			

5. Combine a small number of your conditions to create a scenario:

SCENARIO 1	SCENARIO 2	SCENARIO 3

6. What will you do this scenario a reality? Detail how each scenario is an impact upon current planning and what decisions it may expect? Decide on your Strategy. Focus: Implies a decision and you are trying to be strictly operational. Keep it simple. Strategy: A method or action taken by an organisation to achieve your goals. Strategy is a plan of action designed to achieve a long-term or overall aim. Tactics: Implies a plan of action designed to achieve a specific goal. Tactics are the means by which a strategy is carried out. Tactics are the means by which a strategy is carried out. Tactics are the means by which a strategy is carried out.

SCENARIO 1	SCENARIO 2	SCENARIO 3

APPLYING SCENARIO PLANNING

USING SCENARIO PLANNING

- Helps you shape if / Then planning
- These plans need to be constantly updated in line with emerging information
- You remain on a greater sense of control if you adhere to a process when making decisions on the fly as they emerging over the course of a year.

VOTING SESSION

Have you used a methods / approaches like this to plan for your festival before?

- No, Going Forward
- Yes, a few times
- No, but I have heard of and risk in the future
- No, I do not see this as a risk in the future

How useful do you think this process could be to your organisation?

- Not at all Useful
- Slightly Useful
- Moderately Useful
- Very Useful
- Extremely Useful

PEER LEARNING

BREAKOUT DISCUSSIONS

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In what ways do you think the process could be helpful to your festival? Do you see any challenges to using this process?

- Pro: Allows for creative thinking and imagination. Allows for creative thinking and imagination. Allows for creative thinking and imagination.