



Tools—SWOT and PEST Analyses

Tools to help with reviewing and planning activities, projects or organisations.

SWOT –Strengths Weaknesses Opportunities Threats

Once the organisation’s mission has been established, think throughout and brainstorm, possibly in a team meeting or staff or Board away day, your future direction and what you want to achieve. Use a flip chart to capture information under these four headings:

Strengths What do we do well and have working in our favour?	Weaknesses In what areas is our performance not so good?
Opportunities What trends or changes in the external environment could we take advantage of?	Threats What trends or changes in the external environment could have a negative impact upon us?

- ◆ Refine list by considering what is really important—high priority issues
- ◆ Consider implications—what will it mean for the organisation and users?
- ◆ Consider how positives can be accentuated and negatives minimised

PEST—Political Economic Scientific Technological

PEST Analysis works exactly the same way, but uses the headings given below, It is more focussed on highlighting external issues which may impact upon and organisation , or that could become opportunities for it.

Political <ul style="list-style-type: none"> ◆ Public liability agenda ◆ Legislation ◆ National and local government issues 	Economic <ul style="list-style-type: none"> ◆ Funding trends ◆ Costs (e.g. staff) ◆ Competitors for services
Social <ul style="list-style-type: none"> ◆ Public attitudes ◆ Demographic changes ◆ International situation 	Technical <ul style="list-style-type: none"> ◆ Advances, change, wider access ◆ Skill requirements ◆ New approaches



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Tool -Risk Analysis

Assessing risks and anticipating how an organisation might deal with them is half the journey towards prevention or reducing their potential impact. It can also help with understanding the options for an organisation.

- ◆ Using the headings below, list all the risks potentially facing the organisation (example given for guidance).

Risk	Likelihood	Impact	Mitigation
e.g. volunteers unable to commit for long periods	Medium	High	Provide training incentive, recruit more volunteers

- ◆ Assess likelihood and potential impact, rate “high”, “medium” or “low”
- ◆ Consider how these risks can be avoided or overcome- the mitigation
- ◆ What are the implications of these findings?
- ◆ What immediate action should be taken?
- ◆ What can be influenced?

Risk analysis is beneficial in helping an organisation’s management staff fulfil their obligations of protecting and preserving the organisation and advising the board of Trustees on future courses of action.

Tool - Business Plan

Use the headings suggested below as the starting point for producing a written document outlining what an organisation or project intends to do.

- ◆ An overview of the proposed scheme
- ◆ Why the scheme is needed
- ◆ Why this organisation?
- ◆ Scheme description
- ◆ Scheme outcomes
- ◆ Staffing and management structure
- ◆ Budget
- ◆ Funding and marketing plan
- ◆ Risk assessment (see risk analysis above.)

