



INNOVATION IN THE MOST CHALLENGING CIRCUMSTANCES

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FAIRLY BLEAK SITUATION - MARCH 2020

- INVICTUS GAMES THE HAGUE SCHEDULED FOR MAY 2020 DELAYED 12 MONTHS
- DELAY OF INAUGURAL SYMPOSIUM TO BE HELD IN THE HAGUE BRINGING TOGETHER REPRESENTATIVES AND EXPERTS FROM ACROSS THE COMMUNITY TO FOCUS ON THE IMPACT OF SPORT ON THE RECOVERY JOURNEY
- POSTPONEMENT / CANCELLATION OF OTHER LIVE EVENTS WITH WIS PARTICIPATION
- POSTPONEMENT OF “IN PERSON” EVENTS FROM WHICH SIGNIFICANT CHUNKS OF FUNDING HAD BEEN BUDGETED

OBVIOUS OPTION FOR IGF

SHUT UP SHOP
FOR 9 MONTHS

FURLOUGH ALL
STAFF

CLOSE THE
OFFICE

FUNDERS AND
BENEFICIARIES
WILL
UNDERSTAND
???!!!!

PRESERVE
RESERVES (12
MONTHS OF
EXPENSES)

Financial resilience is

- the way that successful organisations deal with inevitable and unforeseen interactions, issues and opportunities in running their business and have the ability to rebound from a financial shock....
- You need financial robustness, anticipatory capacity and awareness to **anticipate, react** and **adapt** and not be complacent in business. Flexibility to **proactively change** and your recovery ability of your finances and assets



WHAT WE DID DO - ACTIVITY

WE TALKED TO
OUR
COMMUNITY

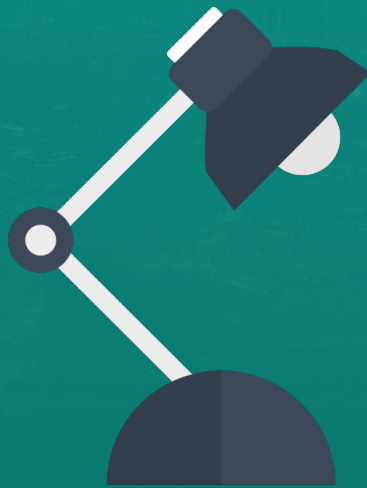
WE WENT
VIRTUAL –
SLOWLY AT FIRST

WE SURVEYED
AFTER EVERY
ACTIVITY

WE GREW OUR
COMMUNITY
APP INC
TRANSLATION

WE
PIGGYBACKED
EXTERNAL
ACTIVITY

Financial sustainability is:



- Never ending – constant review and refresh based on how quickly assumptions and circumstances change
- About translating strategy and business plans into the financial implications with regards resources and delivery – short and long term
- Understanding those plans
 - deficits are not necessarily bad - e.g. planned investment and timing differences
 - spending reserves may be necessary
- Planned financial management – looking more than one year hence and understanding the limitations in those forecasts

WHAT WE DID DO - FUNDRAISING

WE TALKED TO
OUR PARTNERS

WE SHARED
OUR SUCCESSES

WE STUCK TO
OUR MISSION

WE ASSESSED
OUR IMPACT

WE WERE ALL
FUNDRAISERS
BUT WE STAYED
IN OUR LANE

WHAT WE DID DO - GOVERNANCE

WE TALKED TO
OUR TRUSTEES

WE REVIEWED
OUR FINANCES

WE MONITORED
CASHFLOW

WE REACHED
OUT WHILST
STAYING IN LANE

WE FORMALLY
REVIEWED AND
ADAPTED OUR
STRATEGY

> INSPIRE

We use the Invictus Games to inspire recovery and demonstrate the resilience of the Invictus community



Host city selection, support and direction



Participating Nations support



Family and friends



Games evolution



Categorisation and adaptive sports rules



Virtual and esports

> IMPROVE

We improve lives through sports recovery and adventurous challenge to build an international active support network that continues to serve



Invictus Endeavours grants and support



We Are Invictus community app



Invictus Spirit awards



Activities powered by Invictus



Armed forces programmes



Events and opportunities beyond the Games

> INFLUENCE

We share best practice and collaborate to influence research and knowledge around trauma recovery, rehabilitation and the power of sport



Partner engagement



The Conversation



Strategy and policy



Beyond the Finish Line impact study



Global community engagement



Medical and academic research

Interpret your strategy – need success measures trackers

Balanced scorecards or
dashboards usually cover
four typical areas:

1. Learning and growth
2. Governance or business processes
3. Beneficiary
4. Financial

- Assist governance – easy to follow
- A tool to inform strategy - provide overview of performance
- Track key financial and output/outcome metrics
- High level summary - so easy to see changes and implications
- Help decision making as can see trends
- Not a replacement of full financial information

**WE CAME.
WE SAW.
WE'RE UNCONQUERED.**