



**Community &  
Voluntary Services**  
cheshire east

# Governance Session

24<sup>th</sup> June

Welcome to the Meeting

# Recovery

"We are not all in the same boat, but we are all in the same storm"

Poll what is your focus?

What you should consider and be clear on is what is your Boards role and what is your staff teams role

e.g.

- Bailing?
- Rowing/in the engine room?
- In the map-room?
- In the eagle's nest?
- At the helm?
- Adjusting course?
- Setting new direction?

# Recovery

Charity governance, finance and resilience: 15 questions trustees should ask

Some of the questions most relevant

1. What effect is the current economic climate having on our charity and its activities?
2. Are we financially strong enough to continue to provide services for our beneficiaries?
3. Do we know what impact the social and/or economic climate is having on our donors and support for our charity?
4. What is our policy on reserves?
6. Have we reviewed our contractual commitments?
7. Have we reviewed any contracts to deliver public services?
10. Are we an effective trustee body?
12. Are we making the best use of the financial benefits we have as a charity?
14. Have we considered collaborating with other charities?
15. Are we making the best use we can of our property?

<https://www.gov.uk/government/publications/charity-trustee-meetings-15-questions-you-should-ask/charity-trustee-meetings-15-questions-you-should-ask>

# Future Planning – 4Rs

"We are not all in the same boat, but we are all in the same storm"

Think about to 4 R's

- **Rescue** – what can you salvage from what you were doing before Covid hit;
  - **Reform/redesign** – what needs to be fundamentally changed, but is still relevant;
  - **Resilience** – where is your resilience as an organisation, and how can you make the best use of it;
  - **Ready** – where are you ready to go; what changes did you bring in as a result of Covid you'll continue to run with.
- 
- Would recommend linking this process to the ACEVO Self Assessment Framework – Available on our website
  - We have used this in our initial thinking and we have also surveyed and spoken to our whole staff team



Health and safety				
Trustees				
Other				
Other				

**B. Can cashflow be maintained?**

- Do we have a worst-case picture of our weekly cashflow to the end of the financial year?
- Do we have contingency plans in place with funders to support us to the level that is required?
- Do we understand what the current situation might mean in terms of layoffs, further service reduction or other aspects of our operation?
- What is our new Plan B if reality is even worse than this worst-case picture?

**Section 3: Preparing for reboot**

As we come out of lockdown into recovery, what will our organisation need to look like (no more than three answers to each question)?

**A. What are the most important things to restart largely using the same approach as before?**

	What?	Why?	How?
1			
2			
3			

**B. What will we keep doing that we have developed in this period (eg what will stay online/digital; should we retain any changes in culture/approaches to work)?**

	What?	Why?	Will we need to alter anything to cement this change?
1			
2			
3			



**C. Leaving the past behind, what will we stop doing, as we have identified that it adds no value or is not core to our new operating model?**

	What are we going to stop?	Why?	What evidence did we use to make decision?
1			
2			
3			

**D. What, if anything, will we start doing that is completely new?**

	What is new?	Why?	What evidence did we use to make decision?
1			
2			
3			

**E. How can we #BuildBackBetter in terms of**

- Making our organisations and the way we operate more equitable?
- Making our organisations more environmentally sustainable?

**F. For the changes we have identified as being desired, who do we need to consult / engage / negotiate with to make them come about?**

**Section 4: Next steps and priority setting/taking action**

**A. Reflecting on our answers, what are the top five actions that will be taken forward in the next three months?**

	What?	Key lead?	When?
1			
2			
3			
4			
5			



**B. What about longer-term change? Have we identified things we would like to change next – in the one to two year timescale?**

	What?	Why?	When?
1			
2			
3			
4			
5			

**C. What's the one big idea that in five years from now we hope COVID-19 will drive us to achieve?**

	What?	Why?

**D. How does this experience inform future business continuity plans for our organisation?**

**E. In what ways can we use what we've learnt to our advantage?**

**F. What lessons are there for our sector?**

**Section 5: Who can help?**

- If you want to share your approach, thoughts and challenges with your peers, log into the [ACEVO Community](#).
- If you would like governance support, contact ACEVO's [Governance Advice Line](#).
- If you would like consultancy support with these issues, contact ACEVO partners [Action Planning](#), [Campbell Tickell](#) or [EastSide Primetimers](#).

Thanks to Ian Wright from [Disruptive Innovators Network](#) for allowing ACEVO to adapt and share this framework with members.

To feed into the next iteration of this document, please email your comments to [info@acevo.org.uk](mailto:info@acevo.org.uk).

# Recovery

## Charity Commission guidance

- Cancelling/Holding AGMs
- Holding meetings online
- Reporting serious incidents to the Charity Commission during the coronavirus pandemic

<b>Do report</b>	<b>Don't report</b>
<p><b>There is an outbreak of coronavirus</b> (including suspected cases) among staff, volunteers, trustees and/or beneficiaries within a charity that is still operating. As a result of this, the charity is unable to:</p> <ul style="list-style-type: none"> <li>• deliver vital services to at risk beneficiaries, for example a residential care home has insufficient staff to care for the residents safely; or</li> <li>• continue its normal operations, for example because a large number of beneficiaries are seriously ill.</li> </ul>	<p>A single staff member, volunteer, trustee or beneficiary has or is suspected to have contracted coronavirus.</p>
<p><b>The charity has stopped operating temporarily under the government's lockdown measures</b>, for example the closure of a school, community centre, place of worship or theatre. As a result of this, the charity is:</p> <ul style="list-style-type: none"> <li>• unable to deliver vital services to at risk beneficiaries; and/or</li> <li>• insolvent and/or forced to close permanently; or</li> <li>• highly likely to be insolvent and/or forced to close permanently within the next 12 months.</li> </ul>	<p>The charity has had to stop operating temporarily but it hasn't resulted in one or more of the impacts listed in the left-hand column.</p>
<p><b>The charity has not been required to stop operating under the government's lockdown measures but the trustees have made a voluntary decision to stop operating temporarily.</b> As a result of this, the charity is:</p> <ul style="list-style-type: none"> <li>• unable to deliver vital services to at risk beneficiaries; and/or</li> <li>• insolvent and/or forced to close permanently; or</li> <li>• highly likely to be insolvent and/or forced to close permanently within the next 12 months.</li> </ul>	<p>The trustees have made a voluntary decision to stop operating temporarily but it hasn't resulted in one or more of the impacts listed in the left-hand column.</p>
<p><b>The charity has lost a substantial portion of its income</b> during the pandemic, for example due to the enforced cancellation of fundraising events. As a result of this, the charity is:</p> <ul style="list-style-type: none"> <li>• unable to deliver vital services to at risk beneficiaries; and/or</li> <li>• insolvent and/or forced to close permanently; or</li> <li>• highly likely to be insolvent and/or forced to close permanently within the next 12 months.</li> </ul>	<p>A loss of income during the pandemic, which hasn't resulted in one or more of the impacts listed in the left-hand column.</p>

Do report	Don't report
<p><b>The trustees have decided to furlough some or all of the charity's staff</b> and, as a result of this, the charity is:</p> <ul style="list-style-type: none"> <li>• unable to deliver vital services to at risk beneficiaries; and/or</li> <li>• insolvent and/or forced to close permanently, for example because the furloughing of staff has directly led to the loss of a major income stream; or</li> <li>• highly likely to be insolvent and/or forced to close permanently within the next 12 months.</li> </ul>	<p>A decision to furlough some or all of the charity's staff, which hasn't resulted in one or more of the impacts listed in the left-hand column.</p>
<p>A scam email linked to the pandemic that causes loss or harm, for example the charity receives an email from a bogus organisation claiming to be offering support to charities during the pandemic and is conned into making a payment.</p>	<p>A suspected scam email linked to the pandemic that the charity identifies as suspicious or is blocked by the charity's computer network security systems, except where this is unusual in nature and the charity wants to bring it to the attention of the Commission.</p> <p>All suspected scam emails should be reported to the National Cyber Security Centre (NCSC) through the <a href="#">Suspicious Email Reporting Service (SERS)</a>.</p>
<p>A fraud that is linked to the pandemic, for example the charity purchases personal protective equipment (PPE) but the products are never delivered.</p>	
<p>The charity is being investigated by HMRC in relation to alleged abuse of the furlough scheme.</p>	
<p>The charity is being investigated by the Police in relation to an alleged breach of government lockdown measures.</p>	
<p>There is an allegation that a staff member/volunteer has abused a beneficiary during the pandemic.</p>	
<p>A member of staff alleges that they have suffered significant harm due to their working conditions during the pandemic.</p>	



# Risk Assessment

You need to complete a COVID specific Risk Assessment

Template available on our website if you haven't got one includes a Downloadable guide which includes.

[Where do you start?](#)

[COVID-19 Health & Safety Inspection Checklist](#)

[Workplace Health & Safety Inspection Action Summary](#)

[COVID-19 Health & Safety Risk Assessment](#)

[Risk Assessment Action Plan](#)

[COVID-19 Visitor Questionnaire](#)

[Checklist and Risk Assessment for Individual Worker re COVID-19](#)

[COVID-19 Information for Employees](#)

## Staying COVID-19 Secure in 2020

We confirm we have complied with the government's guidance on managing the risk of COVID-19

# Recovery

## Return to work Risk Assessment

<https://www.hse.gov.uk/news/assets/docs/working-safely-guide.pdf>

Guidance for people who work in or run offices, contact centres and similar indoor environments.

<https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/offices-and-contact-centres>

### • FIVE STEPS TO SAFER WORKING TOGETHER •

- ✓ We have carried out a **COVID-19 risk assessment** and shared the results with the people who work here
- ✓ We have **cleaning, handwashing and hygiene procedures** in line with guidance
- ✓ We have taken all reasonable steps to **help people work from home**
- ✓ We have taken all reasonable steps to **maintain a 2m distance** in the workplace
- ✓ Where people cannot be 2m apart, we have done everything practical to **manage transmission risk**

Employer \_\_\_\_\_ Date \_\_\_\_\_

Who to contact: \_\_\_\_\_ Your Health and Safety Representative  
(or the Health and Safety Executive at [www.hse.gov.uk](http://www.hse.gov.uk) or 0300 003 1647)