



**Community &
Voluntary Services**
cheshire east

Recovery Conference

24th June 2020

Welcome to the Meeting

Welcome – Agenda

14:00	Welcome
14:10	Main Room - Update on current guidance – Caroline Whitney, CVS
14:30	Move into Breakout Rooms if you haven't booked on please message Helen Roger in the chat box to let us know
	BO 1 - Infection Control - Understanding what your health and safety responsibilities are
	BO 2 - Returning Staff and Volunteers – How to arrange safe returning to work and volunteering
	BO 3 - Opening up activities – How to plan for a return to face to face meetings or social activities either inside, outside or on your premises.
	BO 4 - Governance – What to consider at board meetings, managing the needs of the organisation and assessing risk
	BO 5 - Communications – How to best promote your current and new services
15:00	Main Room – Living in a VUCA World and Using the 4 R's – Caroline Whitney, CVS
15:15	Second Break out Session
15:45	Feedback and Evaluation

Current National Guidance

Test and Trace

From Now

Businesses are being expected to know who has accessed their premises – suggestion alongside your normal sign in you may need to collect contact details.

If you test positive then the trace system will contact and request details of where they have been and come into contact with individuals less than 2m

Face Coverings

- Are compulsory on public transport – some passengers are exempt
- All hospital visitors and outpatients in England are being told to wear non-medical face coverings

Current National Guidance

From 4th July

- The 2m social distancing rule will be relaxed to "**one metre plus**" where 2m is not possible - but people will be encouraged to have mitigation in place to reduce transmission e.g. face coverings, handwashing
- People will be able to meet **one other household at a time indoors with social distancing**. Meet-ups do not always have to be with the same household e.g. one set of grandparents one day and a second set a different day. No limits on size and overnight stays
- Allow **two households of any size to meet outdoors**
- The following can open:

Hotels, Hostels,
Places of Worship
Libraries,
Social Clubs

Community Centres,
Restaurants and Cafes,
Bars,
Outdoor Playgrounds and gyms,

Cinemas,
Museums,
Funfairs

Current National Guidance

Shielding

From 6th July

- They will be able to meet up outdoors, in a group, with up to five others and form 'support bubbles' with other households. will be able to create a support bubble with one other household of any size.

From 1st August

- Extremely vulnerable people who are most at risk from becoming ill from coronavirus will no longer need to shield in England.
- That means they can return to work, if they can't work from home, as long as their **workplace is COVID secure**.

The changes mean those shielding will no longer be eligible for statutory sick pay - unless they develop coronavirus symptoms, or someone they know develops symptoms, and they are told to self-isolate and cannot work from home.

- Free essential food boxes will stop being delivered, but support from NHS volunteers and local councils is still possible.
- They will still qualify for priority slots for online shopping and will be offered help with medicine deliveries and getting to medical appointments.

Current National Guidance

Furlough

Closed to new entrants on 10th June 2020

From 1st July

businesses using the Government's furlough scheme will be able to bring furloughed employees back part-time

Government will continue to pay 80% of staff salaries during June and July.

June and July: The state will continue to pay 80% of salaries, plus national insurance and pension contributions as it does now. Employers are not required to pay anything.

August: The state will pay 80% of wages, up to a cap of £2,500/mth. Employers will now have to pay national insurance and pension contributions.

September: The state will pay 70% of wages, up to a cap of £2,190/mth. Employers will have to pay national insurance and pension contributions, and 10% of wages to make up 80% of the total, up to a cap of £2,500/mth.

October: The state will pay 60% of wages, up to a cap of £1,875/mth. Employers will then need to pay national insurance and pension contributions, and 20% of wages to make up 80% of the total, up to a cap of £2,500/mth.

Future Planning

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

There are 2 methodologies we are going to cover which can help you consider your planning in your recovery and future resilience following COVID.

These methodologies can be used through any period of change or uncertainty

You may want to consider in your planning now what you would do if there was a second wave, would you do anything differently can you prepare.

DEFINING THE TERM

'We now live in a 'VUCA world.'

Acronym for:

Volatile: Events happening outside your control

Uncertain: An unclear and unpredictable future

Complex: Dynamic environment, interconnected parts, confusing and conflicting information

Ambiguous: A lack of certainty of causality and the outcome

- Intended to reflect forces of change that affect organisations
- Informs leadership skills, approaches and behaviours for different scenarios

How well can you predict the result of your actions?

<h2>Complexity</h2> <p>Lots of information, interconnected and dependent parts.</p> <p>Approach: Restructure or bring on specialists, build up resources to address complexity.</p>	<h2>Volatility</h2> <p>Unexpected or unstable. Challenge possibly for unknown duration. Not always hard to understand.</p> <p>Approach: Build capability to be flexible, devote resources to preparedness.</p>
<h2>Ambiguity</h2> <p>Causal relationships are unclear. Very little precedents exist. Unknown, Unknowns!</p> <p>Approach: Experiment to build understanding of cause and effect.</p>	<h2>Uncertainty</h2> <p>Basic cause and effect are known. Change is likely but not certain.</p> <p>Approach: Invest in information and building understanding.</p>

How much do you know about the situation?

USING VUCA IN PLANNING

Five steps for responding to the VUCA environment:

1. Brainstorm the challenges and changes which Coronavirus has presented.
2. Diagnose if the situation you are in is the result of: Volatility, Uncertainty, Complexity, Ambiguity or a combination.
3. Consider what kind of leadership and governance responses are required as a result.
4. Overlay your objectives and values to tailor the response.
5. Consider the value in scenario planning in helping to decide a course of action and identify potential opportunities.

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.
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- 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.