

THE IMPACT OF CORONAVIRUS: CHALLENGES FACING CHARITIES AND THEIR LEADERSHIP

JUNE 2020

DAN FRANCIS
LEAD CONSULTANT, NCVO

NCVO

**CHAMPIONING
VOLUNTARY
ACTION**

Dan Francis

Lead Consultant

THE LANDSCAPE




WHAT OUR MEMBERS ARE TELLING US ABOUT THE IMPACT

- Returning to work has major practical challenges
- Considerable income and sustainability issues
- Income and trading activity will be affected in the long term
- Concerns about legal responsibilities
- Social distancing makes many services impossible
- Impact of lockdown on health and wellbeing

CORONAVIRUS AND CHARITY LEADERSHIP AND BOARDS

- Behavioural implications
- Personal pressures
- A focus on managing crisis
- Concern over sustainability
- Emergence of new priorities
- Changing relationship with staff especially the CEO
- Practical implications of remote meeting



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

HOW DO LEADERS AND BOARDS NEED TO RESPOND?

- Emotional intelligence
- A more hands on approach?
- Beneficiary and cause first
- To forward think and scenario plan
- A strategic mindset which looks for paradigm shifts
- Try so far as is possible to balance crisis with longer term thinking
- CEO and team space and support
- Don't forget about good governance and management

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?

SCENARIO PLANNING

Once you have assessed your environment it can be helpful to plan various responses. Scenario planning is making assumptions on what the future is going to be and how your operating environment will change overtime.

It is impossible to be certain but mapping various scenarios can help plan for different outcomes.

Scenario planning steps:

1. Mapping the environment
2. Identifying scenarios
3. Developing plans and continually reviewing

Important considerations

- Use of evidence
- Complexity
- Who to involve
- The human element
- Risk management

PRACTICAL SUPPORT FROM NCVO

NCVO Coronavirus guidance

- Protecting your staff, volunteers and beneficiaries
- Contingency planning and financial implications
- Involving volunteers

Webinar recordings

- Board leadership in a pandemic
- Governance during a pandemic

NCVO Knowhow: <https://knowhow.ncvo.org.uk>

Blogs and updates: <https://blogs.ncvo.org.uk>

QUESTIONS

THANK YOU

Dan.francis@ncvo.org.uk

[@mynameisdanfran](#)

[LinkedIn](#)