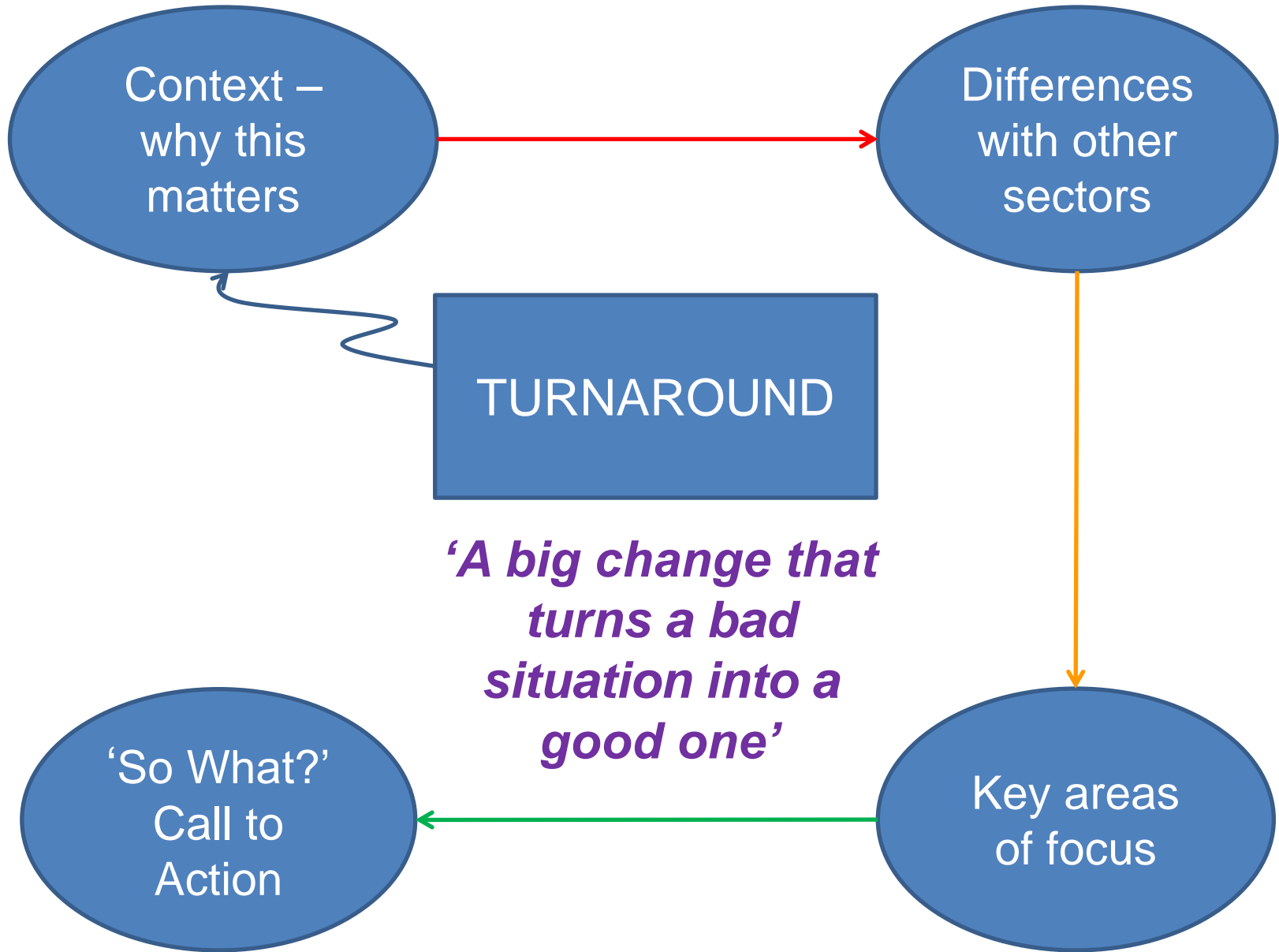


Finance as the Turnaround Leader



Simon Hopkins
Freelance/interim specialist





Context –
why this
matters

Current environment for charities

- Loss of resilience
- ‘Existential threat’

Role of the FD in turnaround

- ‘Rescue service’

We haven’t talked about this
enough historically



Differences
with other
sectors

External forcing factors

Ambiguity and
measurement regimes

Emotional investment – it's
not transactional

All of which means....
a lot is riding on trustee decision making and oversight



Key areas
of focus

**The technical
stuff**



**People and
culture**



You



Be overt about going into turnaround mode

Agree speed and timescales

Data maturity – how much is your evidence base going to help you?

Governance:

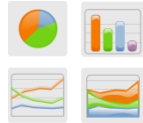
- Specific stakeholder arrangements
- Formal governance structures and oversight

Put risk framework at the centre of things

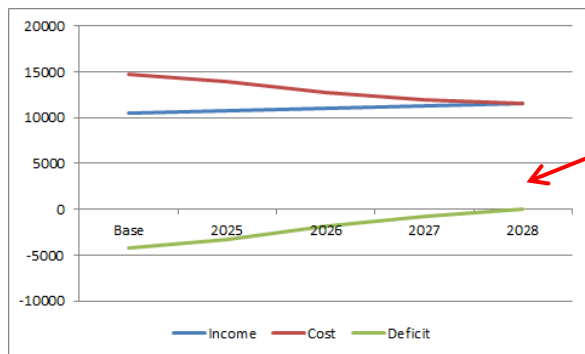
Have a 'cornerstone' (e.g. 10- year model)

Root cause analysis

The technical stuff



Money	Reputation
Compliance	Impact
People	Safeguarding
Data	Other



People and culture



It's a huge subject but:



Recognise the archetypes:
Engaged vs disengaged; active vs passive

Overtly creating an environment that sets you up for success

Communications strategy

Human capital – turnaround team:

Good in challenging circumstances
Emotionally intelligent and politically savvy
Great problem solving and critical thinking skills
Proactive and driven
Ability to think beyond incremental change
Very high change tolerance and appetite



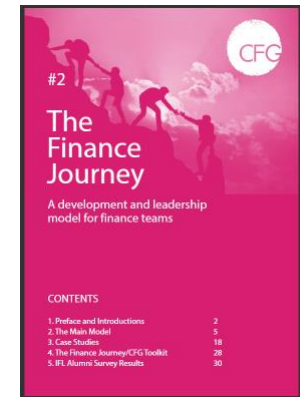


Support network is key:



- Traditional support and resilience
- Keeping you grounded
- Maintaining perspective

PS don't forget the existing development resources that already exist



'So What?'
Call to
Action

How can we grow capacity?

At individual charity level?

At sector level, pooling our efforts?

Over to you...

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