

*The  
Honorary  
Treasurers  
Forum*

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**The Role the Treasurer in  
Dealing with Crisis**

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# The Role of the Treasurer in Dealing with Crisis

## Agenda

- Foresight – Sizing the Problem securing income
- Gaining Board Support - Denial and Inaction
- Ensuring Adequate Cashflow
- Seizing new Opportunities and Innovating

# Foresight

Act early – create quick visual picture

Covid 19 examples

Childrens Charity - March 5<sup>th</sup> £1.4m revenue hit

Grant Making Charity – War Chest + investment manager

Income Loss

Fund Raising – marathon substitute

Grants – alternative sources – CIL – Endowment as income

Rents - capital rich tenants

Freezing Expenditure

Shut down the unsaveable - £500K

Mothball facilities – Hampstead office

Move to remote working

# Gaining Board Support

Denial and Inaction

Treasurer's Role

Can help fix this – avoid panic –done it before

Commercial approach

Forming the Team

Executives and Trustees – collective leadership

Use allies – consult Auditor + Investment Managers

Weekly Review –Brief, Brief, Brief

Income and Cashflow – risk late decisions

Remote working effective – service impact

External – Govt, competition – not responsive

# Ensuring Adequate Cash Flow

Buy time – be a viable entity

Model

Cash received –stretched payment cycles

Cash out - include non operational items

Adequacy

Reserves policy

Inter organisations loans

Working capital – new offerings

Dialogue with Auditor – going concern

Balance Sheet –liquid assets, reserves

# Seize New Opportunities and Innovate

Opportunities – horizon scanning

Restructure operations – face out, slim hierarchy, new skills

Mergers and Acquisitions – strategic fit – failing organisations

Disposals – offices – sale and lease back

Innovation

Offerings – move to digital- move from task to advice

Place – decentralise – small teams in hubs

Process – move to EFT – faster transaction cycle

Clients – horizontal expansion – enhanced offering