

ORGANISATIONAL GOVERNANCE REVIEW

Summary: To provide an update regarding the ongoing work to review and improve the governance structures of the Board

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Recommendation: That the Board notes the progress to date

INTRODUCTION

The Chief Executive has identified that there are improvements required in how the organisation manages its business. The governance structures to operate the Board's functions can be broken down into:

- Business management
- Financial management
- People management
- Data management
- Health, safety and security

Supported by the Office Manager, Mandy Pressland, and other team members as required, the Chief Executive is leading a review and improvement programme across all these functions.

PROGRESS TO DATE

The team have made progress as follows:

- Business Management
 - *Corporate Risk* – the acting Finance Officer has engaged the whole team in the recent review and revision of both the framework and the key risk register. This is the first time officers, other than the Finance Officer and Director, have had involvement in the process. Any emerging risks are discussed at the team's monthly Strategy meeting.
 - *Information Technology* – the Office Manager is undertaking a review of our IT systems. In particular, liaising with various service providers to make decisions on servers v. cloud. This review has highlighted an investment need in our hardware that is included in the 2020/21 budget.
 - *Property Matters* – taken guidance from Tanners Solicitors to get a better understanding of the Board's responsibilities under the terms of the current lease, in light of potential costs to repair/ replace sections of the roof.

- Financial Management
 - *Authorisation Limits* – reviewed delegated authorisation limits and made sure that individuals are aware of the requirements laid out in the Constitution.
 - *Banking Mandates* – the mandates have been updated to reflect the change in personnel.
 - *Finance Officer* – identified a need to recruit a permanent Finance Officer to oversee end-to-end financial planning, controls and year-end accounts.

- People Management
 - *Counter Fraud and Corruption* – the updated policy was approved and adopted at the December 2019 Board meeting.
 - *Confidential Reporting* – the updated procedure was approved at the Executive Committee in November 2019.
 - *Team Structure* – minor revisions to job titles and lines of reporting.
 - *Personal Performance and Development* – a new appraisal system is currently being trialled before going live from April 2020. The Chief Executive will present more information at the Executive Committee meeting in May.
 - *Employee Handbook* – liaising with Julie McCarthy, HR Manager-Operations at Publica, to put together the relevant policies and procedures, including but not limited to compassionate leave; grievance procedures; maternity/ paternity; training and development; childcare; contribution towards PPE and eye tests; working from home/ flexible working; lieu time; company vehicle use; private vehicle use; social media and internet use; mobile phone policy. Julie has been very helpful and supportive.

- Data Management
 - *Customer Relationship Management (CRM)* – the Comms Officer has written a ‘business case for change’ to invest in a new CRM, leading to process efficiencies. This is currently under review and will require further input from the Office Manager and the new Corporate Partnerships and Fundraising Officer.

- Health, Safety and Security Management
 - *Health and Safety Representative Team* – a new H&S team meet monthly to review any accidents, incidents or near misses and to identify areas for improvement across all areas of operation. Team membership: Chief Executive, Office Manager, Trails Access and Volunteer Officer, Rural Skills Officer and Glorious Grasslands Project Assistant.
 - *Health and Safety Policy* – a new policy and process has been written and will be presented at the May Executive. This involved full employee and volunteer collaboration to ensure buy-in and understanding.

- *Risk Assessments* – templates across all business areas have been reviewed and standardised.
- *Fire Risk Assessments* – an independent consultant has carried out a detailed risk assessment of the Northleach office accommodation. The overall rating was ‘tolerable’ and the Office Manager is prioritising the improvements that have been identified within the Board’s remit. Budget has been allocated for 2020/21.
- *Individual Policies* – a Lone Working policy has been written, with employee and volunteer input, and will be presented at the May Executive. A new Safeguarding policy is being drafted and will also be presented at the May meeting. Other policies will be updated as required.
- *Training* – joined the British Safety Council which has given our employees access to online training modules at a total cost of £100. The modules include: general health and safety; fire safety; DSE; driver awareness; GDPR. Two fire wardens have been trained. There are two qualified first aiders.

NEXT STEPS

The team’s focus over the next 12 months will be as follows:

- Business Management
 - *Information Technology* – finalise and implement the IT upgrade plan.
 - *Property Matters* – liaise with our landlords with regard to the original condition surveys from 2013, leading to clarification on our obligations regarding replacing/ repairing the roof sections.
 - *Environmental Performance Policy* – to look at the organisation’s policy regarding, e.g. waste management; carbon footprint; impacts on biodiversity.
- Financial Management
 - *Finance Officer* – successfully recruit a new Finance Officer.
 - *Financial Procedures* – the new role-holder will review current policies, processes and procedures and make recommendations to improve the Board’s systems.
- People Management
 - *Personal Performance and Development* – ensure all employees have clear quarterly and annual objectives for 2020/21 and they meet regularly with their line manager to review progress.
 - *Employee Handbook* – ensure all required documentation is available to employees at all times.

- Data Management
 - *Customer Relationship Management (CRM)* – make an informed investment decision.
 - *GDPR* – review the Board’s processes and procedures, and ensure all employees have relevant training.
 - *Data Retention* – write a new policy for the Board.

- Health, Safety and Security Management
 - *Health and Safety Policy* – gain Board approval for the new policy.
 - *Fire Risk Assessments* – complete the priority actions detailed within the assessment.
 - *Individual Policies* – gain Board approval for the Lone Working and safeguarding policies.
 - *Training* – ensure all employees and volunteers complete training relevant to their work areas.
 - *IOSH Managing Safely* – put two employees through this higher level H&S training course.

MARCH 2020