



SCVO BOARD OF TRUSTEES

Minutes of a business meeting held on Tuesday, 16 February 2021

Via zoom

Present	Andrew Burns (Convener), Becky Duff, Fiona Gillespie, Manish Joshi, Adam Lang, Kenneth Pinkerton, Theresa Shearer
Apologies	James Adams, Sean Duffy, Pauline Lunn, Brook Marshall
In Attendance	Anna Fowlie, Tim Hencher, David McNeill
With	Tracey Bird (Item 3), Steven Morton (Secretary)

1 Welcome and apologies

Andrew Burns welcomed everyone to the meeting, especially Tracey Bird, Information Officer, who was joining the meeting for Item 3.

2 Conflicts of interest

There were no conflicts of interest declared.

3 Governance Code

Paper 3

In the second in a series of sessions using Scotland's Third Sector Governance Code to self-evaluate SCVO's approach to governance, trustees considered the first principle – Organisational Purpose. The main topics were:

- Organisational values – visibility internally and externally, presence in decision-making. For example, would we refer to our values when considering potential tenants or when disposing of a building?
- Organisational purpose as set out in the Strategic Plan and avoiding mission-drift
- Is it possible to make more explicit considerations which happen implicitly?
- How do trustees get assurance that the values are being lived within the organisation without getting involved in operational detail?

It was agreed that:

○ **Constitution to be reviewed every three years**

SM

- **Review reporting of staff survey information and other relevant cultural metrics** **AF**
- **Review Whistle-Blowing Policy to ensure there is an up-to-date named trustee for staff to contact.** **AB**

4 Minutes of previous meeting

- 4.1 *Paper 4A*
The minutes of the meeting held on Wednesday, 2 December 2020 were approved. **SM**

- 4.2 *Paper 4B*
The public minutes of the previous meeting were approved and would be published on the web site. **SM**

- 4.3 **Matters arising and action log**
Paper 4C
 There were no matters arising.

The Convener undertook to ensure that, in future cases where approval was sought by circulation between meetings, trustees were explicitly requested to do so. **AB**

5 Strategic Resources Committee - update

Fiona Gillespie and Tim Hencher highlighted the following:

- Overall, the financial position is positive but there remains too much volatility to predict a year-end figure.
- Review of Property Strategy is proceeding to timetable.
- Review of Scheme of Delegation completed, subject to minor revisions.
- Business Continuity Plan has been revised to reflect the experience of digital response during Covid.
- Work has commenced on the Environmental Policy, which will be aligned to the Sustainable Development Goals.
- Draft Budget 2021/22 to be considered at next SRC and will be brought to the Board on 23 March.

In discussion, Trustees reflected on the changes that had been implemented during the pandemic, and the impact of the extended period that remote working and other restrictions have continued to be necessary. Trustees welcomed the engagement of staff in considering what changes to working practices might be implemented, taking account of the issues that can arise with remote working. In particular, the need to develop and maintain workplace norms, good practice, and a shared

culture across the organisation would require different ways of supporting, developing, and communicating with staff.

AF

It was agreed that trustees would pass any examples of good practice, or comments more generally to Ali Dutton, Head of Infrastructure.

All

6 Strategic Development Committee – update

David McNeil highlighted the following:

- The Supporter offer had been completed and would launch on 1 April alongside the new Membership offer.
- Targets for recruitment and retention of members had been agreed, and would be reported in future reports.
- After detailed discussion, it had been agreed that The Gathering should be delayed until February 2022, but that a 'hold the date' launch and alternative events would take place throughout this year.
- The Charity Awards 2021 would take place on 1 October in a mixed actual / virtual format, and be preceded by a week of online events highlighting the finalists and sharing good practice.

7 Membership

7.1 Changes to membership

Paper 7

Trustees **noted** the report, and welcomed the steps being taken to engage with those resigning, other than when the organisation had closed, to see if their decision could be reversed.

7.2 New subscription rates

The results of the recent poll of members were **noted** – 93% in favour and 6% against on a turnout of 10.4% of members - together with the fact that those voting against the changes were primarily responding to fact that they were moving between bands due to increased income rather than objecting to the principle of the changes.

8 Strategic Plan 2019-21

8.1 Progress Report

Paper 8.1

Anna Fowlie introduced the paper, noting that we were about to enter the final year of the current plan and that the forthcoming strategy day [Tuesday 8 June] would begin the development of the next one.

In discussion it was **noted** that:

○ Overall, the position was positive and SCVO had continued to deliver against the plan, albeit in new and unexpected ways due to Covid. In particular, the organisation culture had improved significantly more cross-departmental and inter-team working taking place.

○ The improved working relationships with other infrastructure organisations were welcomed, with examples being :

- Regular discussions with TSIs including a new liaison group instigated by the TSIs
- Constructive engagement at a peer-to-peer and more senior level in the Intermediaries' Network
- Positive relationships with ACOSVO and OSCR and increased clarity around respective roles and areas of expertise
- Expanded links with our partners in the 5 Councils [NCVO, NICVA, WCVA, The Wheel], with staff at various levels within the organisations collaborating and sharing experience.

It was agreed that a RAG assessment should be incorporated into future progress reports to assist in focusing discussion.

AF

It was also agreed that staff should prepare proposals for how reporting against the Strategic Plan could be improved for consideration at the strategy day.

AF

8.2 Focused discussion

It was agreed that the Board should focus on the consideration of the remaining four Principles of the Governance Code at this time, with in depth discussions on the Strategic Plan held over until this is completed. **AB**

9 Risk

No new or changed risks were identified in the meeting.

10 AOCB

There was no other business to consider.

11 Next meeting

The next meeting would be on **Tuesday 23 March 2021** by zoom. **All**

It was **noted** that Theresa Shearer would chair the next meeting.

It was also **noted** that the Accounts Commission would be attending the meeting as observers.

A calendar of dates for meetings and events for 2021 had been posted to the board area of SharePoint.