



BOARD OF TRUSTEES

Minutes of a meeting held on Tuesday, 15 February 2022

by zoom

Present Andrew Burns (Convener), Debbie Adams, James Adams, Sean Duffy,
Fiona Gillespie, Adam Lang, Pauline Lunn, Kenneth Pinkerton, Ashley
Ryan

Apologies Manish Joshi

In Attendance Anna Fowlie, Tim
Fletcher, David McNeill

1. Welcome and apologies

The Convener welcomed everyone to the meeting, particularly new trustees Debbie and Ashley, and noted Manish's apologies.

2. Conflicts of interest

None declared.

3. Minutes of the last meeting

- Trustees approved the minute of the meeting on 5 December 2021
- Trustees approved the public version of the minute for publication on the website
- There were no matters arising not covered on the agenda or in the action logs
- Trustees noted the Governance Action Log
- Trustees noted the Board Action Log.

4. Membership update

Trustees welcomed the report, particularly the growth in membership and associated income. David agreed to provide information to trustees about the larger organisations we would like to encourage to become members so that they could help with "warm contacts." Debbie offered to help develop a specific engagement approach for the Scottish arms of UK-wide organisations, who would likely be members of NCVO and therefore join SCVO for different reasons.

Decision: Develop a tailored approach to attracting the Scottish arms of UK-wide organisations.

DM

5. Governance

- Anna updated the Board on progress in recruiting a new co-opted trustee. Pauline, James and Anna had met, and Anna was meeting with the recruitment consultant later that week, reinforcing the need to cast the net as widely as possible to attract a diverse range of applicants. The aim was to have a new trustee in place before the next Board Meeting.
- AF
- The Convenor confirmed that Ashley and Debbie would join the Strategic Development Committee and it was likely the new trustee would join Strategic Resources Committee.
- **DM**

6. Update from the Strategic Resources Committee

Fiona introduced the papers, and **noted** that:

- The projection of the 2021/22 budget looked healthy.
- The meeting had focused on the 2022/23 draft budget.

Trustees noted the update.

7. Draft Budget 2022/23

Tim presented the paper and drew trustees' attention to the detailed papers that had been considered by SRC. The discussion covered:

- The need to balance short-term decisions with longer-term objectives, eg in terms of redundancies
- Whether a 24-month rolling forecast was more realistic/useful than a single-year budget in the current context
- Whether there were long-standing issues this was an opportunity to address
- SCVO's approach to reserves
- The need to join up the work of SDC and SRC to ensure business development/income-generating opportunities were included in financial planning
- What was realistic in terms of a cost-of-living award for staff, and what form that might take
- Strategic disinvestment versus "salami-slicing"

- Real terms cash situation compared to what has to go into the budget.

Decisions:

- Avoid short-term decisions that impacted negatively on the longer term
- SLT should enter into pay negotiations with the trade union on the basis that some uplift was reasonable
- SLT
- The Convenor would meet with the chairs of SDC and SRC to discuss the remits of each committee and how they interact
- AB
- A rolling approach to reviewing the financial situation should be adopted
- Following the Management Team's input, scenario plans and options should be developed for the next SRC meeting, and that discussion would shape options for the Board to make a final decision on 5 April
- SLT
- Information provided to trustees should include income-generation projections
- TH
- The deficit could not be filled in one financial year, therefore some flexibility was needed around drawing down on reserves.

8. Update from the Strategic Development Committee

Sean confirmed that the formal meeting of the Committee had been replaced by a workshop session to discuss The Gathering 2022, open to all trustees. DM confirmed that the discussion had informed the development of the programme, the experience we wanted to create for delegates and what we want to achieve. As well as internal ideas, proposals for sessions are coming in from the sector and other stakeholders and staff are currently working through them.

DM

9. Strategic Plan 2019-22 - update

Anna introduced the report which demonstrated the wide range of work and achievements since the last Board Meeting. She also highlighted that since the report had been written, Investors in People had confirmed that SCVO had been assessed at Gold level.

Trustees welcomed the report and were delighted at the IiP assessment.



10. Strategic Plan Refresh

Anna introduced the paper setting out a proposed way forward to refresh the Strategic Plan in time to have new arrangements in place for 1 April 2023. The discussion covered:

- The difference between a longer-term strategy and an annual business plan
- The need to avoid “chasing the money”
- The need to develop better metrics to assess impact
- The vision and mission are likely to stay the same, or very similar, therefore the plan needs to focus on how we deliver that and where we are on the journey to achieving our mission
- The pros and cons of a 5-year strategy, with options to review as it progressed
- The need to keep a focus on values
- Whether SCVO needs to review its identity, particularly if key elements of the business were changing.

Decisions:

- The proposed timetable was agreed
- A light touch refresh was required
- The Board Strategy Day in June would focus on the content of the refreshed plan
- Trustees would help with engagement with the sector.
- AF

11. Risk

No new or changed risks were identified in the meeting.

12. AOCB

None

13. Next meetings

The next meeting will be on Tuesday, 5 April 2022 at 13.00 at the Mansfield Traquair Centre in Edinburgh.

All

Due to logistical issues, the Board Strategy would take place on Tuesday, 7 June 2022 for a full day, with an optional dinner in the early evening. The schedule of meetings would be updated.



AF