

# BOARD OF TRUSTEES

## Minutes of a meeting held on Tuesday, 28 March 2023

Present Andrew Burns (Convener), Debbie Adams, Jonathan Christie (via zoom), Fiona Gillespie, Adam Lang, Gillian Reid-McKee, Ashley Ryan (via zoom), Barry Sillers

Apologies Kim Atkinson, Sean Duffy, Janette Mitchell

In attendance

Anna Fowlie, Tim Hencher, David McNeill

### 1. Welcome and apologies

The Convener welcomed everyone to the meeting and noted Kim, Sean and Janette's apologies. He particularly welcomed Barry and Gill to their first Board Meeting.

### 2. Conflicts of interest

None declared.

### 3. Minutes of the last meeting

- Trustees approved the minute of the meeting on 6 December 2022, subject to an amendment to the section on the Strategic Plan.
- Trustees approved the public version of the minute for publication on the website, subject to the amendment noted above.
- There were no matters arising not covered on the agenda or in the action log.
- Trustees noted the progress in the Action Log.

Actions:

Amend minutes of last meeting.

AF

Update action log, removing completed actions

AF

### 4. Membership update

Trustees welcomed the membership report, noting that the number of members and supporters had increased by 87 since the last report and that SCVO now had 3,405 members and 69 supporters. The net annual income increase due to membership growth for this period was £11,091 and targets for growth had been met or exceeded. Adam highlighted the impact of the significant effort and investment that has produced such good results and commended the team on the work over the last few years.

David noted that the renewal process for free members was underway, and we were still expecting a drop in the numbers in this category as the data we hold is updated.

Trustees discussed how the data regarding organisation closure and the reasons for resignation could be used to inform our wider work.

## 5. Governance

### Succession Planning for Convenor

Adam and Fiona had met with the recruitment consultant the previous week and agreed some amendments to the pack to reflect the skills needed.

Sarah Davidson, Chief Executive of the Carnegie UK Trust, had confirmed her participation as an independent member of the panel. Given Adam had recently taken up a post in Sarah's organisation, trustees discussed whether that impacted on whether it was appropriate for both Adam and Sarah to be on the panel. The Board agreed that as it was highly likely that all members of the panel would know at least some of the applicants, panel members should use their judgement as the process went on.

Fiona and Adam proposed an additional stage in the middle of the process involving SLT.

Jonathan raised concerns about the equalities and inclusion implications of the post not being remunerated. It was agreed that the pack should be much more explicit about the expenses that are available to ensure that potential candidates could see that they wouldn't be out of pocket if they joined the Board.

The process was on track to be completed by June.

Actions:

Finalise the recruitment pack and agree timetable, including stage involving the Senior Leadership Team.

AF

## **6. Update from the Strategic Development Committee**

David highlighted the main topics of discussion at the committee:

- The income pipeline and how it should inform/be incorporated into the process of drafting the budget and
- Options to create new business activities or services.

The Committee had concluded that the pipeline was looking positive and there was no need to do anything radical at the moment.

The Board discussed the nuances of different terminology around a “budget deficit” as opposed to an “income target” and agreed that we were taking a less risk averse approach this year.

## **7. Update from the Strategic Resources Committee**

The main item of discussion had been the budget which is the next item on this agenda. However, Fiona drew attention to:

- The process so far, including introducing the 5-year forecast and the development of the pipeline paper.
- What should be included in a draft budget – ie funding or income which isn’t guaranteed but highly likely.
- The optics of looking like we need money and looking like we know how to manage money when trying to secure funding.
- Being able to track trends in income-generation, eg seasonality.

Trustees agreed it would be helpful to include the pipeline paper in every board pack so that all trustees could see progress with income-generation.

Actions:

Circulate the updated evaluation to trustees

TH

#### 8. Budget 2023/24

Anna confirmed that since the papers were written Scottish Government had issued the confirmation letter for the core grant.

The draft budget was agreed.

#### 9. Financial Sustainability

Anna introduced the paper setting out the SLT's narrative on how SCVO could achieve a more sustainable financial position.

Trustees welcomed the paper and agreed it would be good to have a less formal opportunity to discuss this and how to make it fit with our ambitions, suggesting that it be included in discussions at the Strategy Day in June. The following points were discussed:

- whether there was scope to get funding for some work on public service reform and shifting the sector's positioning away from "the perpetual afterthought".
- the paper was a good bridge across the work of the two committees, setting the narrative around the figures.
- the challenges for infrastructure/intermediary organisations in attracting core funding.
- In searching for "the next big thing", we shouldn't "bend SCVO out of shape".
- Identify our USP and market it to funders that are a good match.

#### 10. Risk

No new risks were identified as a result of the meeting.

#### 11. AOCB

Trustees complimented the designed version of the new strategic plan and suggested using its launch as a marketing tool to drive interest in membership and other aspects of our activities.

Trustees discussed the appointment of the new First Minister and potential implications for Cabinet appointments, noting the potential for

new opportunities/challenges for SCVO that might come from any changes.

#### 12. Next meetings

The next meeting will be held on Tuesday, 6 June 2023 as part of the Board Strategy Day at Ardoch.

#### Action

Trustees to contact Anna with any suggestions for content and format of the strategy day.

All

#### Reminder:

The Charity Awards are on 23 June at the Sheraton in Edinburgh and trustees are welcome to attend.

The Gathering is taking place on 7<sup>th</sup> and 8<sup>th</sup> of November at the EICC and trustees are welcome to attend. It's likely the AGM will be incorporated into the Gathering to encourage members to attend.