

Bringing out the best in your board

Debra Allcock Tyler

CEO: DSC

Trustee: IKD, BCF

Vice-Chair of Governors: Whiteknights School

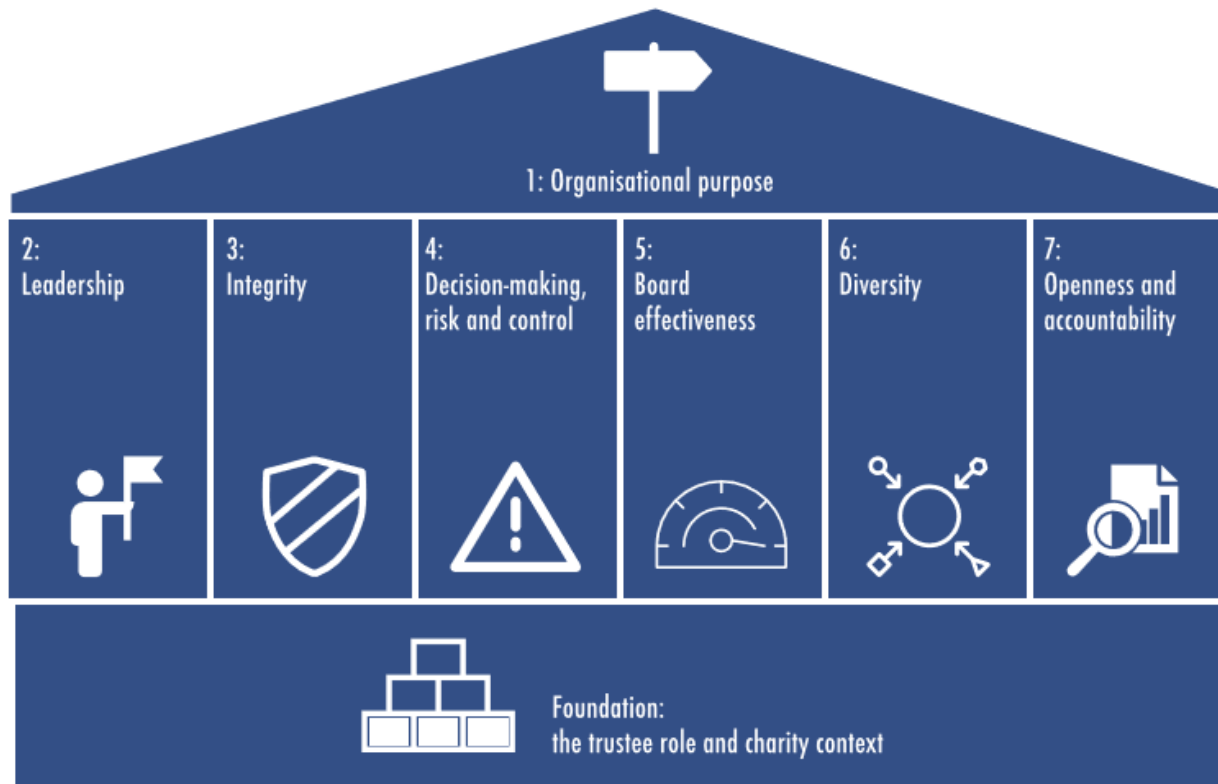
Vice-President: Soldering on Through Life Trust

Founder ex- Chair: Small Charities Coalition

The CEO and the Board



Governance Code



1. Organisational purpose

- **Principle**
- The board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably.

2. Leadership

- **Principle**
- Every charity is headed by an effective board that provides strategic leadership in line with the charity's aims and values.

3. Integrity

- **Principle**
- The board acts with integrity, adopting values and creating a culture which helps achieve the organisation's charitable purposes. The board is aware of the importance of the public's confidence and trust in charities, and trustees undertake their duties accordingly.

4. Decision making, risk and control

- **Principle**
- The board makes sure that its decision-making processes are informed, rigorous and timely, and that effective delegation, control and risk-assessment, and management systems are set up and monitored.

5. Board effectiveness

- **Principle**
- The board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.

6. Diversity

- **Principle**
- The board's approach to diversity supports its effectiveness, leadership and decision making.

7. Openness and accountability

- **Principle**
- The board leads the organisation in being transparent and accountable. The charity is open in its work, unless there is good reason for it not to be.

- charitycommission.blog.gov.uk/2017/07/13/the-new-charity-governance-code-essential-reading-for-all-trustees/
- www.charitygovernancecode.org/en

Agenda:
DSC Board of Trustees Board Meeting

Date: Thursday 27 April 2017

Venue: Seminar Room 3
 RFL
 London
 N7 6PA

Time: 17.00 – 19.00

Attending: See attached

Apologies: Andy Garnett (Trustee)



Timing	Item	Topic	Leader
17.00-17.10	1	Minutes and matters arising Papers: <ul style="list-style-type: none"> • Minutes of previous meeting • Minutes of teleconference <i>(For agreement)</i>	Chair
17.10-17.40	2	2016 Annual Report and Accounts Review and Approval of final document. Papers: <ul style="list-style-type: none"> • Trustees' Report and Financial Statements for the year ended 31 December 2016 • Draft Audit Findings Report year ended 31 December 2016 • Draft Letter of Representation Resolution: to approve the TAR & Financial Statements for the year ending 31 December 2016	Company Secretary and Anna Bennett

		<p>Resolution: authorisation and naming of two Trustees to sign the Trustees Report and the Balance Sheet on behalf of the Board</p> <p>Letter of Representation to Auditors Review and approval of final document</p> <p>Resolution: to approve the Letter of Representation to be issued by the Board to the auditors</p> <p>Resolution: authorisation and naming of two Trustees to sign the Letter of Representation on behalf of the Board</p> <p>Auditors' Report of Findings Review of Auditors' comments on the audited accounts for 2016.</p> <p>Papers:</p> <ul style="list-style-type: none"> • 2016 TAR and Accounts • Letter of Representation • Auditor's Report of Findings <p><i>(For discussion and agreement)</i></p>	
17.40-18.00	3	<p>Current and Anticipated Performance (to include an update on CEO sabbatical plans)</p> <p>Papers:</p> <ul style="list-style-type: none"> • Trustees Report Quarter 1 • Draft balance sheet • Strategy: Reach more people • Dashboard <p><i>(For information)</i></p>	Chief Exec
18.00-18.30	4	<p>Research Activities Presentation by the Head of Research and the FJMX Project Manager on current and planned research priorities.</p> <p><i>(For information)</i></p>	Tom Traynor, Stuart Cole

18.30-18.40	5	Update on Trustee Recruitment Papers: Trustee Recruitment Process <i>(For information)</i>	Caron Bradshaw
18:40-18:50	6	Governance To ratify the 2017 Risk Assessment Paper To note the Disaster Recovery Plan Papers: Risk Assessment DSC Disaster Recovery Plan <i>(For Approval)</i>	Company Secretary
18.50-19.00	7	Summary and Close Agreement on future agenda items <i>(For discussion and agreement)</i>	Chair
19.00	8	Close	Chair

Trustees and Officers

Catherine Johnstone	Interim CEO, Migrant UK	Chair
Alistair Mortimer	VP, Service Strategy, Network Services, Bank of America Merrill Lynch	Trustee
Jamie Wilcox	Head of Volunteer Services, Great Ormond Street Hospital	Trustee
Lesley Thornley	CEO, East Yorkshire & Humberside CAB	Trustee
Caron Bradshaw	CEO, Charity Finance Group	Trustee
John M de C Hoare	DSC	Company Secretary

DSC Leadership Team

Name	Job Title
Debra Allcock Tyler	Chief Executive
Ben Wittenberg	Director of Development and Delivery
Jay Kennedy	Director of Policy and Research
John Wallace	Director of Operations
Chi Okpala	Director of Finance
Bronwen Edwards	Executive Assistant

Guests

Anna Bennett	Evolution, Auditors	
Tom Traynor	Head of Research, DSC	
Stuart Cole	FIMT Project Manager, DSC	

Notes on Agenda for Trustees

Item 2 - 2015 Trustees Annual Report and Accounts

Trustees have had the opportunity to review the 2017 draft TAR and accounts and ask for changes. Those that responded have had their feedback incorporated as requested. This item is now for the Auditors to highlight their key findings and for the Trustees to approve the 2017 TAR (subject to minor changes), approve the letter of representation for the coming year and note the Auditors report of findings.

Item 3 – Current and Anticipated Performance

This BAU item gives trustees the opportunity to ask questions for clarification on performance thus far. Debra will also talk about the plans for covering her role during her 3 month sabbatical in June, July and August.

Item 4 – Research Activities

Trustees will remember that Andy Garnett visited the Research Team in Liverpool and as a result of that visit suggested that it would be helpful for the full Board to have an understanding of this area of our work. Tom and Stuart will give a brief presentation with an opportunity for questions.

Item 5 – Update on Trustee Recruitment

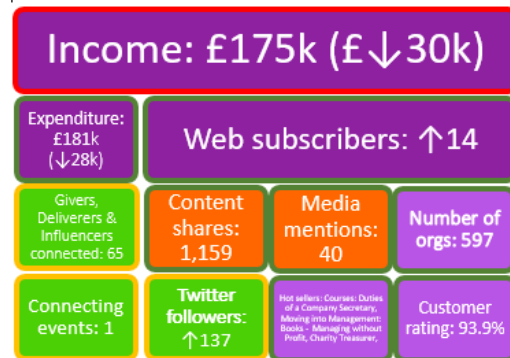
Caron will briefly remind trustees of the process that has been decided.

Item 6 – Governance

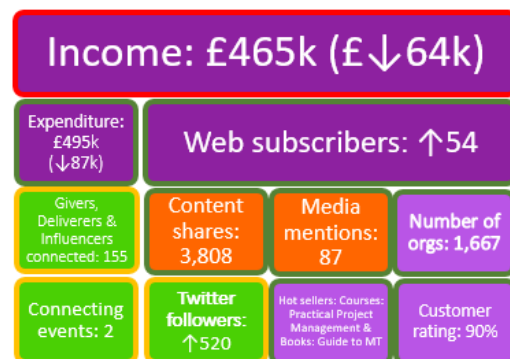
For this meeting Trustees simply need to ratify the Risk Assessment paper that was debated at the previous Board meeting, subject to changes, which have now been incorporated.

Trustees are also asked to note the Disaster Recovery Plan.

March 2017



Year to date January - March 2017



		sure!).
Strategic Objective: Connect givers, influencers and social change makers	Connecting events: how many events we've had where we've actively connected givers, deliverers and influencers. For example a panel discussion at a fair with funders and campaigners etc.	Month: 1 There was one event in March, the IOF NW Conference. YTD: 2
	Givers, deliverers and influencers connected: the number of people at those events	Month: 65 YTD: 155 Action: There will be only three DSC events this year with more efforts concentrated on increasing the number of delegates.
	Twitter followers: Key: 200+ = GREEN 170 - 200 = YELLOW <170 = RED	Month: Increased by 137 YTD: Total followers is 13,019 Average numbers for March. There will be content around funding websites and publications which will be pushed out via Twitter to drive traffic back to the website.
Strategic Objective: Promote the value of a vibrant and diverse	Content shares: How many times content pieces have been shared on our website and social media.	Month: 1,159 Very good numbers for content shares. Twitter top with 647, LinkedIn with 290, Facebook 215.

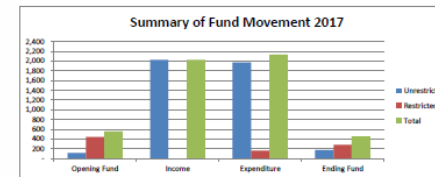
Independent voluntary sector	Key: 660+ = GREEN 600-659 = YELLOW <600 = RED	YTD: 3,808 We are focusing on more content marketing, the blog is driving traffic to the website, and social media is helping to raise this figure.
	Media mentions: The number of mentions or occurrences of DSC or our content, online, in print, or broadcasted Key: 20+ = GREEN 13-19 = YELLOW <12 = RED	Month: 40 YTD: 87
Strategic Objective: Equip	Number of organisations (instead of individuals customers): The number of organisations using DSC	Month: 597 Very good numbers for organisations reached.

Action Points

Page		Action by whom:	Action by when:	Update
3	To look into the delay in notification from Fat Beehive; what is the agreed SLA? What additional measures have been put in place? How are they monitoring follow up activity?	JW	March 2017	Meeting was held – John to report back to AM and Chair.
9	Find a date for the Trustees Away Day.	BE	March 2017	Organised for Tuesday 25/10/17.
9	Next Board meeting to include an item on 'what research might look like' led by the Liverpool team.	BE	April 2017	JK informed staff and will organise for 27/04/17.
9	Date needs to be set for CEO's Appraisal	BE	April 2017	Completed on 20/4/17
9	Discussion about turning ourselves into a Membership organisation will be placed on the strategy agenda.	BE	July 2017	
9	Organise a teleconference with Trustees about expanding the Board. BE to minute.	BE	March 2017	Organised for the 29/03/17.

Summary of Forecasted Year-End Reserves Movement					
31 May 2017					
Suggested year-end position	Budget	Estimate*	Bud./ Est.	Bud./ Est.	
	2017	2017	2018	2019	
Total Income	2,176	2,027	2,171	2,257	Total Trading and Out of Budget figures* (Grants and Investments)
Total Expenditures	2,330	2,211	2,325	2,328	
Surplus (Deficit)	(154)	(195)	(144)	(132)	
Year End Adjustments					
Estimated Year End Adjust. (Stock, WIP)	40	40	40	40	Year End Adjustments pending
Release of FIVAT WIP (2013)					
DSC web. release 1/4 of 2014 and 2015 capitalisation					
Final accounting Adjustments					
Capitalisation of the Website Re-developments costs					
Salary and Developer costs	43	43	20	40	
Team's support researcher (Trust Funding)		13			
Total Finance Adjustments	83	96	60	80	
Other adjustments					
VAT 2016 Partial Exemption adjustments	-	(3)	-	-	
Total Year End Adjustments	83	93	60	80	
Total Surplus/Deficit	(71)	(101)	(84)	(52)	Final Figure

Summary of Fund Movement 2017			
2017	Unrestricted	Restricted	Total
Opening Fund	112	442	554
Income	2,027	-	2,027
Expenditure	1,968	160	2,128
Ending Fund	171	282	453



Free reserve with movements for 2017/2018/2019						
	2015	2016	2017	2018	2019	
Estimate	Opening Bal (o/bal)	271	309	554	483	399
	Movements	38	245	(101)	(84)	(52)
	Closing Bal (c/bal)	309	554	453	399	317
	Restricted	135	442	282	153	0
Unrestricted	174	112	171	216	317	
Budget	Opening Bal (o/bal)			554	483	399
	Movements			(71)	(84)	(52)
	Closing Bal (c/bal)			483	399	347

