

The Scottish Forestry Trust

Trustees' Meeting, Thursday 9th December 2021 Meeting via Zoom

Minutes

Present:

Dr Bob McIntosh (Chair)
Paul Atkinson
Eddie Balfour
Ralland Browne
Prof John Grace
Dr Keith Kirby
Dr Helen McKay
Amanda Bryan (Director)

In attendance:

Prof David Burslem (Trustee Observer)
Tim Liddon (Trustee Observer)
Dr Ioly Kotta-Loizou (Trustee Observer)
Prof James Pendlebury (Trustee Observer)
David Hourston – Brewin Dolphin (Item 9 only)
Lynne Lamont – Brewin Dolphin (Item 9 only)

1: Welcome and Apologies

The Chair welcomed everyone to the meeting particularly the four new Trustees who were joining this meeting as observers in advance of their appointment date of 1 January 2022. The new Trustees were given the opportunity to introduce themselves.

Apologies were received from Mark Gibson and Priscilla Gordon-Duff, both of whom sent messages regarding their time with the Trust.

The Chair acknowledged with great sadness the death of fellow Trustee Prof Simon Leather. Simon had been a long standing Trustee who had contributed significantly to the work of the organisation over that time. KK had attended the memorial service and represented the Trust who noted that it had been a very fitting send off.

2: Declarations of interest

Dr Ioly kotta-Loizou declared an interest in relation to Item 9 of the Agenda. As she is an observer at the meeting there was no need for her to remove herself from the discussion.

3: Minutes of Previous meeting

The minutes of the meeting held on 12th August 2021 were approved and will be sent to the Chair for signing.

4: Actions & Matters Arising

There were several actions arising from the previous meeting, almost all of which had been discharged:

Action 21/4 (part): AB to scan and lodge documentation with OSCR (relates to updated Rules). ***[Discharged, Acknowledgement Received from OSCR 11/10/21]***

Action 21/7: AB to investigate banking options, including consideration of issues around possible future partnership funding, and to bring a paper for discussion to the December meeting. PA to provide an introduction to Hampden Bank to AB with the aim of getting a meeting set up with them. ***[Discharged: Reported on in Directors Report – Agenda Item 5]***

Action 21/8: AB to develop a draft 5-year strategic plan along with a fundraising strategy, both of which would be brought back to the December Trustees meeting. ***[Discharged in part: Strategy to be considered at Agenda Item 11. Fundraising Strategy to be developed once Strategy agreed and presented to April Trustees meeting, carry forward]***

Action 21/9: AB to send scanned signed copies of the documentation to C+T and to lodge these with OSCR. ***[Discharged]***

Action 21/10: AB to ensure that the risk register is included in future Trustees Board Packs and ensure there is a formal annual review. ***[Discharged – on Agenda at Item 6]***

Action 21/11: AB to undertake a financial modelling exercise to help inform discussions around banking and future need for cash/ availability of funds for investment. (Linked to Action 21/7). ***[Discharged – on Agenda at Item 8]***

Action Point 21/12: AB to arrange for an additional paragraph to be added to the MoA noting SFT's contribution and a possible management fee depending on the level of work. Once this has been agreed AB will arrange for RM and SW to sign the MoA. ***[Discharged – MoA currently being signed] [Update post meeting MoA has now been signed by both HIRP and SFT]***

5. Director's Report

AB introduced her written report by indicating she would cover updates on a small number of activities but she would be happy to take questions on any other aspects of the report.

First issue discussed was the ongoing review of the SFT structure and a move from being an unincorporated Trust to an incorporated organisation. AB drew attention to the information that had been provided by Anderson Strathern and she asked for one or two Trustees to work with her to consider the issues in advance of a presentation from Victoria Simpson of AS at the April Trustees meeting. PA and JP offered support.

AB then went on to note the late enquiry regarding possible support for a reprint of Voices in the Forest linked to a project that had been supported over 10 years ago. The Trustees indicated they would be

supportive of receiving a full application given the niche that this publication fills and the quality of both the publication and the underpinning work.

The recent meeting with Wilma Harper and Simon McGillivray from RSFS was discussed and the potential for future collaboration was noted. At an appropriate opportunity the Chair will look to follow up with them. Discussions with Jason Hubert, Ros Wardman and Chris Little at Scottish Forestry regarding joint working were also noted, these included ongoing support for the Bursary Scheme, an extension to the Working Woods Scotland course aimed at forest managers and additional funds for the Inspiring Future Foresters initiative with Confor and SCDI. HM asked about the progress of the latter project and AB indicated that it had already exceeded expectations with kits being sent to 80 schools rather than the 30 originally envisaged due to support from other funding partners.

Action 21/13: BM to follow up earlier discussions with RSFS regarding future collaborations.

The Chair raised the issue of the office arrangements with Confor and both whether the Trust had appropriate arrangements in place for its requirements and also if value for money was being achieved. HM asked if there was a need to have dedicated admin support, particularly if the Trust takes on a greater role in administering other funds. It was agreed that AB should review what the requirements of the Trust are in terms of office access and admin and to bring a paper back to the Trustees meeting in April. At which time discussions will commence with Confor about the arrangements.

Action 21/14: AB to prepare a paper for the April Trustees meeting on the office/ admin support requirements.

6. Financial Report

AB introduced the paper, referring to the updated project spreadsheet and the 5-year cash flow. The cash flow now reflects actual expenditure to date to the end of October and then forward projections. She noted that there had not been many changes since the previous meeting with little movement in the bank accounts. There will however be considerable amounts (circa £48,000) being distributed as project payments in the next couple of months but this will still leave adequate funds in the current account and there is no need for any fund transfers. This concentration of payments at this point in the year is largely due to COVID related delays.

Looking forward we will see a reduction in payments going out next year unless there are some applications for spend within year. We are expecting two larger research projects to come through for approval at the next meeting, however they will result in spend the following year and beyond.

The Chair explained to the new Trustees why there has historically been a good cash reserve.

AB then outlined the risk register which had been included with the financial report. The risk register would be included with the financial report at every meeting and then formally reviewed every December. AB indicated that she had updated the previous risk register and that changes had been highlighted in red. She would continue this practice. HM raised an issue around reputational risk particularly around the use of social media; propagation of misleading information, how we should manage and mitigate that. PA suggested that it might be wise to limit the use of social media to 'safer' platforms. AB came back and set out the parameters that she uses when using Twitter – for example only originating tweets around factual information e.g. Awards, Trustee appointments etc. and that when she retweets it tends to be about PhD or research opportunities, training courses or research reports. She then went on to say she avoids any tweets that have a wider commentary or that could potentially be political as there was a need to be very mindful that this was the face of the Trust. AB offered to provide a short policy around social media use. KK then

raised the issue of what Trustees do on social media and if Trustees were to say something which could reflect badly on the Trust, especially if it may relate to projects and/or research that we are funding. JG also suggested that there are also risks around different aspects of forestry including carbon and plantation forestry. PA reflecting this last point indicated that a 'lines to take' should be prepared for any potentially controversial projects that the Trust may choose to support.

Action 21/15: AB to add a social media related risk to the risk register and to prepare and circulate by email a short policy paper on the use of social media by the Trust and Trustees.

7. Investment Manager's Report and Discussion on Total Return Investment

David Hourston from Brewin Dolphin joined the meeting.

DH talked through the slide pack which had been circulated in advance to Trustees. He started by noting that the markets have seen a few wobbles in relation to China, supply chain challenges and then the new variant of Covid. However the market seems to have maintained a reasonable amount of value. In terms of SFT's investments the Trust has a total return policy and is sitting in Risk Category 6. The portfolio is sitting at just under £3.3m in early December, up 10% from the end of March 2021. Income is down on previous years but this will be topped up by capital gains. Dividends are now coming back but they will take a few years (3-5 years) before they are expected to return to pre pandemic levels. Investments are aligned with Risk Category 6 but are underweight in fixed interest and a little over on Overseas Equities, with just under half invested in equities.

There has been a change in the best and worst performers in the portfolio over the year with Microsoft, Experian, ASML (Dutch semi-conductor company), Thermo Fischer Scientific (manufacturer of laboratory equipment) and Apple doing well and Walt Disney, Morgan Stanley Asia (linked to drops in China equities), Prudential, Visa and Kone doing less well, although Disney is expected to bounce back with parks re-opening. DH set out the transactions that had taken place again to shift emphasis from revenue to capital investments and also to reflect performance. Main new investment is Fastenal which produces small components for construction.

Market outlook shows that growth is peaking but remains above trend, inflation has also increased but is also considered to be peaking and finally strong fiscal and monetary support remains but is also peaking and is likely to be adjusted over time. Global growth has slowed and this has been impacted by supply-side shortages. BD feel that there is more potential, growth in the markets but largely linked to developed markets which is where the funds are currently invested. They remain cautious about Chinese equities in the short term. The main focus is on quality stock selection to ensure growth.

In response to a question from HM, DH confirmed that there is a move to reduce, reuse/repurpose and recycle and the likes of Kone would fit into that category, who make their money from spare parts and maintenance. This issue will affect different sectors in different ways.

Lynne Lamont from Brewin Dolphin joined the Meeting.

PA noted that the Total Return strategy seems to be working quite well, he then asked what difference do the Brewin Dolphin team think this approach has had in comparison to the previous investment strategy the Trust had. LL said that we won't see a difference over 6 months but we should see the difference over the longer term. Responsible Investment Policy was then discussed. LL talked through some slides first looking at sustainability at Brewin Dolphin in terms of responsible business, stewardship and responsible investment. She noted it is worth looking at OSCR's guidance on responsible investment considerations [these have previously been sent to Trustees]. She then went on to set out the framework they use for responsible

investment, first applying their own ESG analysis and then overlaying any bespoke client-set ethical criteria. LL confirmed that a session has been organised in January to demonstrate the tools BD use for screening, AB will be attending this and PA will join this session. BM asked how easy it was to understand the details of ESG performance of companies. LL set out the tools they use. AB asked about positive selection of criteria, not just screening out negative impacts. LL gave examples of clients who have proactively targeted companies e.g. employing people in Glasgow, who have women on their boards, payment of living wage etc. but it must be screenable. She stressed that it was important for us to the January session come with ideas of what would like to investigate.

LL also confirmed that they will contribute to the Trustee Induction session, also in January.

Lynne Lamont and David Hourston left the meeting.

The Chair outlined for the benefit of new Trustees that we have to date been happy with what Brewin Dolphin have provided for the Trust. The Trust are committed to reviewing periodically who manages the portfolio but this is not imminent.

8. Banking Arrangements

The Chair introduced this discussion noting that it had been brought about due to the poor service that had been received from Adam Bank over an extended period. AB talked through the work she had completed investigating 4 new banking options, two of which did not provide accounts that were suitable. That left two banks in the running Hampden and Co and Triodos both of which have benefits and disbenefits, the details of which were set out in the paper under consideration. She did note the challenges in establishing new accounts for charities but that both banks under consideration appeared to offer flexible online Trustee authorisation processes. The Trustees were asked to consider both the issues of the current account and whether there should be more than one deposit account and where that should rest. PA suggested looking at an organisation called CASCADE which is an all of market savings provider who are offering higher rates; he also has dealt with Hampden who opened an account within 24 hours. In response to a question from the Chair, AB confirmed that she had some prior experience of Triodos and that they had a track record with the community energy sector.

The Chair noted that Triodos was cheaper in terms of rates on the current account but the deposit rates were higher with Hampden. HM indicated that splitting the funds seemed sensible but that it would be additional administration workload. KK agreed that it was worth doing something now albeit there would be a need for some changes in the future with a proposed structure change in 18-24 months. AB suggested that the decision regarding which bank to use particularly for the current account may be affected by the banks' processes for transitioning accounts when we move from being an unincorporated to an incorporated organisation. She agreed to explore this with the two banks and come back to Trustees with a final proposal via email.

Action 21/16: AB to have further conversations with Hampden and Triodos regarding future transition and to revert to Trustees via email.

Action 21/17: PA and AB to discuss Cascade, explore whether this is a viable option for the Trust and bring something back to April Trustees if appropriate.

9: Projects and Research Committee Report

KK as Chair of the PRC started this item by recording the contribution that Prof Simon Leather made to the work of the PRC. He then set out what the role of the PRC is for new Trustees. KK then took the Trustees through the PRC meeting minutes and recommendations.

The date of the next PRC meeting has been confirmed as Thursday 17th March.

P16-262 Development and Publication of Tree Work Guides: This project which has been running since 2017 has experienced many delays outwith the contractor's control. The main cause of delay was intervention from HSE who took 2 years to provide their endorsement; staffing and COVID also had an impact. It is a credit to the team involved that they have persevered and have now published all 5, with AB receiving the final guide. The PRC are happy to recommend the final payment of £7,500.

P16-265TB Mapping impacts of *Phytophthora austrocedri* on Juniper: This research has produced two good papers. The first paper looked at the relationship between obvious signs of damage to foliage and environmental variables at three sites (Cairngorms, Lake District and Perthshire), using 10*10m quadrats. The findings indicate that there is a useful linkage (from a practical point of view) between the external signs of damage and some environmental factors, particularly the wetness of the soil. They also found that the presence of damage could be linked to other plant species on the site and this is a useful output in terms of conservation as both of these factors will help identify locations within a site which will be less likely to experience *Phytophthora*. The second paper shows an inference that conservation efforts were at risk of introducing *Phytophthora* and that supplementary planting bears further scrutiny. It looks like a good core of work has been undertaken with solid statistical underpinning and the researcher has now submitted her thesis and will be eligible for consideration for the next Scottish Woodlands Student Excellence Award. The PRC recommend release of the final payment of £13,500 on the basis that the PhD has been submitted and there is a clear timescale for completion.

P16-266 Improving Biodiversity in Lowland Planted Woodlands: This was a progress report on the trial sites where supplementary planting of woodland flora have taken place alongside woodland creation. This is a long running project and is currently in its monitoring phase. It appears that flowering is working for some species but not for others but this isn't unusual. The contractors ran a popular webinar during the Summer and the report they have brought out has been well received in the conservation sector and has also been reported in other meetings. There has been some useful publicity through this work for SFT. The PRC recommend release of the next interim payment of £750.

P17-272 Studying a mycovirus from *Dothistroma*: This is a final report although a fuller article will be published in due course. The research has identified that the mycovirus has been demonstrated as having a controlling impact on *Dothistroma* but its prevalence may mean that it is already reducing the impact in natural conditions. The PRC recommend the release of the final payment of £2,500.

P17-274B Monitoring and managing diversity in Sitka spruce: KK noted a common theme in the next couple of projects in that they are at the limits of PRC members' understanding, here due to the focus on molecular genetics. This research has considered natural SS populations from Canada, the seed orchard, the clonal archives and the tree nursery as well as close to nature management. This has provided some interesting findings in that the seed orchards appear to have material different from what was originally thought. The PRC recommend the release of an interim payment of £2,096 with £2,000 retained until the PhD Thesis has been submitted which should happen early next year.

P18-285B Pre-treatments and fractionation of soft and hard woods: This is a project to break down and split the chemical components of wood using a chemical called butanol which is a by-product of the

petrochemical industry. Good progress is being made and work for publication is in preparation. The PRC recommend release of the interim payment of £8,250.

P19-286B Improving outcomes in montane woodland restoration: This is a part time PhD about better understanding the restoration of montane woodland, focused on Ben Lawers, Glen Finglas and Corrour with monitoring of *Salix lapponum*, *Betula nana*, maturation of catkins and seed production. While at an early stage the student appears to be highly organised and on track despite an earlier hiccup due to the researcher losing her previous job but there appears to be no evidence of any impact at all. **PRC recommend release of the next interim payment of £1,000.**

P19-287B Addressing uncertainty to improve urban tree management: This is a heavily mathematical PhD focusing on iTree models for ecosystem service delivery. One of the problems with the current model is that it requires a large level of sampling and this work is considering whether the number of samples can be reduced and thus make take-up of use of iTree more likely. The focus has been on modelling the sampling programme based on research undertaken in Southampton and results are promising; however there is still some analysis to be completed as well as testing of the new models using another city (Cambridge). The PRC recommend the release of an interim payment of £3,986 with £2,000 retained until the PhD Thesis has been submitted.

P19-293B Genetic Diversity in Juniper: KK indicated this is another molecular analysis project. Two components have been reported on. The first is the genotyping of juniper populations across GB with four distinct population groupings (18 individual sites) being identified. This provides a useful framework for wider discussions on juniper. The second component has been the analysis of physical traits linked to different populations. The final component is a field experiment which has yet to be fully completed as seeds are just being sown to help understand factors that might explain variation in natural regeneration at the sites in question. The project is still on track. The PRC recommend release of the interim payment of £6,813.

P20-295 Woodland to Workshop: This course delayed from 2020 had taken place at Scottish Wood, Oakley and Dalmeny Estate in October 2021. The course focused on a wide range of topics relating to the production and processing of hardwood timber. Silvicultural practices associated with growing hardwoods for timber production were covered as well as grading, kilning and valuing products. There has been a nice write up of the course in the Native Woodland Discussion Group Newsletter. The PRC were happy to recommend release of the final payment of £2,500.

Collectively these payments amount to £48,895.

The PRC have therefore recommended that the reports for the following projects should release the payments listed below. This was approved by the Trustees and AB will arrange for payments to be made on receipt of invoices.

P16-262 Development and Publication of Tree Work Guides. Payment of £7,500 approved. (Final Payment)

P16-265TB Mapping impacts of *Phytophthora austrocedri* on Juniper. Payment of £13,500 approved. (Final Payment)

P16-266 Improving Biodiversity in Lowland Planted Woodlands. Payment of £750 approved. (Interim Payment)

P17-272 Studying a mycovirus from *Dothistroma*. Payment of £2,500 approved. (Final Payment)

P17-274B Monitoring and managing diversity in Sitka spruce. Interim payment of £2,096 approved with £2,000 retained until the PhD Thesis has been submitted.

P18-285B Pre-treatments and fractionation of soft and hard woods. Payment of £8,250 approved. (Interim Payment)

P19-286B Improving outcomes in montane woodland restoration. Payment of £1,000 approved. (Interim Payment)

P19-287B Addressing uncertainty to improve urban tree management. Interim payment of £3,986 approved with £2,000 retained until the PhD Thesis has been submitted.

P19-293B Genetic Diversity in Juniper. Payment of £6,813 approved. (Interim Payment)

P20-295 Woodland to Workshop. Payment of £2,500 approved. (Final Payment)

TL said that in his previous role he had been involved in providing a site for genetic diversity in Sitka spruce project as they were looking to better understand what was happening on the site. He said he was very impressed with what was being achieved. JG noted that some of the projects relate very directly to the forest industry and timber production and others are more blue sky or nature conservation projects. He asked whether there was a change in projects that had been funded. He suggested that an analysis of projects based on the split between advancing knowledge as compared to timber production should be undertaken. The Chair noted the breadth of work that the Trust has historically supported and the discussion that Trustees have been having around taking a more proactive approach. In response to a question from DB, JG indicated that his feeling was that there was a greater focus on pests and diseases than previously. AB reminded Trustees of the work that had been done in preparation for the Strategy work which covered 10 years' worth of projects; this had certainly seen a focus on research around pests and diseases specifically linked to the Forestry Commission funds that had been made available for Bursaries in this area. Once all of the archiving had been done it might be possible to extend this analysis.

One new project was considered for approval:

HIRP Conference (HIRP with support from Confor who will act as banker)

This is a new proposal to assist with the delivery of the Hylobius research conference, planned for Spring 2022. **The Trustees approved the commitment of funds (£660) to the project. (P21-301).**

KK then outlined Cyril Hart Award which has now been launched and will be considered in the first few months of 2022.

KK thanked the two departing members of the committee as both Professor John Grace and Eddie Balfour will be stepping down from the PRC. JG's long service and academic rigour were noted.

The Chair then thanked the three new Trustees who will be appointed to the PRC from 1 January 2022.

- Professor David Burslem
- Dr Ioly Kotta-Loizou
- Mr Tim Liddon

10. Annual Policy and Plan Review

The Chair and AB talked through the various policies that were being presented for approval.

Appeals Policy and Process: This is a new policy introduced on the back of an omission identified by AB during one of the external governance sessions she had been attending. The approach proposed is relatively light touch as we already have checks and balances via the use of concept notes and the relationship between the PRC and the Board of Trustees. The main thing going forward will be strengthened recording of why decisions have been taken, particularly if a project is turned down. KK indicated he was content that our practice had been good in terms of decision making but that recording of decisions did need to be sharpened up. HM stressed the use of informal discussion is very helpful in ensuring good quality applications.

Disaster Recovery Plan: This was an area where we had been found wanting previously. HM noted that if there are additional funders then they will also need to be included in the list at Section 6. AB also noted that an additional Trustee should have access to the key information and it was agreed that the Chair of PRC was the logical choice.

Fraud Policy: This is an existing policy which has been modified, mostly in terms of language rather than content. As we are a relatively small organisation with a modest amount of transactions the risks are relatively low. The Auditors retain oversight of this area and provide assurance.

GDPR Arrangements: The risks here again are relatively modest due to the type of data we hold and how it is used. Most contact information relates to professional contacts only used in relation to project administration. There is a small amount of personal data held for Trustees and independent researchers but this is password protected. The newsletter is managed by a third party who maintains systems. The GDPR risks may however change if we take new approaches to fundraising so we will need to take steps to understand the implications of anything we do.

In Kind Contributions Policy: This is a new policy which was considered by PRC and thanks to HM and KK for their input.

The Trustees approved all Policies, with minor modifications.

11. SFT Strategy

The Chair introduced the discussion and said he hoped that the Draft Strategy had been useful to new Trustees as it provides a description of the Trust and captures discussions held over the last year about how the Trust moves forward. This includes consideration of how we can be more proactive, bring in more funds and building our funding pot through working in partnership with new organisations. AB thanked all Trustees for feedback on earlier drafts of the Strategy and said that they should be able to see how that feedback had been incorporated. She went on to ask for specific comments of the Vision and Priorities section, particularly from new Trustees, and the financial targets. KK noted that on re-reading, the vision and priorities do not adequately reflect conservation related issues and have pivoted towards productive forestry. Regenerative forestry includes this but consideration needs to be given to how this is described – AB suggested a descriptive list could be included as a footnote. JG noted similar – there was a focus on ‘forestry’ with no mention of woodland or trees, ecosystems or biodiversity. This might be perceived as being inward looking. DB suggested ‘regenerative forest landscapes’ or ‘sustainable forest landscapes’ could be an alternative option and may satisfy wider woodland conservation interests. EB reflected on the title of the Trust and the focus on forestry and that there are many other organisations who focus on woodland conservation. BM

then commented that these days it would be hoped that the word forestry embraces all of these things but that doesn't always appear to be the case. JP questioned the vision and priorities and said there was a risk of being all things to all people and used the quote 'the brand is what people think about you when you are not in the room'. He went on to ask why there was a need to narrow down. AB explained that the reasons for having a clearer statement of priorities was twofold – one is to help drive applications as with being so broad it is hard for potential applicants to understand what would be supported and secondly it was about helping to explain to prospective funding partners what their funds would be buying. BM said that there is an expectation that we will be retaining funds for general use and the discussions the Trustees will be having in the future will relate to the balance between targeted programmes and wider funds.

There was no additional feedback on the financial targets and Trustees are content with what has been proposed. AB went on to say that she will now finalise the Strategy, the associated fundraising strategy and also produce a short form 'Strategy on a page' which can be shared widely. An updated draft of the Vision and Priorities section will be shared with Trustees for comment before Christmas with the completed Strategy and associated documents prepared by the end of January.

Action 21/18: AB to circulate updated wording for the vision and priorities section before Christmas and will then seek to complete the wider work to sign off the Strategy by the end of January.

12: AOB

The Chair mentioned that we would be looking for new Trustees again next year. BM noted that he is due to step down as Chair at the end of next year and at that time he will also step down from the Board. He asked if any of the existing members were interested in taking on the role of Chair then to contact him directly. In the meantime Trustees should think about who we should be encouraging to apply when we do advertise for new Trustees in mid-2022.

13. Presentation to departing Trustees

The Chair made presentations to the 3 departing Trustees, John, Priscilla and Mark; although sadly Mark and Priscilla couldn't attend the meeting today. BM set out the importance of the Trust being governed by Trustees who bring knowledge, expertise and experience from a wide range of different backgrounds and said that we have been very lucky with the three individuals who are now stepping down. John in particular has brought academic rigour to the PRC which has been extremely useful and he was thanked for his contributions.

Wooden bowls from Angus Clyne whose workshop is in Perthshire will be presented to all Trustees in due course, as COVID restrictions allows, and John was able to show his to the meeting.

JG indicated it has been a very interesting Board and it has been both fun and informative and that he has learned a lot. He noted he is sorry to leave but the time has come for change.

Date of Next Meeting

Thursday 21st April 2022. Location, tbc.

Summary of Action Points

Action 21/8 (part): AB to develop fundraising strategy, which will be sent to Trustees with final Strategy by end January.

Action 21/13: BM to follow up earlier discussions with RSFS regarding future collaborations.

Action 21/14: AB to prepare a paper for the April Trustees meeting on the office/ admin support requirements.

Action 21/15: AB to add a social media related risk to the risk register and to prepare and circulate by email a short policy paper on the use of social media by the Trust and Trustees.

Action 21/16: AB to have further conversations with Hampden and Triodos regarding future transition and to revert to Trustees via email.

Action 21/17: PA and AB to discuss Cascade, explore whether this is a viable option for the Trust and bring something back to April Trustees if appropriate.

Action 21/18: AB to circulate updated wording for the vision and priorities section before Christmas and will then seek to complete the wider work to sign off the Strategy by the end of January.

Approved by Trustees on 17th April 2022

Dr. Bob McIntosh
Chair



