

Integrity Action Trustee Meeting Agenda

23 September 2020, 11am – 1pm

Location

Remote meeting due to social distancing requirements

Integrity Action Trustees

Attending

Alan Barlow (AB)

Gail Klintworth (GK)

Paul Maassen (PM)

Siobhan Turner (ST)

Merryl Lawry-White (MLW)

Philip Welply (PW)

Sam De Silva (SD)

Apologies

Laurence Lee (LL)

Executive Team Members

Jasmina Haynes (JH) – CEO

Catherine Sullivan (CS)- Head of Finance and Resources

Derek Thorne (DT) - Head of Programme Development

Annalisa Renna (AR) – Head of Operations

Baduwah MacArthur (BM) – Finance and Governance Assistant

Next Meetings

16 Dec 2020	Board meeting: 11am-1pm	Location: TBC
17th March 2021	Board meeting: 11am - 1pm	Location: TBC
16th June 2021	Board meeting: 11am-3pm	Location: TBC
22nd September 2021	Board meeting: 11am - 1pm	Location: TBC

1. Agenda

1.

Board meeting				
Item	Time	Lead	Purpose	
Minutes of the June meeting and Matters arising	11.00-11.05	GK	For approval	Annex 1
CEO report	11.05-11.35	JH	For info	Annex 2
Agile Strategy Implementation	11.35-11.45	JH	For approval	Annex 3
FY21 Business case	11.45-11.55	JH	For approval of direction	Annex 4
Report from the Audit Committee	11.55-12.15	ST	For info	Annex 5
Report from the Funding Committee	12.15-12.30	AB	For info	Annex 6
Report from the Board Ethics and Safeguarding Focal Person	12.30-12.35	ML	For info	
Report from the Nominations and Remuneration Committee	12.35-12.45	PW	For info	Annex 7
'Sustaining impact' initiative update	12.45-13.00	PM	For info	

iii. Minutes of June 2020 Board meeting

1. Minutes of previous meeting
MLW requested more detail around the agile strategy discussion
Action – CS to update
The minutes of the previous meeting were approved.
2. Matters arising
All matters arising were to be covered by the agenda
3. CEO Report
JH presented her report.
Uncertainty in the sector increasing and the effect of the crisis are likely to last for at least 2 years. Decreased funding is integrated into IA's planning. Also,
 - We have received formal confirmation from SIDA of 4 years more funding, who also want to strengthen their ties with us.
 - Hewlett is revising their strategy on Citizen voices. Indications are that our approach will remain of value and our work remains central.
 - DFID / FCDO are currently not approving new projects and are cutting budgets on existing programmes – This includes Development Alternative programme we are a member of, IA budget is reduced by c.£20k in this FY.

- Fundraising review with experienced consultant, who has highlighted some really interesting areas for improvement such as packaging our vision. Also looking at our practical issues – which doors to approach, team capacity, etc.
- Some monitoring has re-started where local partners feel it is safe to do so, and with appropriate protective measures. Results so far are good, with an improving fix rate.
- Team remain strong, lots of creative ideas coming through, extracting maximum benefit from our resources.
- Notice has been given on the office space – all options are being kept under review as the pandemic develops. A provision against associated costs has been included in the budget.

There was a discussion about Covid-related funding opportunities. DT commented that there was very little ‘new’ money in donor budgets, funds have simply been repackaged. IA is having lots of conversations trying to access new funding, and to ensure the continuation of current relationships. It is a challenging environment though, with funders preferring to stay loyal to current partners. Lead times on new projects are also delayed, so unlikely we’ll see many new projects starting until 2022.

GK thanked the whole team for their steadfastness and continuing motivation

Action Point: JH to keep Board updated

4. Agile Strategy Implementation

JH presented the paper, discussing how IA can ensure flexibility but remain accountable internally and externally. This involves continuing with the top level framework, but returning to it every year to ensure it is still guiding us in the correct way. Any changes will require approval from the Board.

The paper seeks to spell out this process clearly and look at the risk dynamics.

The Trustees interrogated the process to ensure that they continued to be comfortable with the approach. MLW Asked about documentation of the method and was reassured by JH that the table of key dates was felt to be sufficient to guide the process.

Action: As the year progresses, EMT to highlight any changes in process from previous practice. A review to take place in June 2021 to look at external factors and whether the IA strategic objectives are still appropriate

5. FY21 Business Case

JH presented the updated business case and KPIs, which capture the vision that was approved at the last Board meeting, albeit with a couple of small changes and clarifications requested by the Board. This includes a provision for a fundraising staff position in case that is the result of the current fundraising consultation. There are also changes relating to closing the office, with provision for meetings and supporting staff to WFH.

Target income for 2020/21 is £2m which is ambitious considering the current fundraising environment.

Trustees asked for clarification on various aspects, including risks around the target income, currency risk and staff performance.

Action: A risk analysis to be presented at the December meeting detailing decision points and strategic options if fundraising is unsuccessful over the next 12 months.

6. Report from Audit Committee

ST presented the report from the Audit Committee.

The Audit Committee discussed:

- The current funding situation and how we target potential partners
- The risks associated with CTO leaving.
- The continuing relationship with SIDA, with congratulations to the executive team

Also talked at length about a confidential issue which had recently occurred (see Section 8 for Board update).

7. Report from Funding Committee

AB spoke about the freedom that the Unrestricted funding gives IA, meaning IA aren't always chasing multiple small bids, but can concentrate on a smaller number of bids of high value. High confidence in IA's direction for the next few years but would have cause for concern if another large grant is not confirmed by March 21.

GK raised concerns about IA's profile and asked for Trustees to be on the look out for opportunities to increase visibility.

DT gave an update of current work in progress with Al-Jazeera who are interested in an article on projects in DRC. LL providing introductions to news editors, and IA comms team are building relationships. There was also recent coverage in Devex, which has very wide readership in the sector

Action: Communications update next Board meeting and look at communications KPIs to report on. Include Trustees on items to share on social media -DT

8. Report from the Board Safeguarding Focal Person

The Executive team updated the Board on confidential issue, setting out what had been done and the intended next steps (including a report to the Charity Commission).

The Board were supportive of the actions taken and intended and priorities identified.

Action: AR to report to Charity Commission. SD will reach out to contact regarding legal obligations.

MLW confirmed that all other reported safeguarding incidences were false alarms.

9. Report from the Nominations and Remuneration Committee (NRC)

PW gave an update; pay rises to be 0% this year, but hoping to off-set some of the office savings to invest in people.

10. "Sustaining Impact" initiative update

PM gave an update on this initiative, which is progressing slowly with lots of ideas on how IA can change its work. Two pieces of research, one on what inspires duty bearers, and the other on how problems get fixed.

11. AOB

Organisation structure as at Sept 2020

