

SAVE THE CHILDREN FUND
Summary of a Meeting of the Board of Trustees
on 12 December 2018

Trustees present:

Gareth Davies, treasurer
Fiona McBain, Vice-Chair
Mark Swallow
Sophie McCormick
Dianna Melrose
Charles Steel
Anne Fahy
Babatunde Soyoye
David Ripert
Lisa Rosen
Arabella Duffield (items 1 and 2)
Diana Carney (items 1 and 2)
Naomi Eisenstadt (items 1 to 5)
Jamie Cooper (items 1 to 6)
Sebastian James (items 1 to 8)

Absent:

Peter Bennett-Jones

In attendance:

Executive Directors:

Kevin Watkins, Chief Executive Officer
Sam Sharpe, Chief Financial Officer
Clare Conaghan, Executive Director of HR

Claire Rowney, Executive Director of Fundraising & Marketing and Organisational Change
Gemma Sherrington, Interim Director of Fundraising & Marketing
Gwen Hines, Executive Director of Global Programmes
Kirsty McNeill, Executive Director of Policy, Advocacy & Campaigns
Vic Langer, Strategy Development Director

Staff:

Andrew Willis, General Counsel and Company Secretary
Reema Malhotra, Chief of Staff
Steven McIntosh, Director of UK Policy, Advocacy and Campaigns
Steve Reeves, Director of Child Safeguarding
Esther Hodges, Project Adviser, CEO's Office

Guests:

Dame Minouche Shafik, Director, London School of Economics (item 3 only)
Laura Ross, Executive Assistant to the Director, London School of Economics (item 3 only)
Chet Kuchinad, Chief People Officer, Save the Children International (item 8 only)

Agenda:

1. Introduction to meeting
 2. Trustee-only session
 3. Guest speaker: Dame Minouche Shafik
 4. Chief Executive's report
 5. Statutory Inquiry update and Shale Review implementation
 6. Strategy and finance update
 7. HLA and Start update
 8. Safeguarding update
 9. Regular business
 10. AOB
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Item 1. Introduction to meeting.

Item 2. Trustee-only session: The Trustees held a private session, minuted by Andrew Willis.

Item 3. Guest speaker: Dame Minouche Shafik: The Director of the LSE spoke to the Board about the changing landscape of development, dealing with organisational issues and the themes of her [Leverhulme Trust lecture](#): “Why are We So Miserable When Things Are Getting Better?”

Item 4. Chief Executive’s report: Kevin Watkins gave his quarterly update to the Board, covering the success of numerous media, advocacy and fundraising campaigns, World Pneumonia Day and progression of Save the Children UK (SCUK)’s organisational change agenda through the [Stronger](#) programme. He made some broader reflections on 2018, acknowledging that it had been a difficult year. He laid out his priorities for 2019, including delivering on SCUK’s 2019-21 strategy, developing the organisation’s target operating model, strengthening organisational culture and rebuilding trust with key stakeholders.

Item 5. Statutory Inquiry update and implementation of the Shale Review into workplace culture: The Board noted good progress on the organisation’s response to the Shale Review via implementation of the *Stronger* programme and agreed that a separate Board call to agree the reporting lines for *Stronger* to the Board via its subcommittees would be arranged in the new year. It received and noted an update on the Charity Commission’s ongoing Statutory Inquiry.

Item 6. Strategy and finance update: The 2019-21 strategy was welcomed and approved by the Board, with the recognition that work needs to be done to ensure SCUK’s organisational structure is appropriately designed to deliver against it. The CFO proposed some changes to the 2019 budget, which were approved.

Item 7. HLA and Start update: The Board received an update on the future plans for the Humanitarian Leadership Academy (a subsidiary charity of Save the Children) and the Start Network (currently hosted by Save the Children). It was agreed that a final decision on these plans would be delegated to the Board’s Finance Subcommittee.

Item 8. Safeguarding update: Chet Kuchinad and Steve Reeves presented their joint paper on the progress of Save the Children International and SCUK’s safeguarding work.

The Board noted that some good progress had been made, but agreed that more work needed to be done on supporting the survivors of safeguarding failings, and to bring risks associated with safeguarding within agreed appetite.

Item 9. Regular business: The Board considered its regular business. This included approving plans to publish Board meeting summaries on the SCUK Intranet, a review of serious incident reports made to the Charity Commission, a review of the Safety & Security and Health & Safety Annual Reports and a review of the risk register.

Item 10. AOB: The Board noted the forward agenda and noted their thanks to Diana Carney for her period of service on the SCUK Board.