

SAVE THE CHILDREN FUND
Summary of a Meeting of the [Board of Trustees](#)
on 13 March 2019

Trustees present:

Charles Steel, Interim Chair
Gareth Davies
Sophie McCormick
Dianna Melrose
David Ripert
Lisa Rosen
Babatunde Soyoye (ph)
Naomi Eisenstadt (items 1 to 8)
Arabella Duffield (items 1 to 9)
Anne Fahy (items items 1 to 9)

Apologies:

Mark Swallow
Sebastian James

In attendance:

Executive Directors:

Kevin Watkins, Chief Executive Officer
Sam Sharpe, Chief Financial Officer
Clare Conaghan, Executive Director of Human Resources
Gemma Sherrington, Executive Director of Fundraising & Marketing

Gwen Hines, Executive Director of Global Programmes
Kirsty McNeill, Executive Director of Policy, Advocacy & Campaigns
Vic Langer, Strategy Development Director
Steven McIntosh, Executive Lead for Organisational Change

Staff:

Andrew Willis, General Counsel and Company Secretary
Reema Malhotra, Chief of Staff (items 1 to 6)
Esther Hodges, Project Adviser, CEO's Office
Adam Berthoud, Director of Programme Partnerships (item 6 only)
Sayyeda Salam, Partnerships and Philanthropy Director (item 6 only)
Keith Kibirango, Senior Philanthropy Adviser (item 6 only)
Michael O'Donnell, Director of Evidence & Learning (item 7 only)

Guests

Francis Woods, Director of International Programme Operations, Save the Children International (item 3 only)

Agenda:

1. Introduction to meeting
 2. Chief Executive's report
 3. The operations of Save the Children UK
 4. 2019-2021 strategy and target operating model
 5. Finance and budget update
 6. Income session
 7. Impact for children
 8. Statutory Inquiry update and Shale Review implementation
 9. Regular business
 10. AOB
 11. Trustee and CEO closed session
 12. Trustee closed session
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Item 1. Introduction to meeting: Charles Steel noted trustee apologies and welcomed Gemma Sherrington and Steven McIntosh in their new roles as Executive Director of Fundraising & Marketing and Executive Lead for Organisational Change respectively.

Item 2. Chief Executive's report: Kevin Watkins gave his quarterly update to the Board, covering Save the Children UK (SCUK)'s [campaigning work on the Yemen crisis](#) and preparation for the launch of the Protecting Children in Conflict campaign in May, the progress of the organisation's response to the Shale Review via the [Stronger](#) programme, and the work being conducted on SCUK's future operating model.

Item 3. The operations of Save the Children UK: The Executive Leadership Team (ELT) presented in turn on their divisions' performance in 2018 and priorities for 2019. Francis Woods, Director of International Programme Operations at Save the Children International (SCI), presented alongside Gwen Hines on the ways in which SCUK and SCI are working together to deliver against these priorities. The Board questioned and challenged each director on their KPIs.

Item 4. 2019-2021 strategy and target operating model: The Board thanked staff for the high quality publication summarising the [2019-2021 strategy](#) and noted that it was being communicated effectively to key stakeholders. They received an update on the timetable for decisions on the future operating model and emphasised the importance of engaging and supporting staff during a period of change.

Item 5. Finance and budget update: Sam Sharpe presented his paper on the 2018 outturn and 2019 budget, which reflected discussions at the Board's Finance Subcommittee meeting on 26 February 2019. The Board asked for the disappointing fall in restricted income during 2018 to be carefully explained in the Annual Accounts. They noted that management was proposing no significant changes to the 2019 budget presented to the Board meeting of 12th December 2018.

Item 6. Income session: Sayyeda Salam, Adam Berthoud and Keith Kibirango presented SCUK's strategy for restricted and unrestricted funding to the Board. Trustees agreed with the approach being taken to diversify SCUK's income. They requested that appropriate due diligence be conducted into prospective donors, philanthropists and partners, to be overseen by the Board's Donation Acceptance Subcommittee.

Item 7. Impact for children: Michael O'Donnell presented on the work SCUK is doing to evidence and deliver greater impact for children. The Board were encouraged by SCUK's progress alongside SCI in this area and noted that while there were challenges to overcome, appropriate attention was being paid to evidence and learning to ensure SCUK delivers maximum impact.

Item 8. Statutory Inquiry update and Shale Review implementation: The Board received and noted an update on the Charity Commission's ongoing Statutory Inquiry and discussed the impact on the charity's finances and programming. Trustees noted the progress of *Stronger*.

Item 9. Regular business: The Board considered its regular business. This included a review of the risk register, safeguarding reports and subcommittee updates. It also included discussion of the nominees being considered for Trustee positions on the SCUK Board, the importance of further work on board governance including mechanisms to improve dialogue between the Board and staff, and the steps being taken by management to mitigate the risks posed to staff by Brexit.

Item 10. AOB: The Board noted the forward agenda and thanked Gareth Davies for his period of service on the SCUK Board.

Item 11. Trustee and CEO confidential closed session.

Item 12. Trustee confidential closed session.