

SAVE THE CHILDREN FUND
Summary of a Meeting of the [Board of Trustees](#)
on 8 October 2019

Trustees present:

Charles Steel, Interim Chair
Arabella Duffield
Sophie McCormick
Dianna Melrose
David Ripert
Mark Swallow
Naomi Eisenstadt
Anne Fahy
Kajal Odedra
Lisa Rosen
Razia Khan
Babatunde Soyoye (items 1 to 5)
Tanuja Randery (phone, items 1 to 6)

Apologies:

None

In attendance:

Executive Directors

Kevin Watkins, Chief Executive Officer
Sam Sharpe, Chief Financial Officer

Lynne Holmes, Executive Director of Human Resources
Gemma Sherrington, Executive Director of Fundraising & Marketing (items 4 to 11)
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

Habibunnisha Patel, General Counsel and Company Secretary
Reema Malhotra, Chief of Staff
Esther Hodges, Project Adviser, CEO's Office (minutes)
Michael O'Donnell, Director of Evidence and Learning (item 3 only)
Abra Edwards, Head of Legal Compliance and Data Protection Officer (item 10 only)

Agenda:

1. Introduction to meeting and new Trustees
 2. Chief Executive's report
 3. Impact for children: spotlight on malnutrition
 4. Finance and budget update
 5. Target operating model
 6. People and culture update
 7. Living our brand
 8. Statutory Inquiry update
 9. Risk update
 10. Regular business
 11. AOB
 12. Trustee closed session
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Item 1. Introduction to meeting: Charles Steel welcomed Razia Khan and Kajal Odedra to their first meetings as a Trustees of Save the Children UK (SCUK), and Lynne Holmes and Habi Patel to their first meeting as Executive Director of Human Resources and General Counsel and Company Secretary respectively. Trustees reviewed and approved minutes and matters arising from the Board meeting of 9th July 2019.

Item 2. Chief Executive's report: Kevin Watkins gave his quarterly update to the Board, covering SCUK's progress made on our [three breakthrough priorities](#), and his learnings from recent programme visits to Afghanistan and Jordan, as well as New York for the UN General Assembly meetings. Trustees noted a new organisational dashboard, designed to give a snapshot of SCUK's performance across our strategy, finance, people and culture, and governance matters.

Item 3. Impact for children: spotlight on malnutrition: Gwen Hines introduced a session on SCUK's impact for children, focussing on malnutrition and drawing attention to the successful Child Development Grant Programme in Nigeria and the progress of the Global Malnutrition Initiative. She introduced Michael O'Donnell who spoke about his team's efforts to incorporate better monitoring, evidence and learning into our work.

Item 4. Finance and budget update: Sam Sharpe presented his paper on SCUK's 2019 forecasts for income and financial reserves. The Board agreed that he would present a proposed 2020 budget at the December Board meeting.

Item 5. Operating model¹: Vic Langer led a session updating the Board on the implementation of the target operating model work. Kirsty McNeill presented a deep dive on SCUK's UK Impact work, including the team's new mission to focus on reducing the number of children growing up in poverty and narrowing the early learning gap.

Item 6. People and culture update: Lynne Holmes and Steven McIntosh led an item on matters relating to SCUK's people and culture. This included an update on Q3 [Pulse Survey](#) results and [pay and grading](#), as well as a progress report on [Stronger](#) and how Stronger deliverables are being converted into a long-term people and culture strategy as the programme draws to a close. Trustees also reviewed safeguarding reports and agreed to split the role of the Safeguarding and Whistleblowing Trustee into two separate functions, in response to a recommendation of the [Shale review](#).

Item 7. Living our brand: Gemma Sherrington provided a verbal update on SCUK's [new brand campaign](#) and positioning. The Board were pleased to note the early successes of the brand launch.

Item 8. Statutory Inquiry update: The Board received an update on the organisation's planning for the publication of the Charity Commission's statutory inquiry – the date for which we still do not have confirmation of.

Item 9. Risk update: Trustees received an update on the status of SCUK's principal risks, and management's proposed timelines for bringing risks within appetite. It was noted that the Board would receive a further update on the risks presented by Brexit.

Item 10. Regular business: The Board considered its regular business. This included a review of governance matters, as well as a review of compliance reports and subcommittee updates. Trustees received a verbal update from Charles Steel and Anne Fahy, two SCUK-nominated members of the Save the Children Association (SCA)/Save the Children International (SCI) Board, on the SCA/SCI Board's recent meeting in Mexico City.

Item 11. AOB: The Board thanked Lisa Rosen who is stepping down as a Trustee of SCUK, noting that this would be her final Board meeting.

Item 12. Trustee confidential closed session.

¹ When we launched our [2019-21 strategy](#) at the start of the year, we also committed to making sure our organisation is the right shape and size to deliver it. As such, we are developing a new operating model for SCUK to enable us to work more efficiently, deliver more impact, and invest more resources in our international programmes and country offices – closer to children.