

**APPROVED DRAFT/CHAIR'S REPORT ON COUNCIL MEETING HELD ON 7 JULY  
2017 AT OXFAM HOUSE, OXFORD**

**PRESENT**

|                               |                  |              |
|-------------------------------|------------------|--------------|
| Karen Brown (Chair)           | Ken Caldwell     | Kul Gautam   |
| Lois Jacobs                   | Wakkas Khan      | Katy Steward |
| David Pitt-Watson (Treasurer) | Ruth Ruderham    | Steve Walton |
| Gavin Stewart (Vice Chair)    | Caroline Thomson |              |

**MANAGEMENT, STAFF AND OBSERVERS**

|  |   |
|--|---|
| Mark Goldring (Chief Executive)                            | Penny Lawrence (Deputy Chief Executive)                         |
| Tim Hunter (Fundraising Director)                          | Jack Lundie (Communications Director)                           |
| Matthew Spencer (Campaigns, Policy & Influencing Director) | Andrew Horton (Trading Director)                                |
| Alison Hopkinson (Finance & Information Services Director) | Joss Saunders (General Counsel and Company Secretary)           |
| Cherian Mathews (International Programme Director)         | Tunde Olanrewaju (Trustee-elect)                                |
| Tina Proudlock (People Director)                           | Margie Buchanan-Smith (Programme Committee member)              |
|  | Judeth Neville (Head of Governance, Minutes)                    |
|  | Other OGB staff for particular items, as set out in this Report |

Apologies were received from Nkoyo Toyo and Lidy Nacpil. Additional potential conflicts of interest were declared by Lois Jacobs and Ruth Ruderham. As of 3 July, Ruth is employed as Grants Director of Comic Relief and has as a result arranged to stand down from Council at the end of this meeting.

**REMEMBRANCE OF LORD JOEL JOFFE CBE**

The Chair and Chief Executive began the meeting with a remembrance of Lord Joel Joffe CBE, who died on 18 June leaving his widow and three daughters. Lord Joffe was involved with Oxfam for over 20 years, including as Chair from 1995 to 2001. The Chair read the text of Lord Joffe's final message to family, friends and acquaintances and the email we have since received from Lady Joffe. Joss Saunders reflected on the important practices instituted by Lord Joffe with which OGB still complies today. Lord Joffe was truly an "Oxfam giant": we stand on his shoulders still.

**MINUTES OF THE PREVIOUS MEETING**

The Minutes of the meeting on 10 March 2017 were agreed and signed by the Chair as a correct record.

**TRANSFORMATIVE INNOVATION SEMINAR 6 JULY 2017**

Council and Leadership Team (LT) attended a session, facilitated by Nicola Tallett (Deputy Director of Fundraising) and representatives from consultancy Good Innovation.

Innovation is recognised as a key enabler to delivery of OGB's strategy, with one approach being a programme of work (sponsored by Penny Lawrence and Tim Hunter) to identify and operationalise alternative sustainable ways to finance OGB's impact at scale through new business models. As part of that programme, today's seminar outcomes will be incorporated into the ongoing evaluation of the proposals. Depending on the stage the various proposals have reached, they may come back to Council for further consideration as part of the long-term strategic planning seminar at October Council.

**CHIEF EXECUTIVE'S REPORT**

The Chief Executive's report, including reports from each LT member, was reviewed. Trustees also considered further updates including in relation to the corporate tax transparency campaign and the new Commitment to Reducing Inequality Index co-developed by Oxfam and leading academics. In addition, Trustees were updated on the change process in OGB's International Programme Team. Council also reviewed the outcomes of the work to date on the Oxfam brand and noted that a proposition will come to Council in October.

**ECONOMIC AND POLITICAL UPDATE**

The Vice Chair presented a UK/global economic review, and Matthew Spencer gave a presentation on the UK post-election political environment, each identifying trends and likely implications for OGB and our work.

Council congratulated Campaigns staff on two recent tax policy successes:

- securing support of all five parties in the Scottish Parliament to ensure Scottish Limited Partnerships cannot be misused to avoid tax;
- securing EU parliament support for a requirement for public country by country reporting of corporate tax payment.

### **2016/17 YEAR END REVIEW**

Ali Henderson, Head of Corporate Accountability, presented a top-line summary of 2016/17 key financial messages, top successes/challenges and lessons learnt and key messages from the annual review of complaints. Ali noted the key positive message that frontline delivery has been protected despite the change process and gave a presentation on what have proved the greatest challenges and learnings, to enable Council to assure itself that credible and coherent plans are in place for 2017/18 or being developed for 2018/19 to deal with these.

Alison Hopkinson presented the pre-audited 2016/17 financial results: these show a healthy position, with general reserves £3.5m above the recommended floor of £25m and total income over £30m ahead of budget. Council noted that, in an environment of great change, OGB needs to ensure it has the financial strength to cope with the challenges and take advantage of any opportunities.

The Treasurer and Council expressed huge congratulations to Alison and the F&IS Team for delivering these results alongside taking on the Executing Affiliate role under the new OI structure.

### **GENDER JUSTICE & WOMEN'S RIGHTS and HUMANITARIAN: 2016/17 review – and discussion on key issues going forward**

Nikki van der Gaag, Director of Gender Justice and Women's Rights, and Rita Soares, Senior Gender Adviser, gave a presentation locating our work on gender justice and women's rights in the wider global arena and examining some of the remaining challenges if we are to honour our commitment to "put women's rights at the heart of all we do".

Richard Corbett, OGB Humanitarian Lead, gave a presentation on the work of the OGB Humanitarian Team, whose role is to represent Oxfam's humanitarian work in the UK Market (media, donors and the wider sector), facilitate internal communications and monitor spending of OGB funds.

### **PEOPLE: SAFEGUARDING, SECURITY AND SAFETY**

Steve Walton, as Lead Trustee for the three people risk areas, introduced a paper outlining shared learnings across the areas. The paper had already been scrutinised by Council's Trustee Audit & Finance Group (TAFG). Heather Hughes, OGB Security Adviser, presented a case study around South Sudan.

Steve acknowledged the great leadership from each of Heather Hughes (security), Hannah Clare (safeguarding) and Connie Wallcraft (health & safety).

### **GOVERNANCE**

Professor Nic Cheeseman was appointed as Council member and member of the Programme Committee, with effect from 6 October. Council noted the email approval of the appointments of Ken Brotherston to Council's Recruitment & Development Group (RADG) and Susan Cordingley and Andy Parsons to TAFG.

Council considered reports and minutes from the Programme Committee, TAFG, Fundraising Committee, Remuneration Committee and RADG.

### **ANY OTHER BUSINESS**

The Chair expressed Council's gratitude to Penny Lawrence for acting as CEO during Mark's recent sabbatical.

The Chair noted that this is the final Council meeting for three LT members: Jack Lundie, Cherian Mathews and Sue Turrell. She noted Council's gratitude to them all, as well as to Ruth Ruderham for whom this is also her last meeting.

### **DATE OF NEXT MEETING: 5 and 6 October 2017**

Karen Brown, Chair