

The Independent Review of
WORKPLACE CULTURE
at Save the Children UK

**The Independent Review of
Workplace Culture at
Save the Children UK**

Final Report

8th October 2018

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Executive Summary

At the end of February 2018 I was commissioned by Save the Children UK to conduct an Independent Review of Workplace Culture in the charity.

The background to this Review is unhappiness about the way the charity handled concerns regarding sexual harassment involving two senior leaders between 2012 and 2015, alongside continuing wider anxieties about standards of behaviour in the charity. In the summer of 2015 Save the Children UK's Trustees had commissioned the law firm Lewis Silkin LLP to carry out a review of 'historic cases' arising in the five years to 2015, and a 'culture diagnostic' to understand behaviours in the charity at the time.

At the beginning of 2018, the 2015 review resurfaced during public discussion of the prevalence of sexual harassment in society, revelations concerning sexual exploitation of aid recipients by aid sector workers, and concerns about how charities deal with issues of misconduct involving senior staff. The way that the charity's leaders had managed the sexual harassment cases, including Trustees' accountability and openness to challenge, was again called into question. All these factors provided the catalyst for this Independent Review.

We would like to acknowledge those among the charity's current and former staff who have persisted in raising an uncomfortable subject. We hope that this report will be of value not only to Save the Children UK and those who work with it, but also to other organisations seeking to provide a fair, inclusive and safe workplace where all their people can do their very best work.

The scope of the Independent Review was set by the charity in our Terms of Reference, and these are reproduced in full in our first chapter. The design and operation of the Review have been the responsibility of the Independent Review team. We have had assistance from the charity to access information, and to communicate with current and former staff and volunteers. A sub-committee of the charity's Board of Trustees has provided links to the Board, and their remit is set out in our Terms of Reference. There were no pre-existing relationships between the Independent Review panel and the charity, and all of the members of the Board sub-committee were appointed after the events of 2015 that underlie this Review. Throughout, we and the sub-committee have viewed ourselves as ultimately accountable to the Independent Review's Terms of Reference.

We brought an explicitly ethical lens to our approach to the Independent Review, seeking to comprehend the moral expectations that people have of the charity and also the values that permeate its workplace cultures.

We have drawn on well-established scholarly frameworks for understanding organisations and their cultures. We have also drawn on recent, robust research into the nature and prevalence of negative workplace behaviours. The genesis of this Independent Review lay in concerns about sexual harassment. We categorise behaviours commonly referred to as harassment, bullying, undermining, abuse and discrimination under the heading of interpersonal mistreatment. Interpersonal mistreatment also encompasses lower level workplace incivility such as rudeness, dismissiveness and disparaging comments. We conceptualise sexual harassment as a distinct form of interpersonal mistreatment. It includes gender harassment, unwanted sexual attention, and sexual coercion, where employees are threatened or promised benefits in return for sexual activity.

We should state at the outset that whilst we heard about incidents of interpersonal mistreatment, including a few of unwanted sexual attention, we found no evidence of sexual coercion in the period we examined.

Learning from the past: the charity's 2015 'Review of Culture'

Our Terms of Reference specified that we should revisit the charity's 2015 'Review of Culture'. The 2015 review resulted in two reports, which we refer to as the '2015 historic cases review' and the '2015 culture diagnostic'. The first of these analysed how the charity had managed complaints about the behaviour of the charity's then Chief Executive. The second dealt with wider concerns about workplace culture. After we started our work the Charity Commission announced its own statutory inquiry into the charity. We agreed

with the Charity Commission that, although we had originally expected to do so, we would not now proceed with examining events considered in the '2015 historic cases review'. We would focus our attention on the '2015 culture diagnostic', and current workplace cultures. We do not offer any analysis of matters concerning the '2015 historic cases review' in this report.

We have summarised the methods and findings of the '2015 culture diagnostic', considered how the Board of Trustees and the charity's management responded to its findings, and traced implementation of its recommendations over the subsequent years.

We found that the '2015 culture diagnostic' had a narrow focus on concerns related to gendered behaviour. For reasons of confidentiality owed to those of the charity's employees who provided information, no person was named in the report. It referred to a range of behaviour that would fall under the term interpersonal mistreatment, the more serious of which was dealt with separately in the '2015 historic cases review'. It indicated that the conduct it had reviewed in detail was limited to a "small pocket" of senior males. It was the understanding of those who received the report that aside from cases under consideration in the '2015 historic cases review' the behaviour of others did not amount to being abusive or unsafe. It appeared to be part of a wider pattern of uncivil behaviour associated with gender and managerial status.

For reasons we discuss in our report, a copy of the '2015 culture diagnostic' report was not circulated to all of the Trustees, nor to all of the Executive Leadership Team. Instead the Board, executive leaders, and the Corporate Senior Leadership Team were all briefed on the findings of the '2015 culture diagnostic' by the report's author. The charity has no record of these presentations. We have heard from those present at the time that they recall attention being drawn to the charity's weak management of employee concerns when these were raised through its employment policy framework, and to behavioural issues including bullying and sexism.

The charity's response was led by its then interim Chief Executive working closely with an external Human Resources consultant, both of whom had seen the '2015 culture diagnostic' in full. Their approach to implementation included cooperation with the charity's Corporate Senior Leadership Team. Collaborative activity attended to issues around the charity's purpose and values, setting standards for interpersonal behaviour, improving the employee relations policy framework, and providing an independent whistleblowing helpline. Many, but not all, of the recommendations in the '2015 culture diagnostic' were addressed. A recommendation that heads of department or division develop localised 'culture plans' in collaboration with the Chief Executive and human resources function appears not to have been actioned. As planned activity has evolved the initial focus has not always been sustained.

In our discussion of the charity's overall response to the '2015 culture diagnostic' we note the consequences of limiting circulation of the report and its recommendations. We do so in order to take into account, as we were asked to do in our Terms of Reference, what the charity can learn from past events. The Board of Trustees exercised oversight through quarterly reports both to the Board's Performance and Remuneration Committee and to the Board itself. While the Board and committee received regular updates, these were narratives that described progress in management activities. The charity can find no record of a clear plan that went to the Board setting out the '2015 culture diagnostic' recommendations, intended actions in response to its recommendations, and progress against intended actions. We believe oversight was also weakened by key members of the Performance and Remuneration Committee not having seen the '2015 culture diagnostic' or its recommendations.

Everyday experiences of the present workplace culture

The everyday experiences of the present are a complex mix of layers of history, differing lived experiences of working in the charity today, and individual and collective aspirations for the future. Our survey revealed that the majority of people working in the charity have not experienced negative behaviours. A significant minority has, however, and we summarise our findings later.

We acknowledge the painful and enduring effects of distressing events experienced by former and current staff of the charity. We also acknowledge the significant efforts that are being made to build a fair, inclusive and safe workplace culture.

Save the Children UK is a charity that benefits from an immensely talented and dedicated workforce. For many, the charity's workplace culture is experienced as supportive and collegiate, and close bonds frequently emerge between people who work together. We observed a highly attuned ethical orientation in people working for the charity, with acute awareness of ethical challenges in areas of the charity's work and thoughtful consideration given to addressing them. We heard of many good initiatives; but also that the charity has difficulty prioritising among projects and that it sometimes underestimates the time it takes to embed change in organisational practices. In our report we have given examples of good practice, effective management and moral leadership in relation to a range of the charity's current concerns.

We found that the charity's staff are deeply committed to the goal of making a difference for children and take great pride in their work. They recognise the five espoused values of the Save the Children movement in how the charity strives to work, and in their own day to day activities.

The high levels of commitment that staff make to the cause engender strong expectations around participation and involvement in decision-making and the development of strategic direction. Generally staff feel the charity keeps them reasonably well informed. There is a strong preference for authenticity and candour over 'spin' in communicating with them. There are divided views on decision-making, with many unclear on how decisions get made and wanting greater involvement; while a substantial minority thinks that expectations of participation in decision-making sometimes impair efficiency.

Multiple micro-cultures co-exist within the organisation. There are differences in ethos, assumptions, knowledge and practices between varying professional and technical groups within the charity. There are distinctive characteristics and contexts in the UK devolved national and regional offices, and striking situational differences for humanitarian staff during overseas assignments. The current profile of the charity's workforce matches the ethnic profile of the UK as a whole but it is less diverse than London, where the charity's head office is based. Minority staff working in the charity bring valuable viewpoints and experience, but have occasionally observed a lack of cultural awareness in colleagues. The extraordinarily rich range of perspectives, perceptions, expertise, knowledge and experiences staff can offer is undoubtedly a cultural asset for the organisation, if it can harness their multi-vocal nature in dialogue and collaboration and overcome the limitations of serial monologues and division.

The current organisational structure is characterised by elongated hierarchies and limited span of control. This is a source of varied dissatisfactions, and we acknowledge that the charity is undertaking work to improve this. Over one third of the staff who responded to our survey have line management responsibilities. Some indicated they feel they have insufficient time, training and support to carry out these responsibilities to best effect. As it can be a useful indicator of management capability we inquired into the quality of appraisal, and found that staff generally felt it was done well.

We have described the policy and practice framework for day to day people management within the charity, outlining the human resources function, demand for its services, and provision of support for line management. We have traced the policies and practices that shape the employee journey from recruitment to leaving the organisation, and the policies and practices that aim to shape a fair and inclusive workplace culture. (The implementation of policies following complaints about conduct are dealt with in a subsequent chapter.)

We found that while there is scope for improvement in some written policies they are broadly fit for purpose. In some areas, such as provision of maternity leave, we heard extremely positive accounts of implementation. In others, such as Time Off In Lieu, or special support for staff working on events, implementation is not always consistent. Generally staff believe that their managers make clear that equality and high standards of conduct are important, although they are less sure whether the relevant policies in this area are consistently applied.

A significant area for the charity's consideration in light of safety concerns in the aid sector is policy and practice in respect of staff exiting the organisation, especially when there are ongoing disciplinary proceedings or disciplinary findings on record to which references need to refer. We reviewed the draft Reference Policy and have drawn attention to areas where we think it could be improved.

We conclude that there is a high level of demand on the human resources function, partly driven by high staff and line management turnover, partly by the effects of organisational hierarchy and the current reward structure, and partly by complexities associated with staffing humanitarian activity. The challenge of managing demand and providing consistent HR advice when the department is itself experiencing high staff turnover appears to be contributing to mutually frustrating interactions between line management and the Human Resources department.

Distressing experiences of the present workplace culture

Interpersonal mistreatment is stressful, upsetting, and disorientating whatever kind of organisation people work in. Experiences of interpersonal mistreatment at work may be particularly disturbing when employees are personally and professionally committed to the cause of protecting vulnerable people. Negative workplace behaviours have an adverse impact on collaboration, productivity, work performance, job satisfaction, and employee engagement, as well as individual psychological wellbeing and physical health. It is with this in mind that we set out the experiences of the minority of the charity's staff who have experienced poor conduct and uncivil behaviour.

We drew on our in-depth staff survey, a volunteer survey, and over 130 confidential interviews and statements to understand current experiences. We have focused in our report on experiences since 2015. We also took into account staff experiences that predate 2015 in order to contextualise more recent experiences, and to consider current levels of safety in the workplace culture.

A total of 68% of the charity's staff responded to our staff survey. 65% of respondents had had no personal experience of either discrimination or harassment. However, overall 28% of respondents considered they had experienced some form of either harassment or discrimination in the past three years. Our volunteer survey resulted in too small a sample to draw any conclusions about prevalence.

It is important to recognise that the charity is not unusual in experiencing this rate of reported experience. Negative behaviour in the workplace is far more common than most people realise. Despite difficulties in measuring prevalence we estimate that workplace incivility or bullying in the charity may be at levels equivalent to public sector organisations such as the NHS and the Civil Service, and also to other third sector organisations. This is not to excuse it but to put it in context.

To analyse accounts of sexual harassment in the charity we used the concept that we set out earlier, which includes gender harassment, unwanted sexual attention, and sexual coercion (where employees are threatened or promised benefits in return for sexual activity). We were told about a small number of incidents of gender harassment and unwanted sexual attention. Gender harassment incidents related mainly to disparaging comments about pregnancy, child rearing responsibilities, and a woman's personal demeanour or appearance. Examples of unwanted sexual attention were very limited, but included sexual innuendo, sexualised remarks, intrusive questions about personal life and unwelcome touching in areas such as the waist. We found no evidence of any incidents of sexual coercion.

We used a well-established behavioural inventory to assess the incidence of workplace incivility and bullying. The most common form of negative behaviour identified in the charity was people having their opinions ignored particularly when, as technical experts, they were required to provide them; and on grounds of difference, for example gender, ethnicity or cultural background, age and social class. The next five most common negative acts were being humiliated or ridiculed in connection with work, being the target of spontaneous anger, being ignored or excluded, repeated criticism of work, and signals that people were of little value or should quit their jobs.

In addition to acts included in the behavioural inventory, we also heard described a range of perceptions of discrimination and bias. Additionally people reported to us 'boundary violations' such as breaches in confidentiality or confusions related to personal and professional boundaries.

It is widely recognised by researchers and practitioners in this field that there is a 'reporting gap'. People affected by interpersonal mistreatment tend not to report it to their organisations so that reviews such as

ours identify higher levels of poor behaviour than are reported to the organisation. Commonly cited reasons for the 'reporting gap' include potential adverse impact on the individual, reluctance to challenge line managers or other senior people, personal embarrassment and awkwardness, a belief that nothing will be done if behaviour is reported, fear that an organisation one cares about will be affected, and tolerance of a degree of low-level of harassment in society more generally. All of these reasons appeared in our data.

We have reviewed the way that the charity manages concerns about behaviour. A 'zero tolerance' approach has been clearly signalled by the Chief Executive. Almost everyone we spoke with welcomed this commitment. There is uncertainty among staff about what 'zero tolerance' means in practice. Some think it implies swift and possibly severe disciplinary action in response to questionable behaviour. Others think it remains a flexible response, but should include a greater measure of organisational support for individuals who wish to challenge negative acts.

We examined the employee relations policy framework and the quality of resolution that the charity's practices currently offer. We argue that changes are required to both employee relations policies, and to overall management practices, if the charity is to consistently enforce a 'zero tolerance' approach and support staff to challenge poor conduct.

We considered the channels available to people who wish to raise concerns, including the Integrity Line which was introduced in response to a recommendation in the '2015 culture diagnostic'. We concluded that while careful thought has clearly been given to enabling the charity's staff to speak up, there is scope for improvement in this area.

Leadership now and in the future

We have considered how the Board of Trustees fulfils its leadership role in respect of ensuring appropriate workplace cultures.

We reviewed the current approach to decision-making, risk and control in the area of people management. These are the responsibility of the Board's Audit and Risk Committee and of the Performance and Remuneration Committee. Both receive quarterly reports, and submit their own reports to the Board. The Board also receives presentations and data directly.

We concluded that the Board would benefit from people management data in a form that would enable Trustees to monitor progress against agreed performance indicators over time. This conclusion is in line with views about performance indicators arising in the Board's own most recent effectiveness review, undertaken in 2017. We understand that changes have already been made in the mode of reporting human resources data to the Performance and Remuneration Committee.

We also reviewed emblematic leadership. This is the way Trustees, along with senior leaders, set and convey normative expectations about a charity's culture and how people associated with it should behave. Leaders do this partly through what they are seen to represent, partly through the standards they model in their own behaviour towards others, and partly through the value choices they make in difficult situations. We discuss each of these three aspects.

We think the Trustee body would benefit from greater ethnic and social diversity, which the Board has already recognised in its own effectiveness review and subsequent discussions. It has considered how to widen the range of Trustee backgrounds, and intends to advertise future Trustee vacancies.

We think the Board has a significant role to play in setting standards in future, reinforcing the 'zero tolerance' approach to inappropriate workplace behaviours. Their support for the Chief Executive and Executive Leadership Team in ensuring that all employees, however senior, are held to the same standard of behaviour is particularly important.

We believe that the charity's current leaders made a significant choice to commit to accountability and openness when they commissioned the Independent Review. The Board's support for the Review sends an important message about the values it intends to uphold.

We wish to recognise the efforts that the charity's Chair, Trustees and managers have all made to provide the information we needed to carry out our Review. We also wish to acknowledge the feelings of anger, distress, and in some cases, trauma, that were brought up during our meetings with former and current members of staff who came to speak to us about their experiences.

We would emphasise that we recognise the considerable amount of work the charity has already done in relation to 'people and culture', both before 2015 and since then. The charity's 'people and culture' work has continued apace during the course of our Independent Review. We have noted a number of responses that have already been made to issues that we touch on in this report, and that the charity itself brought to our attention. We have observed great willingness to learn from the past and eagerness to move forward without delay.

Recommendations

The charity already has many initiatives in hand. If it is to sustain the long-term work necessary to improve its workplace cultures, it will be essential to be clear about what it is seeking to achieve and endeavour to integrate our recommendations with existing work. We believe the charity is better placed than the Review team to decide exactly how it should approach issues. We have therefore structured our recommendations as outcomes to be achieved, with further criteria for success and broad advice that we think will assist.

In the course of the Review we met many employees with deep understanding of how the charity works, and tremendous commitment to making it work better. We urge the charity's leaders to consider how to harness the insight and expertise of staff to make the changes we advocate.

We have made five recommendations.

- 1) Work collaboratively with staff to develop, publish internally, implement and evaluate a comprehensive integrated strategy in response to this report.
- 2) The overarching strategy developed in response to Recommendation 1 must include a comprehensive plan to reduce the level of workforce incivility and ensure employees receive the practical and emotional support they need to do their work.
- 3) Achieve a more ethnically and socially diverse workforce and Board of Trustees, and ensure that the charity's management practices and workplace culture support people from diverse backgrounds to make the fullest contribution they can to its work.
- 4) Review arrangements for whistleblowing to ensure that policy and practices support the raising of concerns.
- 5) Ensure the HR department is adequately supported and resourced, operationally effective, responsive to business need, and a trusted advisor to employees raising concerns about conduct.

Chapter 1 - Background

At the end of February 2018 I was commissioned by Save the Children UK to conduct an Independent Review of Workplace Culture in the charity.

In this chapter we explain the background to why the charity commissioned the Independent Review (the IRWC), what we were asked to do, the effect of the Charity Commission's statutory inquiry on our Review, the scope of our work, and some important concepts we have had in mind as we have carried out the Review. We also describe the work of the Trustee sub-committee that supported the Review and set out our Terms of Reference.

The events that led up to this Review

In early 2018 it came to public attention that women who had experienced sexual harassment while working at Save the Children UK remained deeply unhappy about how the charity had responded to their concerns and managed their cases. Others associated with the charity who had been aware of their cases, shared their concerns. They held the view that the response from the charity's Chair at the time, Sir Alan Parker, its Trustees and its senior leaders had failed to fulfill duties of care owed to the charity and its employees.

Between 2012 and 2015 several women had raised concerns about the behaviour of the charity's then Chief Executive, Justin Forsyth, and the charity's former Director of Policy and Advocacy, Brendan Cox. The way the charity had handled these concerns was called into question within the charity in the summer of 2015. The Trustees commissioned the law firm Lewis Silkin LLP to carry out a review of past cases. The review was to look both at the handling of specific cases, and more widely at staff experiences of inappropriate behaviour. Before the review was completed in the autumn of 2015, Brendan Cox had resigned from the charity. Justin Forsyth departed early in 2016.

In February 2018 The Times newspaper reported that Oxfam GB staff had been paying local women for sex in Haiti after the 2010 earthquake. This brought to public notice the problem of sexual misconduct in the aid sector, both towards aid recipients and also towards colleagues.

The women who had complained of sexual harassment at Save the Children UK once again sought acknowledgement of the mishandling of their cases and greater accountability from those who had been leading the charity at the time. By this time Sir Alan Parker, who was Chair of Save the Children UK during the relevant period, was no longer a Trustee of the UK charity. However, in early 2018 he remained Chair of the aid co-ordinating charity Save the Children International, which works closely with Save the Children UK.¹

This Review was commissioned in order to provide a clear and independent account of what the charity had done in the past, to evaluate how effectively it had responded to problems identified in the 2015 review process, to understand the charity's current workplace culture, and make recommendations accordingly.² Save the Children UK's current Chief Executive, Kevin Watkins, had himself been a Trustee of the charity during the period in question. Having announced this Independent Review he therefore recused himself from involvement in the review process.

One 2015 review, two 2015 reports

In 2015 the charity commissioned Lewis Silkin LLP to conduct an "Independent Review of Organisational Culture and Practice and Historic Matters at Save the Children UK". Its Terms of Reference stated that the review would be carried out by an independent expert reporting directly to the Trustee sub-committee convened by the Board. The independent expert was to submit two separate reports to the Trustee sub-committee, in response to the Terms of Reference below.

1 He stepped down from this role in April 2018 <https://www.bbc.co.uk/news/uk-43831101>

2 Our full Terms of Reference appear at the [end of this chapter](#)

2015 Terms of Reference

s6.1 “The independent expert will conduct an investigation and analysis of the results of a staff survey being conducted by Save the Children ... A message will go out to all staff offering the opportunity to make anonymous comments on any experiences they have had of inappropriate behaviours...Any staff members who wish to do so will have the opportunity to meet privately with the independent expert to discuss their experiences”.

That section went on to provide further detail about how the survey would proceed, and notes that the independent expert would not formally investigate any individual cases.

s6.2 states that the independent expert will be provided with a detailed grid for the previous five years “identifying formal and informal investigations into inappropriate behaviour...the independent expert will investigate and report on how the specific matters identified were handled, conducting interviews as appropriate with those who were involved...The expert’s report for this section will be concluded as soon as possible...The terms of reference do not include providing an opinion on the facts or outcomes of any cases, but whether an appropriate process was followed or not.”

s6.3 stipulated that “the independent expert will provide a corporate culture diagnostic report for the sub-committee based on (i) the information arising from the survey, (ii) the work referenced in 6.2 above and (iii) the expert’s own experience. The report will analyse the organisation’s values and behaviours as they relate to appropriate behaviour in the workplace and harassment.”

In s6.4 the independent expert was asked to make recommendations on steps that the charity could take to strengthen its culture in relation to appropriate behaviour.

In October 2015 the first of the two reports was ready to be submitted to the sub-committee. That first report, which we will call the ‘2015 historic cases review’, reviews the investigations referred to in the Terms of Reference at s6.2. Completed on 12th October 2015, the ‘2015 historic cases review’ was discussed at a specially convened Board Meeting on 16th October 2015. By this time, Sir Alan Parker had demitted office as Chair, although he remained a Trustee. The meeting was chaired by the current Chair Peter Bennett-Jones. The ‘2015 historic cases review’ is now under scrutiny in the Charity Commission’s statutory inquiry (see below).

By November 2015 the second of the two reports was complete. This report, which we will call the ‘2015 culture diagnostic’ throughout our own report, is the ‘corporate culture diagnostic’ referred to in the Terms of Reference s6.3 and s6.4. The ‘2015 culture diagnostic’ was finalised on 13th November 2015. The written version of the ‘2015 culture diagnostic’ was not distributed to all of the Trustees on the charity’s Board. Instead, the report’s author attended a Board meeting to present his findings. These were discussed by the charity’s Trustees and Executive Directors in closed sessions at the Board meeting on 9th December 2015.

The ‘2015 culture diagnostic’ sets out an analysis of the charity’s workplace culture drawing on findings from the staff survey described in s.6.1. of its Terms of Reference, and other data provided by the charity. It will be recalled that the staff survey was conducted under conditions of anonymity. The ‘2015 culture diagnostic’ report preserves the confidentiality and anonymity of all the staff that were involved. No names, and no identifying details of events, were included in it. The ‘2015 culture diagnostic’ makes reference to the ‘2015 historic cases review’, but does so only in very general terms in the course of setting out its recommendations.

We discuss the evidence and findings from the ‘2015 culture diagnostic’ in the next chapter, and refer to it throughout this report.

Commissioning the 2018 Independent Review of Workplace Culture

The full Terms of Reference for the IRWC are set out at the [end of this chapter](#).

A key clause is s.5, which states “The current Independent Review will draw on recommendations and the experience of implementation of past Reviews and the impact of actions arising from them. In particular, the Independent Review will consider the actions identified in the Review of Culture in 2015 [i.e. the ‘2015 culture diagnostic’], the effectiveness of those actions two years on and what if anything further needs to be done to build on the work undertaken then”.

When it commissioned this Independent Review the charity intended that it would consider matters addressed in both the ‘2015 historic cases review’ and the ‘2015 culture diagnostic’. That was my understanding when I was invited to chair the Independent Review, and also that of the Trustee sub-committee appointed to support it. However, shortly after we began our work the Charity Commission launched its statutory inquiry. This had the result of narrowing the scope of the Independent Review, as we explain next.

The Charity Commission statutory inquiry

On 4th April 2018 the Charity Commission opened a statutory inquiry into the charity.³ It announced that it would investigate whether the charity’s Trustees have, in and after 2015,

- “adequately discharged their duties in handling the allegations at the time, and in fulfilling their duty of care towards their employees
- ensured the charity has implemented measures about operating to appropriate standards of work place conduct and staff safeguarding - including testing staffing misconduct allegations, complaints or incidents received by the charity since 1 January 2016
- made decisions around public handling and reputation management on the historic allegations appropriately
- disclosed fully, frankly and accurately, serious incidents relating to staffing matters to the Commission”⁴

The Charity Commission informed the charity that it did not intend to conduct work that would displace the remit of the IRWC. In discussion with the Commission it was agreed that matters addressed by the ‘2015 historic cases review’ would be investigated by the Commission, whilst the IRWC would focus on the current workplace culture and the effectiveness of the charity’s response to the ‘2015 culture diagnostic’.

It is with regret that I am unable to give further information in this report concerning matters in the ‘2015 historic cases review’ as these are for consideration by the Charity Commission.

Copies of this report have been delivered to the Commission at the same time as to the charity.

The design and scope of the 2018 Independent Review

The Review team has consisted of a further five people working alongside myself as Chair. These panel members have provided specialist expertise in ethical review, organisational systems and culture, investigations, human resource management, data analysis, and project management. Biographies of team members are included at the [end of this report](#).

The charity asked us to take into account the views of current and former staff, and of volunteers. Our Review has been conducted in four strands.

³ <https://www.gov.uk/government/news/charity-commission-opens-statutory-inquiry-into-the-save-the-children-fund>

⁴ Quoted directly from the Press Release at

<https://www.gov.uk/government/news/charity-commission-opens-statutory-inquiry-into-the-save-the-children-fund>

A *leadership* strand comprised a review of Board and committee documents, documentation associated with the charity's response to the '2015 culture diagnostic' and interviews with key Trustees and leaders.

The *misconduct* strand provided an opportunity for current and former staff to come and speak to the Review team in confidence about their experiences in the organisation. As part of this strand we also carried out a review of the charity's policies and procedures as they apply to misconduct (for example, the Disciplinary Policy).⁵

The *general workplace culture* strand included a review of all of the charity's other policies relevant to our Terms of Reference, interviews with members of the Human Resources department, a staff survey, and a volunteer survey. We had originally planned to carry out a survey for former staff, but in discussion with our survey providers came to the conclusion this would not be feasible for a variety of reasons. We have however been contacted by a number of former staff some of whom participated in the misconduct strand and others of whom sent us written statements.

Finally, a *collaborative* strand invited staff to participate in open discussions to widen out our understanding of some of the things the charity does well and ways it might move forward.

The charity's workplaces

We communicated directly with all of the charity's current staff via staff email addresses. Many of the staff we have met are based in the charity's Farringdon office, but in the course of the Review we also visited all of the charity's devolved UK country and regional offices.

Most of the staff who have participated in the Review have been based in the UK, and we have had limited participation from staff with experience of working abroad. Our report therefore affords only partial insight into experiences of staff when working overseas.

Some staff working for the charity are involved in running retail outlets, external events, visiting donors and meeting supporters at home. We therefore also gave consideration to event staffing and lone working policies in the UK.

Trustee and management participation

We have taken account of decisions and actions by both Trustees and the organisation's senior managers. We invited selected Trustees and senior managers to meet the IRWC team and provide information, and all those we invited agreed to participate. In addition, several Trustees and former Trustees volunteered written submissions.

Behaviour towards beneficiaries

The IRWC is concerned with workplace behaviours as they are experienced by the charity's staff and volunteers. We were not tasked to review behaviour towards its beneficiaries. However, we believe that the behavioural standards the charity sets for its staff, and how the charity responds to reports of workplace misconduct, are matters of critical importance to Save the Children's beneficiaries in the UK and around the world. Promoting high standards of conduct between adults, and ensuring that these standards are enforced irrespective of relationships of authority and power, is fundamental to protecting the rights and interests of children and the adults who care for them.

5 Disciplinary Policy Version 1.0 December 2016

Moreover, as the International Development Committee noted in its report, “In the case of aid sector organisations, the failure to be able to create trusted, safe, reliable reporting mechanisms within the workplace has dire implications for the way these organisations might encourage, facilitate and handle cases reported by aid beneficiaries who have been the victims of sexual exploitation and abuse”.⁶

The role of the Trustee sub-committee

In accordance with the Review’s Terms of Reference, a Trustee sub-committee was appointed to receive regular reports on process, help resolve logistical issues, provide a response to other problems that might inhibit the effectiveness of the Review, provide contextual information and help ensure accuracy, and to support development of an action plan in response to the report findings.

Membership

Trustee Lisa Rosen chaired the sub-committee. Other Trustee members were Anne Fahy, Arabella Duffield and Charles Steel. The Executive Director of Fundraising and Marketing, Claire Rowney, provided a point of contact with the organisation and attended sub-committee meetings. Minutes have been retained as a record of the sub-committee’s work.

All of the members of the sub-committee joined the charity after 2015.

Activity

The sub-committee has received regular updates on progress. It has acted to ensure the charity provided information to the Review in a timely fashion. It has assisted the Review team to contact leaders in the charity, and has encouraged Trustees to engage with the Review either through written submissions or in interviews.

At the outset of the Review the sub-committee Chair Lisa Rosen attended a staff ‘Topical Briefing’ to answer questions about the Review and the role of the sub-committee. She and other members of the sub-committee attended listening events for staff during the Collaborative strand.

The sub-committee has throughout been supportive of the Review process and upheld principles of openness and transparency. We are grateful to them for their assistance.

Key concepts

Culture

Culture is a large and ill-defined concept but one that has become central to thinking about working in organisations. Effective work on ‘culture’ starts with the ‘mission critical’ problems to which an organisation needs to attend. In this case the issues of concern are whether workplace behaviours exhibit the high standards expected of a leading humanitarian organisation; whether staff feel safe, respected and fairly treated at work and thus able to give of their best; whether the charity can take effective action when things go wrong for staff; and what strengths the charity can build on as it goes forward.

As we designed our approach we had in mind Edgar Schein’s work on organisational culture.⁷ Culture represents the accumulated shared learning of a group as it adapts both to the challenge of external circumstances, and the challenge of running itself. It exists in patterns of beliefs, values, assumptions, and behavioural norms that come to be taken for granted by the group and which frequently drop out of conscious awareness.⁸ Groups tend to become most aware of culture when their spoken or unspoken rules are for some reason called into question.

6 International Development Committee ‘Sexual Exploitation and Abuse in the Aid Sector’ Eighth Report of Session 2017–19 HC 840 p.359

7 Edgar H. Schein Organizational Culture and Leadership Fifth Edition. Hoboken: Wiley (2017)

8 Schein, p.1 Kindle edition

Schein warns that a common mistake when working on culture in organisations, is to focus only on the interactions among group members, at the expense of mission, strategy, structure and basic operational processes. As he points out, these structural factors provide stability and they also shape, sometimes by limiting, the changes an organisation is able to make.⁹

We have set out to understand the relevant beliefs, values and behavioural commitments of Save the Children UK's staff and Trustees. We have also endeavoured to understand how mission, strategy, structure and basic operational processes seem to affect the charity's capacity to change.

Interpersonal mistreatment

There are many terms used for referring to negative behaviours in the workplace. The overarching category we use is *interpersonal mistreatment*. We include in this category all those behaviours commonly referred to as harassment, bullying, undermining, abuse and discrimination, on any grounds or none. Interpersonal mistreatment also encompasses lower level workplace incivility, such as bad-tempered outbursts, rudeness, and disparaging comments.¹⁰ Workplace incivility can amount to bullying if it becomes persistent.

Sexual harassment

We understand sexual harassment to encompass three distinct, but overlapping types of behaviour.¹¹

The first and most common is 'gender harassment'. This is seen in insulting, degrading, or contemptuous attitudes towards women including 'woman-bashing' jokes, insults about competence, degrading names for body parts, displaying pornographic images in the workplace, and so on. It also includes 'gender policing' around matters such as modes of dress, speech, and appearance, childcare responsibilities and women's place in the home.

The second is unwanted sexual attention. This behaviour may be either verbal or physical such as sexually suggestive comments and compliments, attempts to establish sexual or romantic relationships, unwanted touching of varying degrees of severity, and so on. Such sexual overtures are as likely to be initiated by peers as by someone with power or privilege, and are not directly linked to threats or promises about work. However, because they take place in a work setting, they may be more difficult to rebuff.

The third form of sexual harassment is sexual coercion. This is unwanted sexual attention linked with abuse of power or privilege. Abuse of power leads to it being either implied or stated that opportunities or good will at work could be lost or gained depending on the level of co-operation. Examples include offering career-advancing opportunities in return for sexual favours, or threatening termination if demands are not met. The #MeToo movement has brought to attention how sexual coercion may be more prevalent than previously believed, because women (and indeed men) have seen it as prejudicial to their own career interests to challenge it.

Normative expectations

Normative expectations are a special category of beliefs, values and behavioural commitments. They are the ones we associate with moral responsibility and personal integrity. Our day to day lives are built on expectations of how people *will* behave. This makes social life possible. But our normative expectations are about how people *ought*, morally speaking, to behave. Such normative expectations constitute the fabric of our moral life.

When normative expectations are broken we frequently experience very strong reactions: such as shock, outrage, hurt, anger, fear, humiliation and confusion. These reactions signal to us that a spoken or unspoken line that really matters may have been crossed. This is often when we are most aware of our moral values.

9 Schein, p.11 Kindle edition

10 PEARSON, C. M., ANDERSSON, L. M. & WEGNER, J. W. 2001. When workers flout convention: A study of workplace incivility. *Human Relations*, 54, 1387-1419

11 FITZGERALD, L. F. & CORTINA, L. M. 2017. Sexual Harassment in Work Organizations: A View From the Twenty-First Century. *APA Handbook of the Psychology of Women*. APA. Retrieved from <http://www.apa.org/pubs/books/4311534.aspx>

Moral life depends on what we do when normative expectations are broken. If as individuals we do nothing, the quality of moral life in a group diminishes. But this is also a collective effort. We look to others, particularly people in roles of responsibility, to support us in doing something about it.

Workplace misconduct is a breach of normative expectations. We should expect this breach to evoke strong reactions, to raise questions about the integrity of the group, and to prompt scrutiny of the quality of support the group gives to those affected by it.

Trust

Our Terms of Reference ask us to assess levels of trust in the organisation. We set out here how we conceptualise trust and what needs to be done to build and repair it.

When we trust someone, we are relying on them to meet a responsibility towards us. And if someone fails to meet their responsibility, we normatively expect they will undertake some sort of corrective action. Initially action will be for them: for example, they might promise us they will not do it again, and offer us an apology. If they are sincere, and actions follow their words, that is how we start to repair trust.

But if corrective action is not forthcoming, or if the person breaks their promise and does it again, we may look to someone else whose place it is to offer us support. Now we are relying on a new person to meet their responsibility towards us. If they let us down too, our normative expectations will have been doubly disappointed. To repair trust now requires corrective action on two fronts. We seek correction of both the original wrong, and also correction of the failure to help.

Trust therefore requires that we live up to the expectations we encourage in others, that there be consistency between our words and our actions, and that if we let someone down we make genuine efforts to put it right. This is as true for organisations as it is for individuals.

The Independent Review of **WORKPLACE CULTURE** at Save the Children UK

Terms of Reference of Independent Review of Workplace Culture at Save the Children UK

Save the Children UK is commissioning an Independent Review into the organisation's workplace culture. Our aim is to build a more open and resilient organisation in service of our beneficiaries, in which volunteers and staff feel listened to, respected and able to contribute to their fullest extent. The Review's approach will be unambiguously open and inclusive. The scope of the Independent Review will include an assessment of current workplace cultures and levels of trust in the organisation. The Independent Review will take into account what we can learn from our institutional response to past events. This learning will inform future approaches. The Review will also measure current policies and practices against the highest standards. It will provide recommendations aimed at ensuring workplace cultures are consistent with Save the Children's values and purpose.

The Review will be fully independent. All members of the Independent Review team will be experts in their field, and external to the organisation. An Executive Director will supply the point of contact with the organisation. A sub-committee of Trustees will provide a link to the Board of Save the Children UK but will not determine the content of the final report. The Independent Review report will be made publicly available in the summer of 2018, with an update on progress being provided to the sub-committee in early May.

1. The Review will be headed by Dr Suzanne Shale who is an expert in organisational ethics in public service organisations. The Review report will express the bona fide opinion of the Independent Review lead, as supported by evidence identified in the course of the Review.
2. All staff and volunteers, past and present, will be

offered the opportunity to submit evidence and views to the Independent Review team. This will include opportunities for the charity's union and staff groups to provide views. The Independent Review team will use a variety of methods and platforms to enable people to contribute.

3. All contributions will be handled in strict confidence and where desired, anonymity will be provided. People communicating their experiences or views will be listened to respectfully and treated with consideration.
4. The role of the Trustee sub-committee is:
 - a. To receive a fortnightly report on progress.
 - b. To ensure that any logistical issues can be speedily resolved.
 - c. To be advised by the Review team of issues that may require an immediate response in order to ensure the effectiveness of the Independent Review.
 - d. To correct any errors of fact, to assist the Independent Review team to understand the context, but not to determine matters of interpretation of evidence.
 - e. Following receipt of the final report, to be invited to offer an action plan in response to the findings and recommendations.
5. The current Independent Review will draw on recommendations and the experience of implementation of past Reviews and the impact of actions arising from them. In particular, the Independent Review will consider the actions identified in the Review of Culture in 2015, the effectiveness of those actions two years on and what if anything further needs to be done to build on the work undertaken then.
6. The Independent Review will be forward looking in relation to workplace culture, human resources, and staff safeguarding. It will especially consider

the charity's culture, leadership and management practices, and how far they enable people to contribute to their fullest extent to Save the Children's humanitarian purpose. It will consider:

- a. The charity's workplace cultures, and the contribution that human resource policies and practices make to them.
 - b. How policies relevant to workplace culture are implemented.
 - c. The extent to which staff feel safe, supported and listened to.
 - d. How concerns and complaints about workplace cultures are handled, and how just outcomes are ensured for all parties.
 - e. How the Board of Trustees fulfils its leadership role in respect of ensuring appropriate workplace cultures.
 - f. The Independent Review will also seek out examples of effective practice in the charity, in order to illustrate the approaches the organisation wishes to foster.
- 7.** The Independent Review is expected to examine the continuum of volunteer, staff and Trustee HR practice, from recruitment to departure including but not exclusively:
- a. What happens when people join the charity: recruitment processes, reference taking, the vetting processes, people's expectations on joining and induction processes including clear articulation of the organisation's values.
 - b. What happens when people work for the charity: people's experience of the culture of the charity when working within it, the support and assistance available, recognising that people will have differing views and needs.
 - c. The charity's whistleblowing systems: their use and availability in practice; the operation and use of the "Integrity line", how responses to concerns raised are managed; procedures and thresholds for reporting to the charity's Trustees and to the Charity Commission for England and Wales; and how learning from

concerns raised is disseminated.

- d. How the charity enables people to resolve issues in a timely way: conciliation opportunities and best practice in handling workplace conflict including disciplinary and grievance processes and their inter-relationship.
 - e. What happens when people leave the charity: departure processes including the giving of references; the best practice in relation to referrals to law enforcement; exit interviews and records in general.
- 8.** The Independent Review's findings will be published on the charity's website and made available to the Charity Commission for England and Wales and to the Chief Executive.

Dr Suzanne Shale biography

Dr. Suzanne Shale works as an independent ethics consultant. She develops ethical policy and guidance, undertakes commissioned research, provides education and training, and offers one-to-one support for people seeking ethical direction. She has an international reputation for her work helping health care organisations to respond well when patients have suffered harm in their care.

Dr Shale chairs the London Policing Ethics Panel and is a Visiting Professor at the Department of Security and Crime Science, University College London. She works extensively with a wide range of public service organisations, professional regulators and universities in the UK and overseas. She was formerly a Fellow of New College Oxford, University Lecturer in Law, and Director of the Oxford Learning Institute. She holds higher degrees in law and medical ethics, and qualifications in mediation and conflict resolution.

Dr. Shale chairs the UK's leading patient safety charity, Action against Medical Accidents, sits on the Department of Health & Social Care's Independent Reconfiguration Panel, and is a member of the Healthcare Safety Investigation Branch Advisory Panel. Her book *Moral Leadership in Medicine: Building Ethical Healthcare Organisations* was published by Cambridge University Press in 2012. She was a 2016 Winston Churchill Memorial Fellow.

Chapter 2 - The charity's response to the '2015 culture diagnostic'

In this chapter we address clause 5 of our own Terms of Reference, by looking at the second of the two reports provided to the 2015 "Independent Review of Organisational Culture and Practice and Historic Matters at Save the Children UK". This is the report that we are calling the '2015 culture diagnostic'. We look at the approach, the findings, and the charity's response to the report's recommendations.

The approach to the '2015 culture diagnostic'

The Board convened a sub-committee of Trustees to oversee the 2015 process, which was chaired by Naomi Eisenstadt. We have set out the Terms of Reference the sub-committee set for the '2015 culture diagnostic' in Chapter 1. Its overall aim was to "analyse the organisation's values and behaviours as they relate to appropriate behaviour in the workplace and harassment."

The '2015 culture diagnostic' drew on a number of sources, including a survey carried out on behalf of the charity for the purposes of the review, as well as some of the charity's existing data.

The 2015 survey

In the 2015 survey, staff were asked three main questions. They were also asked to identify their division, role, grade and gender. Aside from gender no other demographic data, such as ethnicity, was requested.¹²

The first substantive question asked staff whether they had experienced, witnessed, or been told about behaviour from a colleague at Save the Children which had made them feel uncomfortable or unsafe. The survey did not specify whether this question referred solely to colleagues in Save the Children UK, so could have been answered by reference to colleagues at Save the Children International or in Save the Children country offices. No time limit was set, so the behaviour could have occurred at any time during the staff member's employment. Respondents were asked to only tick one box, so that if they had experienced uncomfortable behaviour themselves they could not also indicate that they had witnessed it.

The second question asked staff to give details, in confidence, of what had happened.

The third question asked whether they or the person concerned had reported the behaviour. If they had, they were asked to describe what had happened in response.

Of the then 1096 members of staff, 405 responded to the survey. This represented about 37% of the workforce. Of those 405 respondents, approximately 18% reported having *experienced* behaviour that made them feel uncomfortable or unsafe. This was described as 'inappropriate behaviour' in the '2015 culture diagnostic' report. The report argued that those affected by inappropriate behaviour would be most motivated to respond to the survey, so the sample could not be viewed as representative. On this basis the report proposed that about 6.5% of employees had probably themselves experienced inappropriate behaviour. It is not clear how this weighting adjustment for non-response bias was calculated.

139 people provided written responses, of whom 13 indicated they would be willing to be contacted to give further information. The report states that "around half of that number" was thought to have information that was 'relevant' and the reviewer followed them up. The '2015 culture diagnostic' report does not explain why only half of those who offered to provide further information were selected, nor does it identify the criteria for 'relevance'.

As the 2015 survey questions did not differentiate between types of behaviour, the report's conclusions as to the nature of peoples' experiences were based on the free text responses, and the selected respondent

12 '2015 culture diagnostic' Appendix 2

interviews. The report identified three areas of concern at that time.

- Inappropriate relationships or encounters between senior male staff members and junior female staff. These were sometimes associated with staff social events and alcohol consumption but also took place in ordinary office hours and interactions.
- Inappropriate comments related to gender including dress, sexual banter, and comments about pregnancy and maternity leave.
- Inappropriate comments and behaviour that were not related to sex, including behaviour perceived to be hostile, aggressive, and undermining. Examples were given of openly criticising staff in front of colleagues, swearing at staff, and senior staff raising their voice to more junior staff.

The '2015 culture diagnostic' report noted that staff did not always feel able to report their concerns. Based on the free text information, it concluded that this was because they anticipated being dissuaded from taking matters further, or feared suffering disadvantage if they did.

Staff engagement and staff turnover data¹³

The '2015 culture diagnostic' also drew on staff engagement data supplied by the charity to explore how far other issues might indicate causes for concern. There is limited comment in this section of the 2015 report.

The report selected data from the 2014 employee engagement survey to note that there was dissatisfaction among staff with director level leadership. It also noted that the 2012 and 2011 employee engagement surveys indicated that the majority of staff felt directors were out of touch with their views and opinions. The report did not cite any other data with respect to staff perceptions of leadership, and did not comment on leadership below director level.

Other documents, including the charity's attrition data and the staff retention analysis from 2015, indicated to the 2015 reviewer that staff felt undervalued. The report also noted the measures that the charity was then taking to improve employee engagement and satisfaction, a project known at the time as ENGAGE.

The 2015 analysis of the charity's policies

The '2015 culture diagnostic' cited the following policies as relevant:

- Bullying and Harassment Policy
- Disciplinary Policy
- Grievance Policy
- Rules of Conduct
- Code of Conduct
- Whistleblowing Policy
- Equal Opportunities in Employment Policy
- Problem Solving Policy for Volunteers

The report focused primarily on the training that was offered and the relevant section of the report does not comment on the content of the policies. This may be because the content of policies had been discussed in the earlier report that had been submitted to the Board (the '2015 historic cases review') and to which the '2015 culture diagnostic' makes reference in its conclusions.

The 2015 analysis of the charity's training provision

The report points to a number of deficiencies in the training offered at that time as part of the charity's framework for protecting staff from inappropriate behaviour.

It noted that whilst there was a mandatory online training module in relation to the charity's Code of Conduct there was no specific training for employees or line managers in respect of the Bullying and

13 '2015 culture diagnostic' Appendix 5. The staff engagement surveys had been carried out periodically by Facta Consult. The earliest data cited in the appendix are from 2011

Harassment Policy. It also noted the reliance on periodic online training in the Code of Conduct, with no opportunity for face to face discussion.

Reviewing induction and ongoing training for line managers, the report noted that line managers had responsibility to advise staff on the policy framework, and also to ensure that the principles underpinning the charity's rules were applied to overseas based staff. However, it observed that there was limited training to support line managers in developing the necessary understanding of the charity's policies and how to apply them.

The 2015 Equality and Diversity Audit

The '2015 culture diagnostic' also included reference to an Equality and Diversity Audit,¹⁴ which had been carried out on behalf of the charity in 2015 by an external provider.¹⁵

The '2015 culture diagnostic' conclusions and recommendations

The report concluded that the charity appeared to have a generally positive workplace culture. It noted the passion that employees had for the purpose of the charity, and the generally good relationships between colleagues. It went on to note that there was some unhappiness about aspects of management and culture, reflected in low levels of employee engagement in some areas.

The key conclusion was that there was evidence of "uncomfortable and/or unsafe" behaviour towards colleagues in the charity. The report did not differentiate between uncomfortable and unsafe behaviour in its conclusion but preceding analysis had described unwanted sexual attention, inappropriate comments related to gender, and uncivil behaviour that was not gender related. The reviewer concluded that the inappropriate behaviour was primarily committed by a "small pocket" of male leaders towards junior female staff. It indicated that poor behaviour was not restricted to the staff whose cases were under consideration in the '2015 historic cases review' but it did not identify any others by name.

We comment below on the report's recommendations, but before moving on from its conclusions note that the finding that the charity's culture was "overall..positive" except for the behaviour of a "small pocket" of male leaders may have been an outcome of the approach it adopted. As gender was the only personal characteristic identified in the 2015 survey, quantitative data could not be analysed according to other characteristics such as those protected under the Equality Act 2010.¹⁶ (These include ethnicity, sexual orientation, disability, and age among others.) Moreover, only a very small number of follow up interviews were conducted, selected according to perceived relevance. We do not know the selection criteria, but in light of the circumstances leading up to the commissioning of the '2015 culture diagnostic' it may have been that 'relevance' was associated with inappropriate behaviour by senior males.

Fulfilling the duty of care to staff

By the time the '2015 culture diagnostic' report was delivered, the two most prominent male leaders had either departed the charity or were in the process of leaving. The report's author had briefed the Chair of the oversight sub-committee, Naomi Eisenstadt, about the nature of inappropriate behaviour by other senior employees. It was her understanding that this behaviour could be sexist or disrespectful, but that it did not amount to being abusive or unsafe. It appeared to comprise part of a wider pattern of uncivil behaviour, often associated with gender and managerial status. It was this depiction of the wider workplace culture that the '2015 culture diagnostic' report's recommendations were intended to address.

The '2015 culture diagnostic's' recommendations

The 2015 report listed eleven recommendations. In March 2018 a summary of these recommendations was placed on the charity's website.¹⁷ The summary reads:

14 The '2015 culture diagnostic' Appendix 7

15 The Excellence in Diversity Awards c/o I Spoil U Media. '2015 culture diagnostic' Appendix 8

16 <https://www.equalityhumanrights.com/en/equality-act/protected-characteristics>

17 <https://www.savethechildren.org.uk/news/media-centre/press-releases/save-the-children-statement->

“The key recommendations were that the leadership (Board and Executive) of Save the Children UK needed to ‘own’ the charity’s culture, in particular by:

- acknowledging current cultural issues;
- providing leadership in defining fundamental questions of Identity, purpose and standards;
- prioritising people and culture issues and overseeing the implementation of an effective plan to strengthen culture;
- instigating and participating in facilitated workshops on Save the Children UK culture.

It was also recommended that:

- each head of department/division develop their own plan with CEO and HR to strengthen culture;
- there be a move from online training modules on the Code of Conduct to annual interactive group training for staff;
- the HR Department be periodically trained in their own policies and procedures; and
- an anonymous whistleblowing hotline be introduced.”

The section of the ‘2015 culture diagnostic’ that set out the author’s recommendations was a mix of strategic guidance, specific proposals, and other statements regarding links between strategy, culture and leadership. The summary above captured most of the relevant substance of specific recommendations, but omitted some details. We add below those we think pertinent, in order that we can assess how far they were implemented.

The report recommended that in the event of a change of leadership, a new Chief Executive should be required to formulate their own plan for strengthening the culture. The reviewer’s recommendation on annual interactive group training for staff proposed it should concern not just the Code of Conduct, but also examine how the Bullying and Harassment and Whistleblowing policies worked, and do so by reference to relevant stories and case studies. It was recommended that the Executive Leadership Team and Corporate Senior Leadership Team participate in facilitated annual leadership workshops, designed to cover a range of themes relating to culture and behaviour.

Although the report referenced and appended the charity’s 2015 Equality and Diversity Audit, and encouraged the charity to consider re-introducing equality and diversity training, it did not include any recommendations specifically directed at diversity issues.

Informing the Board

The first of the two reports prepared for the Trustee sub-committee, the ‘2015 historic cases review’ had been completed on 12th October 2015.¹⁸ This report was made available to all of the Trustees. The second to be completed was the ‘2015 culture diagnostic’, which was finalised on 13th November 2015. This report was not provided to Trustees.

The Chair, Peter Bennett-Jones, has informed us that he was deeply concerned at the time that confidential documents and information were being divulged to people outside the charity. Following receipt of the ‘2015 culture diagnostic’, he therefore took the decision that the report itself would not be circulated to all members of the Board. Similarly, it was decided the report would be distributed only to the charity’s most senior leaders. Instead of receiving a copy of the report, the majority of Trustees and most of the leaders received a thorough verbal briefing from the report’s author. We have been informed that the Chair’s

18 ‘Report to the Trustees Sub-Committee of Save the Children (UK): on how historic complaints of inappropriate behaviour have been handled at STC’

approach was agreed with legal advisors Lewis Silkin LLP. It was intended to balance the duty to inform the Board of the findings and recommendations in the report, and enable Trustees to give it proper consideration, whilst also ensuring that sensitive confidential information was not disclosed to the prejudice of individuals. We have referred above to the 2015 reviewer having drawn on the charity's own existing data (such as the Equality and Diversity Audit) in preparing his report. These data were included as appendices to the report, and we have been informed these appendices were circulated to the Board prior to the presentation.

We understand that the '2015 culture diagnostic' was seen by only a very limited group. We heard differing accounts of who saw the full report, but this limited group certainly included: the Chair; members of the Trustee sub-committee who had commissioned it; the then interim Chief Executive Officer Tanya Steele; the Chief Operations Officer at the time; and an external Human Resources consultant who had been invited by the Chair¹⁹ to help shape and support the charity's response to both of the two 2015 reports.

In addition to the Chair, we interviewed or received statements from seven current and former Trustees who were on the Board in 2015. Among those from whom we received information there is acknowledgement that the arrangement to receive a presentation in place of the full report was accepted at the time. For two, in hindsight it was unsatisfactory. Others thought the presentation communicated the findings adequately, and one thought there had been benefits to receiving a presentation, as this supplied an opportunity for Trustees to question the author of the '2015 culture diagnostic' directly. We consider the effects of the decision to restrict circulation of the report further during this chapter.

Briefing the Trustees

The reviewer attended the December 2015 meeting of the Board to brief members on his findings. The Board minutes record that the meeting separated into groups and that he made one presentation to Trustees and a separate presentation to Executive Directors and the Company Secretary. The minutes note only that these were closed sessions, and neither the content of presentations nor Trustee responses are recorded.²⁰ The charity has searched its own records and documents provided by Lewis Silkin LLP, and has not been able to locate a copy of the reviewer's presentation. However, we understand from the Chair and others that the reviewer gave an account of his findings and recommendations, and addressed all of the questions put by those in attendance.

What is as important as what the reviewer said is what the Board of Trustees understood to be the reviewer's chief concerns. Trustees who have given information to this Review have slightly differing recollections of what the key findings of the '2015 culture diagnostic' were. However, there is convergence around major themes. All agreed that the report raised questions about the charity's capacity to respond to employees' concerns in accordance with the charity's employee relations' policy framework. This was ascribed to difficulties within the Human Resources function at the time. Trustees recall that there were behavioural problems including bullying and sexism to be addressed, but differ on how far these were systemic, how far they were limited to a small number of leaders, or whether inappropriate behaviour was solely associated with gender. Some consider the report drew attention to a possible misalignment between Save the Children UK's organisational values and the personal value commitments of staff, for example around the strategy of seeking corporate partnerships. Various, Trustees also spoke of the report drawing attention to avenues for whistleblowing, and leadership practices in the charity at the time.

Allowing that the 2015 findings were first reported to the Board some two and a half years before our Review, we could expect a degree of divergence among Trustees in how they now define the salient issues. However this highlights the challenge that would face the Board monitoring action over time without a record of the report or its recommendations, with competing priorities for Board members' and managers' attention, and in circumstances where the Executive Leadership Team underwent significant change with associated loss of organisational memory.

19 Summary of activity prepared by external HR Consultant

20 Board Minutes 9th December 2015

The external HR Consultant also attended the December 2015 Board meeting, to identify priorities for action. She proposed the initial focus should be on three areas.²¹ The first was staff inclusion and engagement, with open and honest dialogue about the charity's purpose and values at the core. The second area was stewardship by leaders and managers, with a focus on modelling appropriate behaviour, building capability in implementing the charity's policy framework, and enforcing high standards of personal conduct. The third area for attention was building capability and agility in the HR team.

Adopting the terminology used in the report itself, the charity's response to the '2015 culture diagnostic' came to be referred to as the 'people and culture' agenda.

The Trustee response to the '2015 culture diagnostic'

It appears to have been understood by Trustees that Peter Bennett-Jones was in regular dialogue with the Executive Leadership Team about the implementation of a plan of action. He discussed the charity's needs with the external HR consultant, agreed the initial brief for her work with the organisation, and agreed a way forward following the Board's discussion of the '2015 culture diagnostic' in December 2015.²² The Chair informed us he emphasised to the interim Chief Executive that her first priority should be to address the cultural challenges in the charity, and to respond to the recommendations.

Developing Trustee understanding

In April 2016, in response to the recommendation that leaders participate in "a facilitated workshop on Save the Children UK culture" a 2.5-hour 'People and Culture' workshop was held during the April Board meeting. This was co-facilitated by the external HR consultant, and included Trustees, Executive Directors and members of the Corporate Senior Leadership Team. The Interim CEO, Tanya Steele, presented a framework for 'people and culture' work which included reference to a focus on purpose, an organisational 'people promise' and the need for a delivery plan. Trustees and managers worked together in three smaller groups to discuss the people promise, enhancing respect in the workplace, and high performing leadership.²³

Monitoring the management response

In April 2016 it was announced to the Board²⁴ that the Performance and Remuneration Committee would be overseeing progress on the 'people and culture' agenda, and that the Committee was amending its terms of reference to include "oversight and governance" of this work.²⁵ This was to provide a forum for Trustees to monitor progress on the response to the '2015 culture diagnostic'.

It appears the intention was that updates on progress in activities undertaken in response to the report would be provided to the committee by the Executive Director of Human Resources, Clare Conaghan (who at the time was acting in an interim capacity). The weakness in this monitoring arrangement was that neither the committee Chair Sebastian James, nor Clare Conaghan, had seen the '2015 culture diagnostic' report itself, albeit that both had attended the April 2016 Board workshop.

Since April 2016, updates on 'people and culture' activity have been provided both directly to the Board of Trustees²⁶ and via reports to the Performance and Remuneration Committee. However all of the updates we have seen are narrative in nature and the charity can find no record of a clear plan that went to the Board setting out the recommendations, the charity's intended actions in response to the recommendations, and progress against the charity's intended actions. Similarly, the updates on 'people and culture' provided to the Performance and Remuneration Committee inform Trustees of activity but they do not set out actions and outcomes against a specific plan. Action was evidently being taken, and Trustees were evidently kept

21 Document 'Stewarding the Future' prepared for the December 2015 Board meeting by the external HR consultant

22 From timeline provided by external HR consultant

23 Board Minutes 21st April 2016

24 Board Minutes 21st April 2016

25 Performance and Remuneration Committee Terms of Reference (Draft) Sep 2016

26 The charity has searched all of the Board papers. A short update on 'people and culture' work was included in the Interim Chief Executive's report to the Board in July and September 2016. Board Minutes record that the Executive Director of HR briefed the Board on progress with 'people and culture' work in July and December 2016. The launch of the Integrity Line was noted at the September 2016 Board meeting

updated. But without a clear route for tracking outcomes against an operational plan from one quarterly Board meeting to another, it would have been difficult for Trustees to monitor performance or hold the charity's management to account.

Naomi Eisenstadt, Chair of the 2015 sub-committee, told us that in hindsight she believes it would have been beneficial to request the Board formally review progress against the report's recommendations six months after the report's delivery. We agree. Whilst the Board was being, as we have seen, updated, it was not able to set the updates against a Board record of the specific recommendations in the '2015 culture diagnostic' and monitor the actions implemented in response.

The management response to the '2015 culture diagnostic'

Our summary of the management response draws on documentation provided by the external HR consultant,²⁷ the Executive Director of Human Resources Clare Conaghan,²⁸ the Chief Executive Kevin Watkins, from interviews with a range of leaders, and from confidential meetings with staff. Although it is a somewhat artificial distinction, in this chapter we only outline the immediate management response to the '2015 culture diagnostic'. Chapters 3 and 4 describe experiences of working at Save the Children UK today, as they have been recounted to us, and these indicate the extent to which the response secured lasting change.

The immediate response to the '2015 culture diagnostic' was effected in the first half of 2016. Following the departure of both the then Chief Executive and the then Director of Human Resources much of the response was led by the Interim CEO Tanya Steele supported by the external HR consultant who was retained up to July 2016.²⁹ Many who spoke to us praised Tanya Steele's leadership during this period, observing that she was attentive to the organisation's needs and ensured implementation of several of the recommendations.

Over time the management response to the '2015 culture diagnostic' has evolved from its immediate focus on specific issues, into a longer term approach taking account of the broader range of 'people and culture' issues facing the charity. Several issues that predated 2015, such as long standing concerns about high staff turnover, supplied the context in which managers set out to action the 2015 recommendations. Responses to the recommendations became interwoven with managing these and other broader issues, and have in several instances informed and fed into the development of the charity's current comprehensive 'People Deal'.

Engagement with the Corporate Senior Leadership Team

Work with the Corporate Senior Leadership Team (CSLT) aimed to strengthen this management tier of the charity and establish them as a collective leadership group. The intention was to support the CSLT's role, recognising that they were the layer of management that came under pressure from both above and below. The interim Chief Executive and the external HR consultant tasked the CSLT with acting on several group initiatives: elucidating purpose and values; articulating agreed ways of working; developing Respect in the Workplace training; engaging with new staff in induction; an emerging 'people promise'; and reviewing the 'Smart Working' processes then in operation.

It is clear from documents we have seen recording this work that in some important respects it was a valuable forum for the CSLT at the time. A number of issues were surfaced in discussions, including the strong value commitment to standing up for children, what the organisational priorities were, expectations of the middle tier of leaders, aspects of the charity's recent history, structural and managerial challenges, and thoughts on how the charity maintained its relevance. The benefits of this were recognised, and may have helped to reinvigorate shared commitments to the charity's values and behavioural expectations.

However, a few staff who spoke to us in the current Review thought the emphasis on the need for the CSLT to role model behaviours drew attention away from the behavioural infractions of more senior leaders.³⁰

27 Summary of consultancy activity; and presentations and documents prepared for Board meetings and CSLT away days

28 Briefing notes and updates on 'people and culture' work prepared for the Directors Group and the Performance and Remuneration Committee

29 Documents provided by external HR consultant

30 Leadership interviews; Confidential meetings with staff

Development of a new corporate induction programme

A refreshed corporate induction programme was seen as an opportunity to orientate new staff to the charity's espoused values and behavioural commitments. From spring of 2016 members of the CSLT started meeting with newly appointed staff as part of their induction. A new induction programme partly led by members of the CSLT was introduced in the summer of 2016. It included a stronger focus on Save the Children UK's values, history, current strategy and organisational stories.³¹

High Performing Leadership

The development of high performing leadership capability was proposed as a core component in the charity's response to the '2015 culture diagnostic'. The focus on high performing leadership appears to have been an extension of the view that the CSLT was a crucial middle tier in the leadership hierarchy, with significant influence over both delivery of the charity's aims and its workplace cultures. The topic of high performing leadership and how it should be conceptualised was discussed during the 'people and culture' workshop at the April 2016 Board meeting, and leaders emphasised the importance of the CSLT's role in both delivering and "taking people with us".³²

During 2016 the charity was working to commission a High Performing Leadership module from external providers. We understand that programme development had been completed by the end of 2016. When presented to the CSLT they indicated they did not believe it met their current needs, and that it would not be a worthwhile investment for the charity to make. It was therefore not implemented.³³

There is currently no specific leadership development provision designed to support the CSLT. However the Executive Leadership Team has had a number of facilitated sessions that have encompassed discussion about leadership behaviours and commitments.³⁴

Development of mandatory Respect in the Workplace training

A blended learning programme was developed, piloted with the CSLT, and included topics relating to harassment, bullying and discrimination. It was rolled out as mandatory training in October 2016 with face to face sessions led by the leadership team. When it was first introduced, the Respect in the Workplace online module was augmented by facilitated group discussion. This element, which many who spoke to us thought had been the most effective part of the programme, is no longer included. We discuss Respect in the Workplace training further in Chapter 3.

Heads of department / division to develop their own plan to strengthen culture

One of the specific recommendations for the '2015 culture diagnostic' was that each head of department or division should work with the Chief Executive and the human resources function to agree their own 'local' plan to strengthen culture. The external HR consultant met for discussion with all department heads early in 2016, and, as we have seen, the CSLT was engaged in developing and implementing management responses that applied across the charity. However, so far as we can tell, the recommendation for agreed 'local' plans was not implemented.³⁵

Introduction of the Integrity Line

The Integrity Line was commissioned in 2016 in response to the recommendation to introduce an anonymous whistleblowing hotline. We discuss its effectiveness in Chapter 4.

Review of policies and procedures relating to behaviour

Work was undertaken to improve policies and procedures. We review the key policies, and their supporting guidance, in Chapters 3 and 4. Most policies relevant to 'people and culture' were reviewed during 2016 and were approved by December that year.

31 Documents provided by external HR consultant

32 Document provided by external HR consultant; Board Minutes April 2016

33 Leadership interviews

34 Leadership interviews

35 Leadership interviews

‘People Promise’

A ‘People Promise’ had already been developed within the Fundraising and Marketing Division prior to the ‘2015 culture diagnostic’. Work with the CSLT during 2016 identified it as a potential model for further development and roll out across the charity. As the charity began to look further at what employees should expect from the experience of working at Save the Children UK, it was thought that the underpinning development and consultation that had gone into the ‘People Promise’ in a single division should be revisited and broadened out. The ‘People Promise’ gave way to the current ‘People Deal’, which the charity developed through extensive consultation with staff throughout 2017.³⁶

Arrival of new Chief Executive

At the point Kevin Watkins joined the charity as its new CEO in autumn 2016 he had not seen the ‘2015 culture diagnostic’ report itself. However, he had been a Trustee at the relevant time and had attended the December 2015 Board meeting when the findings were presented. He arrived into a context where a number of initiatives were already under way. He was aware of the reasons for them, and also took the view that there were deep-rooted cultural issues within the charity that needed to be addressed.

On starting his post he aimed to signal a strong commitment to building a culture of respect in Save the Children UK. The style and content of early presentations to staff are among the positive stories that a number of people have recounted to us; although a few also expressed misgivings, stemming from his status as a Trustee throughout the 2012-2015 period. There appears to be widespread awareness among staff that the Chief Executive has promised a ‘zero tolerance’ approach to inappropriate behaviour, but whilst they appreciate the sentiment there is among some a degree of uncertainty or scepticism about what ‘zero tolerance’ means in practice.³⁷ We discuss this point further in Chapter 4.

Summary of actions in response to recommendations

In summary many, but not all, of the recommendations in the ‘2015 culture diagnostic’ can be seen to have been addressed in the charity’s subsequent activities. Work was undertaken to address issues of purpose and values, to set standards for interpersonal behaviours, to improve the policy framework, and to provide better avenues for concerns to be raised. The recommendation that heads of department or division develop localised ‘culture plans’ in collaboration with the Chief Executive and human resources function appears not to have been executed. As attention has turned to wider ‘People Deal’ activity, the focus on issues identified in 2015 has not always been sustained. Culture workshops took place once, although the recommendations anticipated they would become a regular annual feature; Respect in the Workplace training was initially a blended learning package but is now online only. The next two chapters in our report consider how effectively the ‘people and culture’ issues that existed in 2015 have been addressed, and what still remains to be done.

We have noted that the ‘2015 culture diagnostic’ report drew attention to the 2015 Equality and Diversity Audit. The report commented that the audit was a “positive step”, and that it had identified weaknesses in the response to complaints of unfair treatment. The reviewer encouraged the re-introduction of equality and diversity training, which had ceased for lack of attendees. However, this was not accompanied by an associated recommendation in the report. The management initiatives of 2016 in response to the report did not encompass wider diversity issues either.

Consequences of restricted circulation of the report

We understand the reasoning that underlay the Chair’s decision not to circulate the report itself and to substitute instead a verbal briefing on its content and recommendations. It was the view of the Chair, having taken advice from the charity’s legal advisors, that this approach would appropriately balance the need to inform Trustees with the need to safeguard confidential information. The Chair considered that the presentation from the report’s author at the December 2015 Board meeting would enable Trustees to

36 Leadership interviews

37 Confidential meetings with staff; Collaborative strand focus groups

exercise their collective responsibility, and allow them to discharge their duty to act with reasonable care and skill.

We recognise that the charity faced difficulties regarding the preservation of confidentiality. Nevertheless, whilst circulating the report to Trustees could have had adverse consequences, so too did the decision to limit its circulation. I should make clear, as the Independent Review Chair, that I make no comment whether the decision to limit circulation was a reasonable one at the time; but I wish to note its consequences so that we can fulfill our Terms of Reference. These asked us to “take into account what [the charity] can learn from our institutional response to past events”.

We have described the actions that were taken in response to the ‘2015 culture diagnostic’ and we have noted that Trustees were regularly updated on management action. However, because the Board received neither the report, nor a plan which straightforwardly set out each of the recommendations alongside the management response, proposed actions, and timescale, there was no clear route for the Board to monitor performance and measure progress.

We have noted that the Interim Chief Executive at the time and the Chief Operating Officer, were both provided with a copy of the report. However the Interim Executive Director of Human Resources throughout the relevant period, Clare Conaghan, did not have access to it. Although Kevin Watkins had been present at the Board’s briefing whilst he had been a Trustee, by the time he became the Chief Executive a year later he had not seen the report itself. Hence, although both the new Chief Executive and the interim Executive Director of Human Resources were aware of the report’s broad content neither had at that stage seen it in its entirety. The Executive Leadership Team changed substantially in the period following the 2015 review, including the departure of the members who had seen the full report. We have noted that key members of the Performance and Remuneration Committee, which was overseeing the ‘people and culture’ work, had not had access to the full report and a record of its recommendations. All of this may have contributed to the report and its specific recommendations gradually assuming less prominence as the charity pressed forward with other work, including developing, consulting on and starting to implement the larger project of the ‘People Deal’.

The Corporate Senior Leadership Team received a briefing from the author of the ‘2015 culture diagnostic’, and we appreciate the reasons for not circulating the report in its entirety. However, we think they would have benefited from being able to make reference to a summary of the key recommendations (such as was eventually published on the charity’s website in 2018). This would have improved their ability to understand the rationale for the projects they were subsequently pursuing, map their response against the recommendations, and evaluate whether their activity was meeting the needs addressed in the report. We noted above a degree of scepticism among some of the Corporate Senior Leadership Team that the activity they were asked to undertake was directed at the charity’s real needs. At the time that they were being encouraged to ‘step up’ as leaders most did not have access to a key item of information that would have supported the exercise of judgement and responsibility.

Chapter 3 - The charity's workplace cultures today

PART A: VALUES, STRUCTURES AND SUB-CULTURES

In this chapter we look at everyday experiences of the workplace cultures in Save the Children UK. We wish to begin by acknowledging that a number of former staff and current staff have experienced distressing behaviour while working for the charity. Those experiences have been painful, and have had significant long term impact for individuals. We have dedicated Chapter 4 to describing what they told us, and how the charity responds to negative workplace behaviours.

However, we think it right to start with a focus on the day to day work in which negative behaviours may come to be experienced by some. We do this for two reasons. The first reason is that people who have described negative behaviours to us have experienced them as a disappointment of their expectations. They did not expect it to happen, which is why their experiences are so distressing. People working at Save the Children UK hold normative expectations of high standards of conduct, expectations that are based on what the charity's culture is, what it aspires to be, and what it ought to be. These expectations derive from aspects of culture we explore in the current chapter, before we go on to consider experiences of misconduct and how the charity manages them in the next chapter.

Our second reason for starting with the wider workplace culture is that a majority of people working in the charity have *not* experienced negative behaviours. If any were to do so, they would no doubt be equally as distressed as those who have. This majority experience fosters and sustains positive expectations, making the charity's culture what it is when it is at its best, setting the standard for what it aspires to be, and nurturing a sense of what it ought to be. These wider experiences help us to identify the cultural assets on which the charity can build.

Early in 2015 the charity had identified 'people' as one of the top five organisational priorities for that year.³⁸ Much of the current chapter is about people management, and much of what we discuss has been a live topic for debate in the charity for some time. Throughout 2017 the charity was consulting internally to develop the 'People Deal', which sets out the working culture to which the charity aspires and provides the framework for operational planning around 'people and culture'.³⁹ The 'People Deal' has been progressing throughout 2018. Projects that were under way prior to the '2015 culture diagnostic', and some initiatives that were developed in response to it, have been subsumed into the 'People Deal' which we refer to at various points below.

Staff survey data

In this chapter and the next we will be presenting findings from our staff survey. This was commissioned from and designed in collaboration with Opinion Research Services, an independent social research practice. Complete anonymity was offered to respondents, and the charity will only see the data shared in this report. The overall response rate was 68%.⁴⁰ Where relevant, and where differences were statistically significant, we have reported data by categories such as gender, ethnicity, and other relevant characteristics.

We have reported the survey data by summarising findings in the text and providing hyperlinks to figures at the end of the document. The hyperlinks enable readers to view the related table and link back directly to the relevant text.

38 Memorandum to the Board 23rd April 2015

39 Memorandum to Remuneration and Performance Committee 19th March 2018

40 As calculated by the survey providers Opinion Research Services

The charity's ethos and values

A major recommendation in the '2015 culture diagnostic', and hence an important part of the management action that followed, was to revisit the charity's stated values along with its sense of identity and purpose. Attentiveness to values is now a part of corporate induction and the stated values are visible in the office environment.⁴¹ We therefore used the staff survey to explore staff perceptions of the charity's values, and the other values and motivations that staff bring to the charity.

Save the Children UK shares a common set of values with Save the Children International and the other charities around the world which are part of the Save the Children movement. The charity's five values are:

Accountability: We take personal responsibility for using our resources efficiently, achieving measurable results, and being accountable to supporters, partners and, most of all, children.

Ambition: We are demanding of ourselves and our colleagues, set high goals and are committed to improving the quality of everything we do for children.

Collaboration: We respect and value each other, thrive on our diversity, and work with partners to leverage our global strength in making a difference for children.

Creativity: We are open to new ideas, embrace change, and take disciplined risks to develop sustainable solutions for and with children.

Integrity: We aspire to live to the highest standards of personal honesty and behaviour; we never compromise our reputation and always act in the best interests of children.

We asked staff to rank the values according to how important they believed they were to the charity's leaders. It is clear from our survey data that staff view the charity's leaders as, first and foremost, [ambitious for the charity's work](#). Accountability and integrity were viewed as being of next importance to leaders. The two values viewed as least prominent in leaders' practice were creativity, and collaboration which was ranked lowest.

We also asked staff to rank the five values in the order they tended to come most to the fore in their own day to day work. Ambition for children was again ranked first in [employees' thinking about their own work](#). However, staff saw collaboration as more significant for them than they thought it seemed to be for leaders. Creativity was more difficult to realise in staff's day to day activity, coming into a clear fifth place. There were some differences across different parts of the organisation. Policy, Advocacy and Campaigns for example were more inclined to view collaboration as the highest value in their day to day work, while support services tended to rate it lower.

In our survey we also asked staff [what other values motivate them](#) in their work for the charity. Of those they were invited to select, 'remedying social injustice' was ranked first by almost one third of staff, and in the top three by virtually everyone. We think the convergence on this value is a significant part of the charity's ethos. It is reasonable to suppose that the charity's employees are in general highly attuned to seek justice and to recognise and act upon perceived injustice. This is likely to impact on internal interactions, with social justice considerations in working relationships a large part of people's thinking and value systems as they work together and engage with one another.

The second most important motivating value was achieving high quality interventions. We frequently heard from staff that what mattered most to them, was that the work the charity does is the best and most effective way of using the resources available to it on behalf of beneficiaries.

41 For example some rooms are named according to the values

In discussions with staff in focus groups, we sometimes heard that it can be difficult to see how the ‘big five’ values could or should impact on what they do day to day. Many were also actively engaged in debating and working through the ethical principles and moral challenges invoked in the charity’s humanitarian work. This dynamic exploration of ethical considerations appeared to us to be a significant cultural asset.

Motivated by the cause

Staff were asked if they wished to say anything more about [what motivates them to work for the charity](#). Three in four supplied an answer, with a high number of detailed and thoughtful responses. The difference that the charity makes for communities and affected children provides a strong and enduring motivation for staff. People wrote of how it supports their resilience, compensating for the hardest days at work. They value being part of something big, both an ambitious national charity and a global movement. Many of those who added free text comments described the pleasure of working alongside compassionate, dedicated and knowledgeable colleagues and how this sustained their commitment.

Many have spoken to us in interviews or written in the survey about joining the charity with high expectations, wanting to lend their talents to a cause that has immense personal meaning for them. One person described some colleagues who preferred to say they ‘served at Save’ not that they ‘worked for Save’.

It is sometimes suggested that the charitable cause is less important to staff working in support roles in charities. However, the indications from our survey are that being part of the cause is as significant for those staff as it is for people employed in roles that are directly mission related.

Almost everyone who responded to our survey was able to say that they took pride in their work; and around three quarters feel that [their work is making a difference](#). Three in five staff generally look forward to coming to work (with the highest levels of enjoyment found among those who worked with Save the Children International). However, there were much lower levels of agreement with the statement that the jobs staff are doing meet their initial expectations. Only a little over half of respondents agreed with this. There are many potential reasons behind this finding. Some aspects of our report may be suggestive of them.

Staff bring to the charity a very strong sense of purpose and commitment, and many achieve a feeling of accomplishment and self-fulfillment. This is a precious cultural asset, one that invigorates and sustains staff. There is a downside, however. Being personally invested in one’s work raises the stakes, and deepens the sense of bewilderment and disappointment, if things go wrong in workplace relationships.

Different professional cultures

Those in the charity recognise that it is not a monolithic culture. To some extent there are different micro-cultures to be found in different divisions, departments, and teams. In addition, different professional cultures became apparent as we listened to staff talking to us about their experiences of work.

As we might expect, some staff are first and foremost humanitarian practitioners. They bring a perspective on how humanitarian work ought to be done and the goals it ought to pursue. Spending their career in the sector, they may view the charity’s activity from the perspective of working in the field; from their experience of how other international NGOs work; through the eyes of government departments such as Department for International Development; from research and evaluation projects; as part of networks that have come together to consider issues such as sex and gender in the aid sector;⁴² and so on. Each of these standpoints affords a different lens through which to judge the charity’s work and progress.

For other staff, for example those working in fundraising, marketing, retail, IT, and support services, good business practices were at the fore of their thinking. These staff are certainly motivated by the charity’s cause, but they also come with experience of working with other charities as well as in other sectors. They bring to the charity a view on what constitutes sound operational management, experience of good business processes, an understanding of what an effective infrastructure looks like, and the necessity for sustained long term work if enduring change is to happen.

42 See for instance Danielle Spencer, *Cowboys and Conquering Kings: sexual harassment, abuse and exploitation in the aid sector* (February 2018)

Finally a third group of staff bring an outlook and expectations developed within particular professions or occupations: healthcare, surveying, legal, health and safety, human resource management, accountancy, academic research, journalism and so on. These entail accountability to professional regulators, to professional codes of conduct, or commitment to ethical professional principles, that supply a distinct professional 'moral compass'. These accountabilities and commitments may have to be negotiated in the course of working for the charity. Staff such as healthcare providers, for example, are bound by ethos, training and their registration requirements to a distinct set of professional ethics. Other professionals may have normative expectations about the right way of doing things based in their special training and responsibilities, and the nature of the advice they are required to give. It is now well recognised that moral distress can result as a consequence of not being able to operationalise ethical professional commitments within the scope of an organisation's goals and resources.⁴³ This can be true for many technical experts working in demanding circumstances, and the charity is not immune from these challenges.

None of these three perspectives is exclusive of the others, and there is enormous value to be gained from the differing outlooks and experiences to be found in the charity. However, it appeared to us that the differing emphasis in each can be a source of frustration as they rub up against each other. This can be especially so if differences are unexpressed and unexplored and if people are working in functional silos. To give just one example, the long term commitment to building organisational infrastructure, the imperative to provide an urgent response to pressing humanitarian need, and the need to comply with regulatory requirements or risk mitigation strategies even in emergencies, can pull people and work groups in different directions with each frustrated by the priorities of the other.

Expectations about involvement and participation

We have noted in our discussion of values and ethics that staff are highly motivated by the charity's cause, by remedying social injustice and effectively intervening on behalf of children. Three quarters feel their work is making a difference. Many working in the charity bring high levels of technical expertise, experience, understanding of humanitarian work, and deep personal commitment. It is in keeping with all of this that staff have normative expectations of being informed, consulted, influencing others, and participating in decision-making.

Our survey suggests that people [feel reasonably well informed](#) about what is going on in the organisation, with several choosing to commend recent improvements in communications. Almost three quarters consider that Save the Children UK works hard to inform staff. However, only a quarter of respondents agreed that information is effectively shared across departments. Just over half felt they always had access to the information they need to do their job.

In free text comment, the most prevalent theme in this area was that people experience information overload. There was recognition of the difficult balance between knowing enough to feel the organisation was being transparent and that staff were included and well-informed, against having too much information to digest. The 'weekly bulletin', Executive Leadership Team emails, and the style of communication adopted by the current Chief Executive were all commended as beneficial.

One of the strongest messages we heard from staff is that they value honesty and trust in communications from the charity's leaders. They want a communication culture that views staff as responsible partners and eschews 'spin' in favour of authenticity and candour.

43 The term was coined by Jameton originally in respect of nursing practice, but usage now extends to many fields. "Managed and served by various staff, supervisors, and subordinates, organizations have functions and missions about which staff experience conflicting feelings. In typical cases, an institution may have a stated mission that it is, in the view of some, fulfilling poorly. Or, in the detailed operations of institutions, it may seem that principles of fair treatment, cultural competence, conviviality, or responsible delegation have gone astray. Indeed, since its use in nursing ethics, the concept of moral distress can be found in articles on the ethics of a variety of clinical professions, including medicine, and in nonclinical areas, such as business and engineering ethics." JAMETON, A. 2013. A reflection on moral distress in nursing together with a current application of the concept. *Journal of bioethical inquiry*, 10, 297-308

It appears that whilst staff feel well informed many [do not feel part of decision-making processes](#). This may be an expression of the multiple layers of hierarchy that we discuss later in this chapter, with a large proportion of staff at several removes from decision points. Around two in ten agreed that Save the Children UK's decision-making processes are clearly understood. Only a quarter consider that agreed decision-making processes are followed. Around half think senior leadership is open in explaining decisions, but only about a third seem to feel that they are open to challenge.

Whilst there is clearly a desire for participation in decision-making and a sense among some that they are excluded from it, a significant minority (28%) are of the view that the charity encourages participation in decision-making at the expense of efficiency.

Different regional and devolved country cultures

We visited the charity's offices in Manchester, Cardiff, Edinburgh and Belfast as part of the Review. While the London headquarters refers to them all as "Regional Offices", it appeared to us that Scotland, Wales and Northern Ireland tend to view themselves as Country Offices in the devolved nations of the UK, each with distinctive political contexts, local networks and social challenges.

We found that each team has a distinctive character, often linked to a unique history with roots in specific local conditions or programmes of work. In Cardiff, we were reminded that Wales is home to some of the most significant child poverty in the UK. In Northern Ireland, their sense is that local politics and security issues make their situation closer to that of an international country office, with similar need for local autonomy and decision-making. In Scotland, a devolved parliament and different patterns of public service provision significantly alter the context of their work.

We heard that staff in the regional and devolved country offices commonly do not feel included in decisions that are taken centrally, although these may have a direct impact on their day to day work. There is concern that the London-based leaders and managers do not always appreciate how far social conditions, political contexts, and local relationships in the devolved countries, differ.

The devolved country offices are firmly rooted in programmes linked to local development in communities. There is a perception that this work is less valued than it once was, and that historical commitments to child poverty and child rights in UK communities have assumed less importance than previously.

Some drew attention to the difference between the ambitious Save the Children 'global brand' with its focus on international growth; and the Save the Children identity in their local communities, more akin to a social movement built on long standing relationships with supporters, volunteers and donors at local level.

Overseas working on deployment

A significant minority of Save the Children UK staff have deployed overseas where another quite complex workplace micro-culture exists. We spoke to relatively few staff about the challenges of overseas deployment and consider it an aspect of the charity's work that deserves more insight and attention than we can offer here.

We have been told about the often extremely challenging conditions that those deployed will need to navigate. We do not mean by this that staff are being deployed to high risk areas (which they may be) but that they have to navigate differing workplace normative expectations. They are required to operate within a Save the Children UK policy context, but also need to adapt their behaviour to the local workplace cultures within country offices. Balancing the dominant cultural norms of the specific country with workplace relationship norms of the UK can be a recurring challenge particularly in male dominated cultures.

We also heard about how the working relationships between Save the Children UK colleagues are affected by deployment. Working outside the formality of an office environment, often in intimate, tight-knit working groups in highly stressful and dangerous situations, can have a major impact on the dynamics of relationships. Blurring of boundaries between professional and personal is commonplace. The effects of

living in close proximity, life on a secure compound with limited opportunities for relaxation beyond alcohol and the company of close colleagues, and the stress of the daily work can lead to behaviour that in other circumstances might be considered inappropriate. These overseas ways of working then have to be adapted to a more formal and structured workplace culture back in the UK after the deployment is over. We heard that this process of adaptation can be difficult, and experiences of being on deployment can become un-discussable back home.

Generally supportive colleagues

We conclude this section by drawing attention to abundant evidence of the close bonds that can grow up between those working in the charity. We heard from many who talked to us in confidential meetings and focus groups that they had developed strong relationships with peers. [In our survey](#), nine out of ten staff agreed that their peer colleagues were supportive. Over half agreed that colleagues often became close friends. Some groups of staff, including those in minority groups or those who had had negative experiences working in the charity, felt less affinity with colleagues. Nevertheless, even in these groups some eight out of ten had found their colleagues to be a source of support.

The charity's staff⁴⁴

As at June 2018, the charity had 1,068 people working for it.⁴⁵ We summarise quantitative people data first.⁴⁶ We discuss the people management policies and practices that apply as staff join, work in, and leave the charity, in successive sections later in this chapter.

Drawing on our own findings and the data the charity supplied, these indicate five areas for concern. The charity faces challenges that are widely recognised by staff. It currently lacks ethnic diversity in its workforce, and there is a sense among some staff that personal progression depends on how well you 'fit' socially. There is relatively high staff turnover, high sickness absence rates, and employees finding it difficult to establish a sustainable work life balance.

Diversity

We requested any reports that had been produced by the charity for its own use regarding monitoring of ethnic diversity, and were informed that this was not currently undertaken. We were later provided with a useful report on the charity's diversity statistics as of July 2018.⁴⁷

In July 2018, 84% of staff were white. This is comparable to the national average in the 2011 UK census, but London is considerably more diverse with only 59.8% of the population identified as white. 68% of the charity's staff are female. The most populated age range, with 48% of staff, is 30-39; while only 12% of the charity's staff is aged over 50. The charity has no employees below the age of 20. The charity started to collect data on disability in 2018, and at present identifies that 4% of employees have a declared disability.⁴⁸ The charity does not hold data it believed reliable on marital status, religion, or sexual orientation.

Analysed by employment grade, the percentage of males increases with each increase in grade seniority, with the exception of Executive Directors. A similar pattern applies to ethnicity, with the percentage of white employees increasing in line with grade seniority. However, the similarity stops at Executive Director level. At present all of the Executive Directors are white.

The charity's staff body is not representative of the diversity of London (where most of the workforce is based) nor indeed of its other regional and UK country offices. This picture of the workforce suggests that

44 Unless otherwise stated data on the charity's workforce are taken from the Human Resources Dashboard 1st August 2018

45 These include both 'core' and 'non core' posts as defined by the charity. There were 979 staff in core posts and 89 in non core posts in June 2018

46 Although the charity has supplied us with data differentiated by division, we do not do so in this report

47 Diversity Statistics Narrative: July 2018

48 In the IRWC survey 5% of our sample identified as having a disability or long term health problem (more than 12 months duration) that limited day to day activities

the charity is failing to gain the benefits that workforce diversity affords all enterprises.⁴⁹ It includes few staff who share an ethnic, cultural or socio-economic background with its beneficiaries. Some staff indicated to us that they believe this may adversely affect programmes and their delivery. As a humanitarian organisation, it would seem to be of special importance that the charity draws on the talents and insights of the diverse communities it serves in the UK and overseas.

We discuss experiences of staff from different backgrounds throughout this chapter and the next, when relevant.

'Fitting in' and personal progression

Almost two in five staff agreed that 'your face has to fit' to progress in the charity. 13% of our sample strongly agreed with the statement. Women were more likely to agree than men, and so were staff who work at a UK devolved country or regional office. We heard in our discussions and interviews with staff that some perceive ethnic identity, socio-economic background and formal educational attainment all contribute to the likelihood of career progression.

The organisation's lack of diversity is reflected in other feelings of 'fit'. When we looked at the sense of interpersonal support above, we found it is generally high with [nine out of ten staff feeling their colleagues were supportive](#). However it can feel a colder climate for some, and in particular staff in ethnic minority groups do tend to feel less support from colleagues.

Staff turnover

The current attrition rate across the organisation is approximately 20% per year. This is against a target of 16%, which is based on the UK charity sector average. The charity also measures the number of staff with more than one year of service. In summer of 2018 this stood at approximately 70%. The target is that 95% should remain in post longer than one year, 90% for more than two years, and 85% for longer than three years.⁵⁰

The charity has seen a slight improvement since 2015, when it was noted in April of that year that across all divisions in the charity the attrition rate stood at 23%. This average masked a 34% attrition rate in one division. Comparative data collected from the iNGO HR Directors network in 2015 indicated that attrition rates across the sector at the time varied from 30% to 8%, with a sector average of 18%.⁵¹

The high attrition rate inhibits the charity's ability to achieve its aims, generates frustration and stress for staff, and is seen by some staff to be contributing to low morale;⁵² it also generates higher costs in recruitment, induction, payroll and exit processes.

- ***Differences in regional and devolved UK country offices***

By comparison with the charity as a whole, the perception of staff in the regional and devolved country offices is that they have a wider age range and appear to have a lower staff turnover than Farringdon. They believe the relative stability of their teams facilitates greater continuity of both formal and informal leadership, and longer serving members of staff constitute a repository of organisational memory.

However, the regional and devolved country staff who work with central teams are in turn affected by the high turnover of managers in the Farringdon office. From the regional and devolved country perspective,

49 ACAS Guidance 'Prevent discrimination: Support equality' June 2018; Department for Business, Innovation and Skills 'The Business Case for Equality and Diversity: A survey of the academic literature' June 2013 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/49785/bis-13-556es-business-case-for-equality-and-diversity-executive-summary.pdf

50 Human Resources Dashboard supplied August 2018, slides 6 & 8

51 Memorandum to the Board 23rd April 2015; some data were provided by People in Aid, an organisation since subsumed into the CHS Alliance. Because a proportion of staff are employed on fixed term contracts for specific projects SCUK, along with others in the sector, measures attrition by the rate of people leaving who have not come to the end of a fixed term contract, been dismissed, or made redundant

52 Analysis of comments in the IRWC staff survey

it leads to recurrent re-organisation of work priorities, re-structuring and the need to invest in new relationships. As there is greater stability in regional and devolved country teams, successive changes in Farringdon eventually erode the motivation to adapt and respond to them. This may lead to a degree of distancing from London colleagues and initiatives.

Sickness absence

Average days lost per employee per year are currently approximately 6.5 against a target of 4.5. The charity recognises that it still has a number of hidden absences and that number of days lost is expected to increase once absence management training is rolled out.

The two top reasons given by staff for taking sickness leave were flu/cold/virus, and stress/depression/exhaustion. According to the August 2018 HR dashboard, there would seem to have been an almost threefold rise in days lost owing to stress/depression/exhaustion over the past three years. This could be the result of a very small number of cases of long term sick leave, and not a broader problem, but warrants close monitoring.

Work-life balance

We asked in our survey how staff experienced their work-life balance. [Just over half agreed](#) that the charity promotes a good work-life balance. Men were more likely to agree than women, and there were lower levels of agreement among staff in Global Programmes, those who have been in the charity for more than five years and those who have a disability. The feeling about work-life balance should be contextualised within our findings that a [high proportion of staff](#) feel that they are making a difference in their work, and also that they generally look forward to coming to work.

It was treated as a given that in an emergency it is 'all hands on deck'. However, there is a strong perception that there is a long-hours culture, and it was suggested that this contributes to high staff turnover and burnout. There is a view that whilst the charity promotes a work-life balance in principle, this is not actively encouraged. Staff work long hours in order to complete their workload. They are looking to senior managers to model a good work-life balance, including by not working long hours or emailing in the evening and at weekends.

Comments in interviews and our survey in respect of lieu time and core hours suggest that these policies are not always consistently implemented, and that a few staff have sometimes felt pressured not to take time off in lieu.

It is acknowledged within the sector that a combination of limited resource and limitless need places pressure on aid workers, who along with their organisations are inclined to normalise excessive workload. As the CHS Alliance has noted "...resourcing in most humanitarian agencies is inevitably sub-optimal. Hence, the unavoidable stretching to meet the demands of an excessive workload frequently means that we continually, and perhaps subliminally, normalise the excessive workloads, which then often translate into what is 'expected' of us...This applies equally to those working in the field, as well as those who are office-based and far from the actual crises."⁵³

Some staff reflected in their discussions with us that they may put pressure on themselves to do more, rather than prioritise according to the time available. Some team managers who spoke with us have recognised the risks of burnout for themselves and their teams. They have initiated conversations with staff to help them protect their own wellbeing, ensuring that they work in ways which are sustainable in the long term.

In departments where travel and distance working is the norm, maintaining work-life balance can be especially challenging. It was suggested the charity could seek to learn from organisations that manage this well.

53 Mindfulness and Wellbeing, Mental Health and Humanitarian Aid Workers: A Shift of Emphasis from Treatment to Prevention, CHS Alliance. 2015

The challenge of line management and people management

We would note that enhancing people management is one of the 2018 priorities for the charity's 'People Deal'.

The charity benefits from having many extremely capable and talented line managers. Responses to our survey included a number of free text comments from people who praised the excellent line management they had enjoyed, and also comments from line managers appreciative of the support they have received both to carry out and to develop in their role.

As might be expected, this was not a universal experience. We also heard of dissatisfaction with line managers' own behaviour, and with how they responded to employee concerns about poor behaviour. Employee concerns about managing behaviour are discussed in the next chapter, so this section focuses on everyday routines of management.

Of those participating in our survey, 38% had line management responsibilities. As we observed in the charity's diversity profile, Black and Asian respondents are significantly less likely to be line managers. LGBTQ+ respondents to our survey were also less likely to be in management roles.

Line management roles are intrinsically challenging, as decisions made elsewhere in an organisation come to be operationalised with colleagues under pressure of time. Our data suggest people in these roles can find it difficult to combine a commitment to good people management with their other tasks. In our survey, 21% of line managers were not confident they had time for line management responsibilities alongside their other responsibilities. We received comments from both managers and staff about roles that combined specialist technical activity with line management responsibility. It was felt that within some of these roles there was insufficient time, and sometimes insufficient capability, to effectively discharge line management duties.

Some line managers expressed a view that line management capability is insufficiently valued by the charity, and its development not well supported. The HR team was itself concerned that the turnover in line management roles made it difficult to offer sufficient support and training. Their concerns were matched by comments in our survey, where a key theme in free text comments was a desire for further and better training opportunities.

Despite the pressure line managers experience, there are indicators that they are working hard to fulfill important aspects of day to day people management. We discuss two of these next.

Staff are being appraised, and for the most part appraised well

As quality of appraisal (performance review) is a useful indicator of line management capability, in our survey we asked people about their experiences of participating in appraisal both as appraiser and appraisee.

[Four in five](#) had had an appraisal in the past year. Women were more likely than men to have had an appraisal (82% v 75%). Those at officer level (73%) and those who work from home (65%) are less likely to have had one.

The vast majority of respondents (86%) agreed that their appraisal had given them the opportunity to have their say. Employees also considered it to have been an honest conversation (84%), to have taken place in a timely manner (83%), to have been properly conducted (80%), and to have provided a fair summary of overall performance.

However, there was slightly less confidence (59%) that it identified training needs. This suggests that the appraisal process may be providing valuable conversations for staff about their past performance and their perspective, but is less successful in helping people's development and progression within the organisation.

Free text comment from both appraisers and appraisees also indicated that there could be a significant delay following the appraisal discussion itself, when a process of moderation and scoring takes place to finalise performance management documentation.

Line managers are reasonably confident in key aspects of people management, with some misgivings

We asked line managers to tell us [how confident they felt about aspects of their role](#). They had the option of answering that they were very confident, confident, slightly confident, not very confident and not at all confident. We have amalgamated the first three options to mean 'sufficiently confident' in this summary.

96% of managers felt sufficiently confident about undertaking appraisals effectively. 94% felt sufficiently confident they could effectively mentor team members, and 85% felt sufficiently confident they would deal effectively with underperforming team members. 94% felt sufficiently confident to handle bullying and harassment complaints.

Whilst having little or no confidence was rare, our survey indicated that around a quarter of managers are only slightly confident in these areas, consistent with their comments that they would benefit from further learning opportunities.

The data that stand out in this set of responses is the low level of confidence in advice and support from the HR team. Almost half of line managers (48%) lacked confidence that the HR team would provide support and advice when they needed it. It was commented that if line managers are to properly fulfill their responsibilities for people management, key policies and procedures need to be clearer and advice more consistent than they are currently believed to be. We return to this issue in Chapter 4.

Familiar managerial constraints

We found a strong consensus at all levels of the charity about some structural constraints that appear to inhibit day to day management and effective implementation of projects and initiatives. These issues are familiar to senior managers, and were drawn to our attention with reasonable frequency in our discussions with staff.

Consensus the charity has too many priorities and initiatives

Save the Children UK is an organisation full of ideas, energy, and ambition, both for how to advance what it offers to beneficiaries and how to improve itself. However, people described finding it difficult to focus their activity because of the demands of competing priorities, changing priorities, restructures and exciting new initiatives.

There is a widespread view among staff that the charity is very good at envisioning, but can be poor at implementing and embedding. We heard that the charity can be at its best in a crisis or an emergency, when people pull together and get things done. However, when it comes to its own processes, people told us they believe it often underestimates what is needed to entrench change. The gains made through successive worthwhile initiatives can fall away as the focus of attention moves to the next new idea. This problem is not unique to the charity. It is a truism in the management literature that a disappointingly high proportion of change initiatives fail to deliver their promised gains.⁵⁴

During our focus groups with staff in the Collaborative strand, it was a frequently voiced view that the charity should eschew generating new initiatives, but rigorously prioritise and focus on what it most wants to achieve out the many initiatives currently underway.

Consensus on excessive hierarchy, multiple management layers and limited span of control

The charity has recognised for some time that it suffers from multiple layers of management and often a limited span of control. We did not receive a detailed cross-organisation organogram but we heard from a member of the HR team that they had counted up to 10 management layers between employees and the CEO in some areas, across five employment grades. More commonly we heard that people worked in a hierarchy of around 6-8 layers. Some staff in apparently senior roles only directly line managed one person, because each of their team members was individually line managed within a several layered hierarchy. As

54 BEER M. and NOHRIA, N., 2000. Cracking the code of change. HBR's 10 must reads on change, 78(3), pp.133-141

well as the limited span of control for some, we also heard of the existence of very large teams with too wide a span of control.

All who spoke to us recognised that this structure engenders frustration. Part of the overall system of pay and grades, it undermines employee engagement, prevents staff from feeling trusted, responsible, and accountable, and limits genuine career progression.⁵⁵ Moreover, the number of line managers, alongside the rate of manager turnover, undermines the charity's ability to provide appropriate training, support and personal development opportunities to all of its designated managers.

The charity's 'Total Rewards' project and other associated developmental work is seeking to address these issues.

Collaborative working with Save the Children International

For some staff, working at Save the Children UK cannot be separated from working with Save the Children International. We heard from some staff whose work entails co-ordinating a response to humanitarian emergencies that they perceived a lack of clarity around authority, accountability and decision-making between the two organisations.

There is widespread acceptance within Save the Children UK of the rationale for creating Save the Children International, and recognition of the benefits to be gained from doing so. This exists alongside a strong desire to see improved, more effective and more efficient processes between the two organisations.

Consensus on change management capacity

Many people to whom we spoke shared a perception that the charity possessed limited change management knowledge and capacity, notwithstanding the ever present need to respond to new initiatives. It was noted however that a change team had been created to support change processes, and that the next stage of development was for the team to be devolved to directorates.

Several people also spoke highly of the 'Accelerated Delivery and Improvement' (ADI) approach which had been brought to the charity through its partnership with the company GSK.⁵⁶

Gender culture

Distress caused by gender-related interpersonal mistreatment constitutes the backdrop to this Review. We have set out in our introductory chapter how we understand interpersonal mistreatment, a category that includes workplace incivility, bullying behaviours, gender and sexual harassment. Research identifies that gender harassment (that is, expressing insulting, degrading, or contemptuous attitudes about women) is the commonest form of sexual harassment at work in the countries of Europe and North America. It is widely viewed as an expression of gender power relationships, with organisational tolerance of it the single most powerful factor in determining whether it will arise.

We therefore included questions in our survey designed to capture something of the informal 'gender climate' in the charity, as well as looking at the charity's policies and their implementation. The first of these questions was the following scenario:

You are at the start of a meeting with several outside visitors when a senior man in the room asks a woman present to go to the kitchen to bring coffee for them. The meeting will be discussing work that the woman is working on and there are other men in the room who are less directly involved but who are more senior. It is clear that the meeting will get under way while the woman is out of the room getting coffee.

55 Memorandum to Performance and Remuneration Committee, 19th March 2018

56 We also heard from a few detractors but the balance of opinion was that it was useful and supportive of personal and organisational development

[The response from men and women](#) was markedly different. Nearly half of our women respondents (45%) could imagine it happening in a project they were involved with; among men, only one third (33%) thought it could. Of the staff who thought it could happen, 15% of women thought someone would raise it at the time, whereas 21% of men expected that someone might do so. Fully 20% of women expected that no action would be taken even if people noticed it, whereas only 6% of men believed this likely. In both groups, around 5% thought something might be done afterwards. A smaller percentage in each group thought that if it did happen it would not even be noticed.

These results are consistent with the phenomenon of unconscious bias. Male employees may be less likely to notice the behaviour and the fact that it is tolerated, because it is a cultural norm that does not adversely affect them.

We discuss the charity's gender policies and their implementation later in this chapter.

Safeguarding

The Director of Child Safeguarding reports to the Executive Director of Human Resources. In addition to child safeguarding, this post also includes responsibility for receiving reports from the charity's Integrity Line (discussed in Chapter 4) and the policy on Preventing Sexual Exploitation and Abuse, which applies to adults. All child safeguarding matters are covered by the Child Safeguarding Policy.

All posts in the charity are designated to a Child Safeguarding level between 1-3. Disclosure and Barring Service (DBS) checks are carried out on all prospective employees following their offer of employment and existing staff are required to renew their DBS check every three years.⁵⁷ All staff are required to complete mandatory basic training in child safeguarding. Volunteers working with children (for example 'Speaking Out' volunteers who may visit schools) are similarly DBS checked prior to commencing visits.⁵⁸

The Child Safeguarding Policy was authored in 2013 and has been under review.⁵⁹

Policy on Preventing Sexual Exploitation and Abuse

This policy was adopted in May 2018 and a training module is currently in development.⁶⁰ The policy addresses actual and suspected acts of sexual exploitation and abuse of adults by Save the Children UK staff or the charity's 'representatives'. The term 'representatives' is defined in the policy, and includes people working for or with the charity, contractors, suppliers, volunteers and visitors to the charity's premises. The acts it contemplates include sexual exploitation and abuse of adults in the communities with which the charity works, and also the charity's own staff.

The policy makes it a duty for all members of staff and other 'representatives' defined in the policy to report concerns regarding potential sexual exploitation and abuse. For the charity's staff, disciplinary action may follow breach of the policy. Others within the scope of the policy may be referred to statutory agencies.

Concerns are to be internally reported to a 'PSEA Focal Point' who is not named or identified by their position. A dedicated email link is provided for contacting them. However, no information is given about what will happen next; or when the person reporting the concern should expect to receive a response, such that they can be confident they have fully discharged their duty.

The policy's core intent is clear and laudable. The policy is necessarily extremely wide in scope, owing to the breadth of the definition of the charity's 'representatives'. Staff have commented in submissions to us that the complex nature of the charity's delivery mechanisms makes it essential to include suppliers and other third parties within the scope of safeguarding. However, the requisite breadth makes consistent implementation and enforcement difficult, creates anomalies, and raises questions whether internal

57 Pre-employment Checks, E-learning module, accessed August 2018

58 Confirmed in correspondence with Head of Volunteering

59 Child Safeguarding Policy Version 1.0 provided May 2018

60 Prevention of Sexual Exploitation and Abuse Policy. Version 2018.1 provided July 2018

reporting is the right or a sufficient response. We noted that the charity's suppliers, for example, are under a duty to report to the charity's internal systems everything within the policy's scope, including suspicions about potential abuse by other NGOs. On the other hand, according to the policy the charity's donors are not obliged to refrain from sexual exploitation or abuse, or to report it, except when they are on visits to the charity's premises or programmes.

The policy intersects with several other people management policies. In s1.1 it advises that the document should be read in conjunction with the Child Safeguarding Policy, the Save the Children Code of Conduct, the Grievance Policy, the Gender Equality Policy and the Whistleblowing Policy. It is not clear how it relates to the Anti-Bullying and Harassment Policy, which in principle covers acts of sexual exploitation and abuse by staff towards staff.

We have limited our comments in this section, aware that the charity is working with others and continuing to develop its approach in this area following the International Development Committee report.⁶¹

Safeguarding insights from staff

Several of our survey respondents offered detailed comment on safeguarding policies and practices. There is high awareness of some of the challenges people encounter in their work. Several placed safeguarding of children, and safeguarding of vulnerable adults, on the same level of risk, saw them as closely related, and discussed approaches to safeguarding as a whole. The observations that follow therefore apply both to child safeguarding, and the practices relating to preventing sexual exploitation and abuse of adults.

Attention was drawn to the relationship with Save the Children International, and some queried the practical applicability of Save the Children UK policy commitments when provision in country is delivered by Save the Children International. Questions were also raised about the strength of protection afforded by reporting procedures, and how effectively reporting procedures that are internal to the charity could address the risks that arise within beneficiaries' communities. It was argued that the most marginalised groups need to be able to make complaints if required, and that the charity needed to work closely with communities as partners in safeguarding. A further point was that much of the charity's work relies upon partners and third party suppliers, so that safeguarding requirements have to 'flow through' the delivery chain.

The charity's volunteers

Our Terms of Reference asked us to give consideration of the experience of volunteers in the charity's workplaces. The charity is supported by a significant number of people who give their time to the organisation, and who have different levels of involvement. It does not currently recruit volunteers under the age of 18.

The charity's online volunteer portal, Savvy, has 5,300 volunteers registered. Most of the registered volunteers (3,411) are retail volunteers who commit to regular four hour shifts in the charity's shops. Another important group is the 175 Branch Chairs, who lead local community fundraising activity. They are joined by 202 Branch Treasurers (because some branches have more than one treasurer) and 1,213 Branch volunteers who regularly contribute to fundraising. Community fundraising activists also include 'Speaking Out' volunteers who talk about and promote the charity's work; and campaign volunteers who are paired with mobilisation teams and work with their local community to garner support for specific humanitarian campaigns. The 'workplace' relevant to the majority of the volunteers is the charity's shops.

We developed a tailored survey to elicit volunteers' views but unfortunately received only a very small number of responses (a total of 24 completed surveys). This low response rate is likely to be due to several factors. We did not have access to email addresses or mobile number contact lists to issue personal invitations to participate. A link to the survey was posted onto the Savvy webpage, but volunteers who use Savvy do not necessarily log on regularly. The low response could also indicate limited engagement between Save volunteers and the charity's head office, but this is only a tentative conclusion.

61 Sexual Exploitation and Abuse in the Aid Sector July 2018

Although the number of responses was small the comments made still provide some insight into the volunteer perspective. We have included them where appropriate without any claim to represent the views of volunteers as a whole.

PART B: THE POLICY AND PRACTICE FRAMEWORK FOR PEOPLE MANAGEMENT

Our Terms of Reference ask us to review a range of people policies and their implementation. In the following section of this chapter we therefore consider the policy and practice framework for the employee journey through the organisation. As there is frequent reference to the human resources function in what follows, we provide an outline of the human resources function first.⁶²

Support for people management: the human resources function

Overall, the department is responsible for employee relations, recruitment and onboarding, contractual changes, safeguarding checks, advisory and business partner support, organisational learning and development, and maintaining employee data.⁶³ It is led by the Executive Director of Human Resources to whom the Head of Human Resources, Head of People and Organisation Development, two HR Business Partners and the Director of Child Safeguarding report directly. In May 2018, the department had 34 posts associated with it, but not all of these are dedicated to providing support for people management solely within Save the Children UK.

The aim of the current structure is to ensure that Executive Directors are supported by HR Business Partners at a strategic level; that members of the Corporate Senior Leadership Team and line managers are supported by HR Advisors, Recruiters, and HR Assistants; and that individual members of staff are supported by HR Assistants for day to day matters and by HR Advisors for individual guidance. All managers and staff also have access to online support.

Human Resources Operations

The Head of Human Resources is in charge of the HR Advisory team, the recruitment and onboarding team, the service delivery (i.e. core administration) team, a team maintaining HR data alongside Save the Children's global HR database, and a Health and Safety Advisor.

The five HR Advisors and an HR manager have a key role in the areas under review, as they provide advice to employees and managers, assist in employee relations cases (sickness absence, performance management, capability, disciplinary and grievance cases) and provide support on restructures. They are allocated to specific departments within the charity.

People and Organisation Development

The Head of People and Organisation Development is responsible for a core learning and development programme. This includes general induction, child safeguarding, management training for new managers, and improvement and strategic projects including supporting implementation of the 'People Deal'.

HR Business Partners

HR Business Partners are allocated to divisions. They work alongside senior managers to lead on HR aspects of complex organisational change, key people projects, and management of complex employee relations cases. At the date of the Review there were two HR Business Partners, reporting to the Executive Director. In August 2018 the charity advertised for a third HR Business Partner, a Reward Specialist to support the 'Total Rewards' aspect of the 'People Deal'.⁶⁴

62 Information about the structure and staffing of the department was taken from the organisational chart, supplied by the department in May 2018. Additional explanation was provided by the Executive Director of Human Resources

63 HR Service Level Agreement 2017. The SLA is intended to set out what can be expected of the team including delivery targets e.g. 100% of queries should be responded to within 5 days. Performance would be reported on a monthly basis

64 <https://jobs.savethechildren.org.uk/vacancy/find/results/> 12 August 2018

People management in the regional and devolved country offices⁶⁵

The charity's policies apply across the four country context with some local exceptions with regard to country specific requirements (in Northern Ireland for example 's.75 equality returns' must be submitted on an annual basis). Exceptions are locally managed with minimal central direction, so local expertise is relied upon to ensure offices are compliant.

HR matters are handled locally with limited ongoing support from Farringdon. Pressing or serious HR matters may be managed through local external legal support to ensure compliance with local employment conditions and law. There is confidence that the organisation will support devolved country offices when sufficient risk is identified, but also a view that some matters could be better dealt with through expert HR input at earlier stages.

Demand and capacity in the HR function

The HR department is supporting managers to deal with a range of workforce issues that overall create high levels of demand on the service. These include matters arising out of the pay structure, managerial hierarchy, and high staff turnover we noted earlier. Additional issues are the turnover in managers, creating a relatively large cohort new to the charity or to management; proportion of staff on fixed term contracts; internal restructurings; overseas deployments; TUPE and redundancies, to some extent associated with the relationship with Save the Children International; and employment issues in other entities that Save the Children UK hosts.

The HR team has experienced a high level of turnover in the period 2015 – 2018, and the majority of the key HR personnel we interviewed had joined the organisation since 2016. In interviews with members of the team we learned they consider current work has to be focused on immediate problem solving, with limited capacity for enhancing and improving their service. Overall, they believe they are perceived by staff within the charity to be rule bound and inflexible. They were eager to see progress in the 'Total Rewards' project, as they felt that the current piecemeal approach to salary requests took up a significant proportion of their time.⁶⁶

People policies and practices - joining the organisation

The Recruitment and Onboarding Manager runs a team of five people responsible for recruitment and most aspects of 'onboarding',⁶⁷ with additional input from the People and Organisational Development team. This busy team oversaw 577 hires in 2017. It had handled 324 by the first six months of 2018.⁶⁸

The charity does not offer internships or work placements across all divisions, but we were told that one has been under development in Fundraising and Marketing.⁶⁹ It does not have a graduate training programme. Trustee appointments are handled by the Board's Nominations Committee, but the Recruitment and Onboarding team is responsible for compliance requirements.

The Recruitment Policy

The current Recruitment Policy has been in place since April 2016.⁷⁰ It sets out a 'recruitment methodology' aiming to ensure that candidates are treated fairly, the charity's safeguarding ethos and requirements are embedded throughout, that candidates have a positive experience, that vacancies are managed so that internal staff have opportunities for development, that the charity complies with relevant laws including equality and immigration law, and that adequate records are kept.⁷¹

65 Information provided by and in correspondence with country offices

66 Interviews with HR Team Members May 2018

67 This term started to come into widespread use around 2000. At its broadest it refers to a process of socialisation through which new employees come to feel welcome, understand an organisation's culture, and form a psychological commitment. In some organisations it may reduced to being merely a useful shorthand for vetting and induction

68 HR Dashboard August 2018

69 Confidential interview with staff members

70 Recruitment Policy Version 1.1 April 2016

71 Recruitment Policy Section 1.3

It stipulates that the recruiting line manager is responsible for recruiting and selecting staff, working with the support of the HR recruitment team.⁷² There is encouragement to recruit via employee referrals. Where a candidate is referred, they are required to apply via the external recruitment site stating who referred them. Their application will be considered based on skills and experience.⁷³

The policy requires recruitment panels to consist of at least two members, of whom one must be trained on 'Competency Interview Skills' and aware of recruitment legislation. It describes longlisting and shortlisting processes, and provides some limited guidance on designing interviews or assessment events, as well as scoring candidates at interview. It advises that equal opportunities and non-discrimination are an integral part of the recruitment process.⁷⁴ Although it refers to the need for objectivity at interview, the policy does not set out approaches to enhancing equality and diversity at different stages of the recruitment process.

It states that records of interview will be made and retained for six months, but there is no express guidance on taking interview notes.⁷⁵

Training for managers who recruit

Courses in Recruitment Process and Competency Interviewing Skills for line managers are both included in the mandatory training guide.⁷⁶

We reviewed the online training in Recruitment Process,⁷⁷ which highlights the consequences of ineffective recruitment processes, including the wastage of charity resources if poor decisions are made. It makes limited reference to the importance of equal opportunities or diversity in recruitment processes. It does not advise on the importance of good record keeping as a defence to claims of discrimination.

Recruitment practices

The charity's Position Management strategy aims to ensure posts are aligned with its overall strategic objectives. Position Management Guidelines set out requirements in detail.⁷⁸ Once a post is approved, recruitment is co-managed between the recruiting manager and the central HR team. Each job description is unique, and developed in discussion with the recruiting manager. At present there is no process within the HR department for feeding exit data into recruitment practice,⁷⁹ so it is possible that job design and approaches to recruitment may not be responsive to some of the reasons staff are leaving. We heard from a range of staff that they believe the charity sets high minimum requirements for academic qualifications and aid sector experience. Several argued this had the effect of inflating candidate expectations about the scope of the role, and also narrows the pool of candidates with consequential impact on ethnic and social diversity.

There is a significant volume of applicants for most roles, with candidates keen to join the charity either to start or develop a career in the sector.⁸⁰ The charity actively avoids recruiting through agencies for cost reasons, and monitors this closely.⁸¹

In the course of our meetings, and in our survey, we heard from a small number of staff who had observed recruitment processes being unduly influenced by managers. This was through means such as meeting candidates on their own in addition to the interview panel, the recruiting manager insisting their view prevail in interview scoring, or revisiting the decision of the interview panel without reconvening the panel. Most people are interviewed without HR presence. From our discussions with the HR team we understand that record keeping on recruitment and interview processes can be inconsistent, with some good practice and some poor. We heard that managers do not always upload interview notes to the main HR system.

72 Recruitment Policy paragraph 1.3.4

73 Recruitment Policy paragraph 3.1.10

74 Recruitment Policy 1.3.10

75 Recruitment Policy 1.3.12

76 Mandatory Training Guide, SCUK New Starter Information

77 Recruitment Process, E-Learning module, accessed July 2018

78 Position Management Guidelines, undated, supplied July 2018

79 Interview with HR team members May 2018

80 Interview with HR team members May 2018

81 HR Dashboard August 2018

We have noted above that the recruitment policy encourages managers to solicit applications through employee referrals. We understand that around 10-15% of appointments are made through employee referral.⁸² Whilst this has some benefits it can have the effect of limiting the diversity of the candidate pool, particularly where the current workforce lacks diversity. In addition, if employee referrals result in clusters of staff with strong interpersonal connections (especially to senior staff or the manager recruiting) it can contribute to impressions of favouritism or the creation of workplace cliques.

Staff drew our attention to ways that recruitment practices could be enhanced to help achieve a more diverse workforce. The requirement for high levels of academic qualification or experience in the aid sector has the effect of limiting the diversity of candidates, because the charity is drawing on a pool from which some have already been excluded. Encouraging employee referrals has to be done with care if the workforce is already somewhat homogeneous, as people tend to refer others like themselves. Anonymising applications during the screening process would help to overcome unconscious bias.

The charity has been developing a Diversity and Inclusion strategy during the period of the Review.⁸³ It is still in draft, but we note that job design, recruitment and progression are prominent within it. Aside from addressing diversity issues in recruitment, the charity will want to ensure there is full compliance with good recruiting practices by recruiting managers, especially in the area of record keeping where risks are present; and improve the process for feeding exit data into recruitment practice.

Onboarding

Once a candidate accepts an offer the process moves forward to onboarding, starting with Disclosure and Barring Service checking and taking up references.

As described to us, the onboarding process consists of vetting, corporate induction, and involvement in probation when required. This is a parsimonious interpretation of onboarding.⁸⁴ We were not able to explore the onboarding practices adopted by managers, or employee experiences of onboarding. Employee experiences of onboarding and of wider processes of organisational socialisation are of significance in an organisation seeking to improve rates of staff retention.

Vetting

All candidates must provide evidence of right to work in the UK. Recruiting managers are expected to check identity documents.

The charity requires written references from past employers provided to its standard format, and takes up one of these references verbally.

All posts are designated to a child safeguarding level with associated DBS disclosure level. All staff undergo a minimum Level 1 basic disclosure check, or an equivalent International Criminal record (IRC) check.⁸⁵ We heard from both the onboarding team and recruiting managers that DBS vetting and reference checking can be a source of friction when delays arise. However, this is an area of activity where the charity insists on rigorous adherence to procedures irrespective of urgency.

Corporate induction

All new joiners receive information from HR in advance of starting. This includes some key policies. In Farringdon new joiners are generally scheduled to start on Mondays, so that a group basic welcome can be offered by the HR team on their first day. In the case of regional, devolved country and home-based

82 Interview with HR team members May 2018

83 Draft Diversity and Inclusion Strategy 2018

84 Leading researcher Klein proposes that to meet new employees' socialisation needs, the three key components of onboarding are to Inform, Welcome and Guide; and that onboarding is most effective when planned to take place over a period of months. KLEIN, H. J., POLIN, B. & LEIGH SUTTON, K. 2015. 'Specific onboarding practices for the socialization of new employees.' *International Journal of Selection and Assessment*, 23, 263-283

85 Source: SCUK Pre-employment checks E-Learning accessed July 2018

colleagues line managers are expected to make arrangements for the first day.⁸⁶

The HR team also runs a monthly one day induction programme⁸⁷ with dates advertised on the charity's intranet. We learned from the HR team that as part of their induction all staff will discuss gender equality and complete training in child safeguarding, the charity's Code of Conduct, Respect in the Workplace, data and information security, and a global introduction to the Save the Children movement. New line managers complete additional modules.

We noted in Chapter 2 that following the 2015 culture review it was decided a clear emphasis on understanding the charity's values should be integrated into corporate induction. Both the Code of Conduct and Respect in the Workplace modules reinforce the written guidelines and policies and convey a strong message about the charity's values.⁸⁸ We discuss each of these modules, and staff perceptions of them, in later sections.

Onboarding processes can make an important contribution to forming the psychological contract between new staff and the charity, and early impressions can be very influential. Reviewing the materials to support new joiners, we were left with two thoughts. Almost all of the photographic images are of children from outside the UK. There are few if any images of the children being served by UK programmes, which could contribute to a misperception that these are of less importance to the charity. Moreover, there are no images of the charity's staff, even in the context of training about workplace relations. (The training uses animated characters.) We entirely understand the desire to focus on the charity's commitment to serving the world's children, but we wonder whether the absence of images of staff unintentionally signals staff are not valued and that their wellbeing is a low priority.

Probation

The charity has a probation policy in place.⁸⁹ In the two year period 2016 and 2017, a total of four staff had not had their contract confirmed at the end of the probationary period.⁹⁰ Staff and managers might find it of benefit if the Probation Procedures Policy provided greater clarity around the termination process, right of appeal, and HR's role in supporting staff or managers where probation failure may be in prospect.

People policies and practices – promoting a fair, respectful and inclusive workplace

In this section we look at policies and practices that aim to set high standards of workplace behaviour and prevent inappropriate conduct. In our next chapter, we look at what happens when things go wrong.

Diversity and inclusion

We noted earlier in this chapter that the charity at present lacks ethnic diversity in its workforce and that staff groups tend to become less ethnically diverse the more senior the grade. The charity is in the process of developing a Diversity and Inclusion strategy to address these and associated issues. We reviewed the strategy against the actions recommended in the 2015 Equality and Diversity Audit⁹¹ and any actions since then, as well as evaluating it on its own terms.

The 2015 Equality and Diversity Audit suggested some discrete actions. One area where the charity has made progress is introducing the Respect in the Workplace training, which includes sections intended to raise awareness of diversity issues (we comment on the training later). Other suggested actions included monitoring diversity, and providing training in recruitment for diversity. The charity records some demographic data for diversity monitoring purposes, but it has not been actively monitoring, reporting or acting on it. It provides training on recruitment, but as we noted above this training has limited guidance on

86 New Starter Information email template

87 "Your Passport to Success"

88 Respect in the Workplace and Code of Conduct E-learning modules, accessed July 2018

89 Probation Procedures (No Version/Date control) provided by SCUK HR May 2018

90 Staff Leavers Figures, Data Request for the period 2016 – 2017, SCUK HR July 2018

91 Included as an Appendix in the 2015 Eastwood Report Part 2

promoting diversity and avoiding discrimination. Very recent initiatives in the charity reflect some of its other suggestions, with some training for Board members⁹², staff networks (initiated by staff but welcomed by the charity), and development of diversity strategy, albeit still in draft form.

Turning to the current draft Diversity and Inclusion strategy, this refers to domains that would normally be addressed in a diversity strategy and reflects areas that were flagged for attention in the 2015 Equality and Diversity Audit. We have only seen the draft strategy itself and not the work underpinning it, so we do not know whether it proceeds from a concrete analysis of the particular challenges the charity faces today. These are not identified in the draft strategy itself. As it stands at present, the draft strategy lacks clarity. It does not indicate whether there will be a very senior leader appointed to champion equality and diversity, or where ultimate accountability for meeting diversity aims will sit. It does not set out specific actions, targets, benchmarks, or timescales.

Equality-oriented policies and their implementation

Equality-oriented policies are intended to support employees, promote workplace equity, prevent discrimination and promote diversity as much as they aim to resolve issues if things go wrong. In this section we consider the charity's Equal Opportunities and Diversity Policy as well as a range of policies that enable staff to work in ways that are family friendly and provide scope for flexibility.

The purpose of the Equal Opportunities and Diversity Policy is "to set out SCUK's approach to equal opportunities, diversity, and the avoidance of discrimination at work".⁹³ Its key principles are to provide equality for all, promote an inclusive culture, respect and value diversity, prevent discrimination, harassment and victimisation, and promote and foster good relations.⁹⁴ The first section describes the equality principles to be applied across recruitment and selection, during employment, termination of employment, and disabilities and reasonable adjustments. The second section provides a procedure for bringing informal and formal complaints. The third section refers to some other relevant policies such as the Retirement Policy (but not the 'family friendly' policies) and also provides definitions. It is only at the very end of this section that the policy states that the charity takes a strict approach to breaches of the policy, stipulating that any breach of the policy will be treated as misconduct which may result in disciplinary action.⁹⁵ We discuss the implementation of this principle in Chapter 4.

The charity's policies on family friendly and flexible working are in line with other organisations of this size and nature.⁹⁶ We heard many positive comments about the charity's implementation of its maternity policy and leave arrangements. A number of women noted that they felt well supported by managers and colleagues during pregnancy. The charity's maternity leave arrangements exceed the statutory minimum. The paternity leave arrangements match the statutory requirement for two weeks leave on full pay, and eligibility is more generous than the law requires.

In focus groups with staff, many spoke highly of a culture of trust that permitted people to work flexibly from home, making it easier to meet personal as well as work commitments. (There was also comment that sometimes this needed to be managed better, so that individual employees did not take unfair advantage of flexible working opportunities at the expense of team members.) However, we heard that limited space in the office can make flexible working difficult as there is excessive demand for hot desks on certain days.⁹⁷

We aimed in our survey to gauge how far the charity's policies appear to staff to be creating the right context for equality at work. We asked first whether staff thought the right policies were in place. We did not specify which policies, so staff may have had in mind policies such as the Maternity Policy or Retirement Policy⁹⁸ as well as the Equal Opportunities and Diversity Policy itself.

92 Minutes of the July 2018 Board Meeting note it included a presentation and discussion on diversity

93 Equal Opportunities and Diversity Policy version 2016.2 December 2016 Policy Statement

94 Equal Opportunities and Diversity Policy version 2016.2 December 2016 paragraph 1.3.1

95 Equal Opportunities and Diversity Policy version 2016.2 December 2016 paragraph 3.4.3

96 Maternity Leave and Pay Policy and Procedure Version 2016.1; Shared Parental Leave Policy Version 2018.01; Paternity and Adoption Policy Version 1 (approved 2011)

97 HR Team Interviews, May 2018

98 Referenced in the Equal Opportunities and Diversity Policy version 2016.2 December 2016 paragraph 1.3.17

[Survey respondents](#) overall agreed that the right written policies are in place, but some questioned how well they are implemented. 65% of our sample agreed that the charity has the right policies to prevent all forms of discrimination, but men were more likely to agree than women (71% v 64%) and those of Asian heritage were least likely to agree (55%). Agreement also differed by department, with 82% of respondents from the HR department agreeing, whereas only 63% of those in Global Programmes for example did so.

We asked those survey respondents who disagreed the right policies were in place, to tell us why. Overwhelmingly, the response was that the charity's workforce lacks diversity and that this itself evidences a lack of commitment to equality. A similarly strong response was that the policies were adequate but not consistently implemented, and that there were a multitude of policies that were difficult to understand. We reflect on both of these points in our next chapter.

We also asked staff how far they agreed that the charity demonstrated a good understanding of the ways equality and diversity issues affect staff. [Overall](#), three quarters agreed strongly, agreed a little, or were neutral. However, around a quarter of staff *disagreed* that the charity showed it understood how equality and diversity issues affected staff. Broken down into staff groups, higher levels of disagreement were expressed by female staff and Asian staff.

Gender Equality Policy

The charity has adopted a Gender Equality Policy common to all members of the Save the Children movement. The policy is an overarching commitment to promote and advance gender equality across all areas of the charities' work, for the ultimate benefit of children around the world. The policy is to apply throughout development and humanitarian programming, advocacy, partnerships and to internal organisational practices.⁹⁹

The policy commitment at organisational level is clearly spelled out. It aims to: integrate gender equality objectives into all country strategic plans; prioritize gender equality in recruitment, orientation, promotion, and retention; invest in training on gender equality at all levels; integrate gender equality within core competencies for talent review processes; dedicate appropriate funding to fulfill gender equality commitments; and ensure that priority is given to fostering safe, gender sensitive work environments for all staff, preventing and protecting against sexual and gender-based discrimination and harassment in the workplace.¹⁰⁰

Since the adoption of the policy heads of team at Save the Children UK have been asked to consider its implications for their areas of work, in consultation with their teams. In our survey we therefore asked staff whether their head of team had addressed this area of work with them.

[Seven in ten respondents](#) indicated that the issue had not been discussed. A little under a quarter had had some team discussion. Only 5% of teams had developed a plan together, while 3% responded that a plan existed but it had not been developed by the team.

We also asked staff that Save the Children UK makes it clear that in order to advance its vision it is critical to promote gender equality. [Male and female staff responded differently](#), with 28% of men agreeing strongly while only 14% of women did. At the other end of the scale, 24% of women, and 12% of men, disagreed or disagreed strongly.

Some staff took the opportunity in the survey to draw attention to the charity's gender pay gap and question what the charity was doing by way of a response. In April 2017 75% of staff were women. However, the mean difference revealed that men on average were earning £3.08 more per hour than women, while the median difference was £1.72. These figures do not take into account factors such as grade, roles, location, or length of service. The charity has stated it is seeking to address the pay gap through reviewing recruitment practices, job offer processes and family friendly policies. It also anticipates that the 'Total Rewards'

99 Save the Children Gender Equality Policy p.9 The policy document is undated but was published in or after 2017
100 Gender Equality Policy p.13

component of the 'People Deal' will help it to rectify the gender pay gap.¹⁰¹

Respect in the Workplace

The Respect in the Workplace training was introduced in 2016 following the '2015 culture diagnostic'. The completion rate at June 2018 was 97% of staff.¹⁰² Board members have also been urged to complete the training.¹⁰³

Views on the Respect in the Workplace training are quite sharply divided. Some staff told us they personally had found it extremely useful, especially for calibrating expectations where they had worked in different sectors prior to joining the charity. A number used the free comment opportunity in our survey to commend the training and its impact, one noting that it was more thorough and effective than anything they had experienced from other employers. It was commented it felt right to emphasise it in induction, as it indicated how important it is to the charity.

However, there were also very critical comments on the Respect in the Workplace training in the survey. In summary, these argued that it was inadequate, did not address the issues it was intended to (bullying and harassment) and did not support the collegial discussion that would really effect a change in the culture. We also heard in interviews that staff had seen some colleagues treat the training with disdain, before during and after completing the module. Some staff who were otherwise responsive to the initiative had found the online materials patronising, albeit instructive. We also heard the training could better represent members of minority groups. Some staff had been offended by stereotypical animation of BAME groups, and attention was also drawn to the complete absence of older people who are not visible in the training.

We heard both in our meetings and in the survey that the facilitated discussions with colleagues, which were part of the 'blended learning' approach when the module was first introduced, were thought to afford far more insight and value than did the online module itself. These discussions had enabled staff to begin and to continue conversations with each other, which for some was the key benefit. Many people expressed real interest in the issues the training touches on, and wanted to see these picked up with experts and colleagues in forums such as lunchtime meetings.

Notwithstanding the criticisms, overall the majority of survey respondents considered the Respect in the Workplace training to be making a positive difference. [63% agreed that it contributes to a welcoming workplace culture, although 21% were neutral and 16% disagreed.](#) Male staff were more likely to agree strongly that it was a positive initiative than were female staff.

Turning to other ways of the charity setting appropriate standards, managers are an important conduit for communicating expectations around respectful behaviour, equality, diversity and discrimination. We learned from our [survey](#) that more than three quarters of our respondents see managers making it clear that respectful behaviour is important.

The Code of Conduct

The Code of Conduct training features prominently in corporate induction. It is a part of mandatory training and at June 2018 there was 95% compliance.¹⁰⁴ The current Code of Conduct was updated in 2018.¹⁰⁵

Overall, it appears that the charity's staff find the Code of Conduct and the training associated with it to be of value. [The majority of survey participants \(82%\)](#) agreed that it has helped them to understand Save the Children UK's expectations of how staff should behave, with around a quarter expressing strong agreement. Around three quarters of staff agree that referring to the Code of Conduct could help them to challenge inappropriate behaviour. However, those respondents who considered they had experienced discrimination

101 All data from SCUK Gender Pay Gap Report – snapshot 5th April 2017

102 HR Dashboard August 2018

103 Trustee interview

104 HR Dashboard August 2018

105 The copy supplied in May 2018 had been updated in February 2018. It may since have been updated further to accommodate the policy on Preventing Sexual Exploitation and Abuse

or harassment were less likely to agree that referring to the Code of Conduct could help them to challenge inappropriate behaviour.

Ensuring staff safety and dignity in fundraising

The charity's UK 'workplaces' also include shops, fundraising events, and work with donors.

The Fundraising and Marketing division has identified several areas where consideration should be given to staff safety and dignity, including working alone in shops, accompanying donors on programme visits, personal meetings with donors, and hosting tables at fundraising events. The charity has a Lone Working Policy¹⁰⁶, a Special Events Staff Safeguarding Policy¹⁰⁷, and a process for reporting inappropriate behaviour at events.

A useful internal audit was conducted by one team in the division in June 2018.¹⁰⁸ It reviewed current practice in relation to the policies, evaluated how appropriate they were, and identified actions that were required to support personal safety and security of staff. It found that awareness of the policies was low, that anticipated training was not currently provided, and that some of the risk mitigation tools available to the team were not being used. It proposed a number of actions in response, including raising awareness of the policies, developing some explicit working practices, facilitating team and 1:1 discussions, and ensuring that staff use the resources to which they are entitled, such as taxis home after working at late night events.

It has been acknowledged within the charitable sector as a whole that some fundraising practices have had gendered aspects to them inconsistent with contemporary cultural mores. Fundraisers have recognised that a degree of flirtation or sexualised attentiveness may have accompanied the process of soliciting donations in the past, but that this is no longer viewed as socially acceptable.¹⁰⁹

We should make clear we do not believe there has been any impropriety in the charity's own work. Rather we believe there is scope for the charity to collaborate with others in the fundraising community to set and maintain the highest ethical standards for fundraising, reflecting the charity's core value of integrity.

People policies and practices – supporting staff within the charity

In this section we look at policies and practices that aim to provide a workplace responsive to individual needs.

Personal development

The performance management approach was refreshed from January 2018. It involves reviews between employees and their line managers, with career and development conversations to be recorded and a divisional assessment of people to inform talent management and succession planning. The refreshed approach emphasises the importance of timely and constructive feedback on performance. Performance assessment is on a five point scale and complemented by a competency framework which describes three levels of behaviour. All related information is published on the staff intranet. HR has developed a series of 'how to' guides and offers regular surgery sessions to improve understanding of the scheme.¹¹⁰

The new approach has yet to complete its annual cycle but the views expressed on appraisal within our survey were positive. We reviewed these data earlier in the chapter under our discussion of line management capability.

106 Lone Working Policy Version 2016.1 October 2017

107 Referenced in 'PP SLT Briefing 21.06.18', supplied July 2018

108 'PP SLT Briefing 21.06.18', supplied July 2018

109 <https://www.gov.uk/government/publications/charity-case-report-presidents-club-charitable-trust/presidents-club-charitable-trust-case-report>

110 Information provided in interviews with members of the HR team May 2018

Further training opportunities¹¹¹

Aside from centrally run programmes such as Respect in the Workplace and other mandatory training, much of the decision-making on training provision is devolved to divisions. As part of the business planning process the divisions set their own budget for training, and the Head of People and Organisation Development has no input into this. Training Needs Analysis is undertaken at divisional level. The Head of People and Organisation Development does not monitor budget or training provision within divisions, nor coordinate the overall provision for the organisation.

We understand that the learning and development team within HR has reduced in size in recent years and there has been a significant move to online learning, including for management development. There appear to be limited opportunities for line managers to learn together in a collegial or experiential learning programme, and thus to develop a shared set of management and leadership values.

A commitment to investing ‘in the learning and development opportunities that enable our people to grow’ is one of those included in the ‘People Deal’, but is not one of the 2018 priorities.¹¹² A workforce development strategy with a coordinated approach to training and development would enable the charity to ensure equitable treatment between individuals, teams and divisions, gain value from cross team learning, improve overall talent management and career progression, and make best use of training suppliers.

The role of the union

Unite is recognised through a 2003 agreement with its predecessor union. It does not have formal negotiating rights. Union representatives are invited to input into the development of staff policies.¹¹³

We heard in the course of our confidential meetings with staff that the Unite representatives are providing a valued resource. They are able to discuss issues in confidence, and give advice on matters that staff may not be ready or willing to raise directly with line managers or HR.

Employee Assistance Helpline

An Employee Assistance Helpline is provided as a confidential service to all employees on a 24/7 basis. Individuals may seek advice and counselling services without any need to be referred by the charity. This is a well used service.¹¹⁴ The provider has identified a usage rate¹¹⁵ of 21.6% in 2014-2015, rising to 38% in 2016-2017.¹¹⁶ Not all contacts will be work related as employees may seek help for personal issues such as relationship breakdown.

The most cited work issues in all the past three years have been pressure of work, and impact of change. The charity’s staff have cited pressure at work at levels several percentage points above the average for charities using this provider.¹¹⁷ The Employee Assistance Provider does not benchmark usage rates against its other clients. However, the all industry average is around 5%, and Employee Assistance Providers would consider 16% to be high.¹¹⁸ We would caution against viewing a high usage rate as necessarily a matter for concern. It might be that the charity advertises the service to its staff more effectively than other employers do, or that the charity’s staff are more predisposed to seek help. It would nevertheless be helpful to bear in mind the usage rates alongside other indicators of stress, such as sickness absence rates, and consider whether further action is needed to enhance staff wellbeing.

111 Information provided in interviews with members of the HR team May 2018
112 Summary of ‘People Deal’ in message to staff from Kevin Watkins 2017, copy supplied by SCUK HR May 2018
113 Interviews with HR team
114 CIC EAP Annual Management Information Reports, 2015 - 2017
115 The usage rate refers to unique contacts (i.e. calls raising new issues, not follow-up on previous calls)
116 In 2016-2017 this equates to 411 unique contacts
117 CIC EAP Annual Management Information Reports, 2015 - 2017
118 The evolution of employee assistance: investigating the use, impact and reach of EAPs in today’s organisations, UK Employee Assistance Professionals Association, November 2016

The AWARE programme

The Aid Worker Wellbeing and Resilience Programme (AWARE) is provided by the charity in response to the psychological and emotional challenges faced by its staff. It combines risk assessment of roles, with associated regular assessments of staff wellbeing in high risk roles; and avenues for confidential self-referral by any of the charity's staff, a facility we heard was greatly welcomed by individuals.¹¹⁹

We did not request any evaluation data on AWARE. We heard during confidential meetings with staff that several had found it of real value. A few also raised anxieties about the confidentiality of the service, so it may be of benefit to help staff to understand how their personal data are protected should they wish to use AWARE.

We noted earlier, in our section on work-life balance, that the sector recognises its employees may be particularly vulnerable to high levels of stress and potential burnout.¹²⁰ The Core Humanitarian Standard developed by the CHS Alliance refers to policies for the security and the wellbeing of staff, and we understand that the Save the Children movement aims to embed the Core Humanitarian Standard as its guiding standard within emergency response.¹²¹

People policies and practices – leaving the organisation

There is no formal departure policy currently in place.

References

The charity has a new Reference Policy in draft.¹²² The intention is to include the employee's name, dates of employment, position held, contract basis, reason for leaving, and any disciplinary warning or formal investigations at the time of leaving.

As the law stands, if an employer gives a reference it must be fair and accurate. It can include details about workers' performance, and state if they were dismissed. The reference can be brief, and provide little more than job title, salary and when the worker was employed. It is common practice for organisations just to provide a brief confirmation of employment.

The draft proposes that should a member of staff resign during an investigation or hearing, the reason for leaving will be recorded as resignation but the reference will also disclose the nature of the allegation(s) and that the employee left before a disciplinary process was concluded. Where a member of staff resigns from Save the Children UK with an unexpired disciplinary warning still in place, the reference will state there was a disciplinary warning in effect at the time of leaving. The Disciplinary Policy notes that most warnings will stay on file for between 12- 18 months, although a final written warning can be placed on the file indefinitely.¹²³

The draft policy is silent on what may be included in references in the event of a settlement agreement. We understand that in the event an individual's conduct made them liable to formal proceedings at the point of departure, the charity would be not be likely to make a settlement agreement.¹²⁴ However this leaves open the question whether 'unspent' disciplinary warnings will be included in references should a settlement agreement be made during the period they remained on file.

The policy anticipates that it would not be noted in references if a process of informal resolution was being pursued at the point at which a member of staff resigned. Additionally, only unexpired formal disciplinary warnings will be noted, not items such as a note of an informal discussion or informal warning. The charity's exclusion of expired disciplinary warnings and informal resolution from the reference is consistent with

119 Confidential meetings with staff

120 Mindfulness and Wellbeing, Mental Health and Humanitarian Aid Workers: A Shift of Emphasis from Treatment to Prevention, CHS Alliance. 2015

121 <https://corehumanitarianstandard.org/the-standard>

122 Draft Reference Policy May 2018, supplied July 2018

123 Disciplinary Policy Version 1.0 December 2016

124 Leadership interview

requirements of natural justice, and with practice across UK industries. However, there is ongoing discussion in the sector about whether a more stringent approach should be adopted.¹²⁵

The charity's position on references should be incorporated into other policies such as the Disciplinary Policy. It may be relevant to those bringing complaints and considering their preferred approach to resolution, so would usefully comprise part of the advice offered to complainants where appropriate.

Resignation during a live investigation or disciplinary hearing

The current Disciplinary Policy is silent on what will happen should an employee resign during an investigation or prior to a disciplinary hearing. The HR team advised us that in the event an employee resigned during a live grievance, conduct, capability or other disciplinary investigation or hearing, their expectation was that the charity would continue the process in their absence as far as possible.¹²⁶

It is viewed as good practice to continue the investigation or hearing process notwithstanding that the employee may have resigned with immediate effect or be serving a notice period. There is a value in continuing with proceedings, partly to ensure natural justice for all the parties, and also to inform future practice such as people management training needs. The employee should be invited to attend meetings and advised that a decision will be made in their absence. The charity could in these circumstances impose a sanction on an employee or ex-employee and this could then be included in the charity's reference.

It should be noted that there is no legal power available to an employer to recall an ex-employee for an internal investigation or hearing.

Exit data

The charity does not interview leavers as a matter of course, nor make systematic use of exit data. Departing employees have the option to complete an online exit interview questionnaire sent after they leave. We understand some 10-20% of leavers respond.¹²⁷ The online questionnaire is sent via SurveyMonkey and it allows for an anonymous response. The survey includes 19 questions, a number of which are mandatory, which may deter completion.¹²⁸

Given the volume of staff leaving, a face to face interview may not be practical. However, the charity's high attrition rates remain a problem that it is seeking to resolve, and better exit data would be of value. A face to face exit interview in key roles, or in teams where turnover is particularly high, could provide useful insights. Summary data are not shared within the wider HR team and we have commented on this in our discussion of recruitment practice.

Volunteers' experiences

We have noted earlier that we received only 24 responses to our survey of volunteers, so that what we offer here is not a representative account of volunteers' views. Although the number of responses was small, volunteers took time to write extensive free text comment and these afford important insight into why they support the charity's work and how they interact with the organisation.

Almost all of the volunteer respondents viewed the five values of the Save the Children movement as relevant to their work. Like staff, volunteers are highly motivated by the opportunity to make a difference in children's lives. One had volunteered for the charity for more than three decades, and continued to see meeting the needs of children as a prime motivation. Some had witnessed first hand what happens to children in areas of conflict, and had also observed how the charity worked overseas to alleviate suffering. As is the case with the charity's paid staff, volunteers are very proud of the charity's programmes and what it achieves for children with the resources available to it.

125 <https://www.personneltoday.com/hr/charity-employee-misconduct-references/>
126 HR Interviews May 2018
127 HR Interviews May 2018
128 Exit Interview Survey, SCUK HR May 2018

All of the volunteers who responded had been with Save the Children UK for over three years, with most having volunteered for more than ten years. They have seen the charity evolve and change in that time, with different leaders and strategies impacting on the relationship with volunteers. For some the charity is aiming to work better with volunteers now than was the case some years ago; while for another the 'halcyon days' of volunteering for the charity were the 1990s. One respondent summed up the feeling of several others, when they wrote that "we seem to lurch from being needed to being forgotten..." It is very clear from their comments that the volunteers who responded to our survey have tremendous commitment to the charity as an organisation, and have continued to give their time and effort despite sometimes feeling overlooked or undervalued by people in the London HQ.

The constant theme to emerge from comments is a sense that volunteers are able to offer the charity more experience and expertise than paid staff sometimes realise. The long term volunteers have seen paid staff come and go, and feel that in some respects volunteers are an unnoticed component of organisational memory. They hold valuable unwritten knowledge of 'what works' in the cycle of volunteer activity.

The desire to be seen as more active and able partners in the charity's work is matched by a sense that communication can feel a little one way, with decisions made in London being transmitted to volunteers. Another commented that the charity thinks volunteers need to be listened to, but that their views tend to be discounted. All volunteers wanted to do the absolute best they could for Save the Children UK in their local community, but sometimes felt frustrated by what they perceived to be a lack of understanding in London about how to support local volunteer activity in the most effective ways.

The final word in this sub-section should go to one of the volunteers, who wrote that they were "very proud to be part of Save the Children and the fantastic results we achieve together".

Save the Children UK at its best

In the course of the Independent Review, the charity's staff, Trustees and volunteers have talked and written about the things that give them pride in the charity's achievements and have brought them joy in their own work. We have learned about experiences of working in the charity that have been outstandingly happy and fulfilling, and the best period in people's careers. We have heard from volunteers who have supported the charity for decades, taking immense pride in being able to work with it to improve children's lives. People have shared with us their views on the 'cultural assets' the charity can build on, examples of initiatives that they want to see grow and flourish in the charity in coming years, and changes they have observed over past years. Many of the insights in this section come from the focus groups we ran for staff in the 'Collaborative strand' of our Review, with others arising during confidential meetings or offered as comments in our staff and volunteer surveys.

Pride in the charity's work

We have noted above that the vast majority of respondents to our survey feel that their work offers the opportunity to really make a difference. This is just as true for those who are supporting humanitarian work (for example through fundraising) as it is for those directly engaged in programming or campaigning. There is immense pride in the charity's programmes, and a commitment to making them the best they can be. Staff view recent developments such as the Gender Equality policy common to the Save the Children movement, and the sector's work on preventing sexual exploitation and abuse, to be critically important to continuous improvement in the quality of programmes. They are keen to see them supported by the charity's leadership and adequately resourced. Staff spoke of wanting to learn about programmes that were going well, and were also striving to learn from programmes that were not going as successfully as hoped. There was some recognition here that it can be difficult to learn from failure, and staff wanted to continue to build honest conversations about what worked and what did not.

Whilst we have noted a perception that the charity can suffer from a surfeit of initiatives, many staff view the charity's willingness to be enterprising and experiment with its programmes to be a significant asset. There is a strong commitment to the charity moving forward in innovative ways, and to a relentless focus on the quality of the work that it does for and with children.

People reflected with us on the nature of the charity's collaborative work with other agencies and partner organisations. There is a sense among staff that Save the Children UK has become more collaborative and less competitive in its approach in recent years. It is interested in sharing functions, networks, knowledge and skills and appears more willing to 'trade territory' than hitherto. People see being part of a global network to be a real strength.

People who are not directly engaged in programme delivery find it of immense value to learn about how programmes work on the ground. They spoke warmly of highly motivating staff engagement trips that enabled them to see the charity's work in action, and get to know colleagues in other teams. Some recognised that engagement trips are not accessible to all staff, and also require resourcing, so viewed 'virtual trips' with programme information and insights being presented and discussed in the charity's various offices, as equally important.

Ethical orientation

Staff across the charity are highly attuned to values and ethics in their practice. We heard several instances of valuable projects or conversations exploring ethical dimensions of the charity's work. Examples we heard about included investigating health care ethics in aid settings, and staff meeting to discuss their responses to a range of forty ethical scenarios in humanitarian practice. We also heard a desire for Save the Children UK to be seen as a leader in looking at ethical issues in fundraising, particularly through conversation with other charities in the sector and within the Save the Children 'family'.

Supporting and developing people

Many staff told us that they believed the charity's greatest asset was its people.

We have seen from our survey data that the majority of staff enjoy mutually respectful relationships, and often close bonds, with peers. Many people told us about the value of informal peer support, and even those who had experienced negative workplace behaviours talked of finding peers to be an important source of support.

This informal peer support extends in some cases into much valued staff networks, such as the LGBTQ+ network. Peer support also makes a valuable contribution to staff wellbeing. The charity has trained some 80 staff in 'active listening' and 'mental health first aid', although this initiative is fairly recent so staff are not yet fully aware that peer assistance is available to them. The charity is working to promote staff awareness of its support for overall wellbeing, and we heard positive feedback from people who had gained insights from a recent 'wellbeing week'.

There is a widespread feeling that people in the charity – both staff and volunteers - are willing 'to go the extra mile' both for children and for colleagues. Staff observe colleagues shoring up and sustaining each other when they are under pressure, with peers sharing out responsibilities when they become too much for an individual. People commented that they perceive colleagues to be particularly effective in a crisis, focusing on what is important and using different skills and experience to find solutions to problems.

In addition to the support staff give to each other we also heard largely positive views on the AWARE programme (discussed earlier in this chapter).

Staff told us about a range of development opportunities that they have valued. These include lunch time talks, which give an opportunity to hear from renowned experts; a mentoring arrangement, which some mentioned had afforded an opportunity to approach and be mentored by someone they would not normally have met or felt able to ask for support; and coaching for those on a leadership programme, which was thought could be of great benefit were it possible to expand it. We have noted that there are mixed feelings about the Respect in the Workplace training, partly because it no longer includes facilitated discussion. It was contrasted with the training on sexual harassment that is provided as part of the intensive security training for staff who travel overseas, which was thought to be very good. This training includes a variety of scenarios with time for discussion and debate, and was thought to be exemplary provision that could benefit all staff.

Effective management

In the course of the Collaborative strand we heard various examples of management actions that were valued by staff. It seems a little unfair to single out any in particular, because the examples we learned of depended on who attended our focus groups and we are certain there are others we did not happen to hear about. However, two approaches were mentioned that staff thought worthy of wider adoption. The best known is training in the 'Accelerated Delivery and Improvement' (ADI) approach, which has been brought to the charity through its partnership with the company GSK. The lesser known is an example we were given of the focus on systems thinking apparent in the work of the Supporter Income Finance Team. They have been examining their processes and the reasons why things occasionally go awry, so as to avoid labelling and treating problems as human errors that are at root process errors.

Comparing experiences of workplace culture

A number of staff positively contrasted experiences of working in the charity with experiences of working elsewhere, either in the same sector or another. Those who chose to write or speak about this told us that they found Save the Children UK to be an open, friendly, caring, and respectful workplace. Several observed that in their experience the organisation has changed in important ways since 2015, with positive steps taken at the time having had a real impact.

Leadership

We heard many positive assessments of leadership in the charity under its current Chief Executive. The Senior Leadership Team (the Chief Executive and Executive Directors) is seen as being knowledgeable, interested in listening, more open to challenge and constructive debate, responsive, and genuine in their desire to serve the charity and its staff. People used terms such as authenticity, honesty, integrity, humility, kindness and humanity when describing the behaviours of the charity's senior leaders today.

Staff are appreciative that there are more women leaders, although some also noted the lack of people from minority groups in leadership roles. They would like to see diversity in leadership extended to other social groups.

Staff observed that the tenor of communication with the leadership team is overall positive. People told us they have welcomed the opportunity to engage directly with the Chief Executive through regular 'town halls', 'topical briefings', face to face 'birthday teas' and the confidential Chief Executive email address. These have been productive on both sides, with staff able to raise concerns and the Chief Executive able to gain an insight into how day to day work is progressing.

Chapter 4 - Distressing experiences, poor conduct and uncivil behaviour between colleagues

In this chapter we consider negative experiences of working with colleagues in Save the Children UK. There are many terms used for referring to negative behaviours in the workplace. The overarching category we use is *interpersonal mistreatment*. We include in this category all those behaviours commonly referred to as harassment, bullying, undermining, abuse and discrimination, on any grounds or none. Interpersonal mistreatment also encompasses lower level workplace incivility, such as bad-tempered outbursts, rudeness, and disparaging comments.¹²⁹ Workplace incivility can amount to bullying if it becomes persistent.

Interpersonal mistreatment in workplaces is far more common than many realise. A large and methodologically robust survey of British workplaces in 2000 found that voluntary sector organisations, the NHS, and the Civil Service all had similar prevalence rates of bullying. Around 11% of staff in those sectors reported having experienced bullying in the previous six months, rising to 26% having experienced it during the past five years.¹³⁰ More recent data from the 2017 NHS staff survey indicate that 23% of staff have experienced bullying or harassment from colleagues in the past year.¹³¹ A 2016 survey by the Trades Union Congress found that around 11% of women had experienced gender related harassment in the workplace in the preceding year, and 35% in the past five years.¹³² We discuss what we know about prevalence in the charity below.

Interpersonal mistreatment is stressful, upsetting, and disorientating whatever kind of organisation you happen to work in. Experiences of interpersonal mistreatment at work may, however, be particularly disturbing when employees are personally and professionally committed to the cause of protecting vulnerable people.

Cases known to the charity's Human Resources department

We were provided by the charity with a record of the cases known to the HR department that they had identified as involving harassment or bullying. We note here the cases logged between 2016-2018.¹³³

Since 2016 the volume of cases remains constant.

In 2016 there were a total of eight cases recorded. Of these, seven were originating complaints and one was a disciplinary hearing arising from one of the complaints.

In 2017 there were again eight cases recorded, and again seven were originating complaints and one was a disciplinary hearing arising from a complaint.

By May 2018 there were six recorded cases, of which four were originating complaints, one was a subsequent disciplinary hearing, and one was an appeal against the disciplinary hearing.

129 PEARSON, C. M., ANDERSSON, L. M. & WEGNER, J. W. 2001. When workers flout convention: A study of workplace incivility. *Human Relations*, 54, 1387-1419

130 Study cited in ILLING, J., THOMPSON, N., CRAMPTON, P., ROTHWELL, C., KEHOE, A. & CARTER, M. 2016. Workplace bullying: measurements and metrics to use in the NHS. Final Report for NHS Employers

131 2017 NHS Staff Survey <http://www.nhsstaffsurveyresults.com>

132 TRADES UNION CONGRESS 2016. 'Still Just a Bit of Banter? Sexual Harassment in the Workplace 2016' (Accessed 25th August 2018) <https://www.tuc.org.uk/sites/default/files/SexualHarassmentreport2016.pdf>

133 Case Management data provided by SCUK HR Team June 2018. The same data were provided to the Charity Commission

Since 2016 there has thus been a total of 18 originating complaints of bullying and harassment. Five were categorised as sexual harassment. The rest were complaints of general bullying. Nearly all of the cases concern behaviour by a person acting in a more senior or line management role.

Three cases proceeded to a disciplinary hearing. Two hearings resulted in written warnings and one in dismissal. In several of the originating cases the complaint was partially upheld, and management steps taken (e.g. performance plan for manager, transition to role without line management responsibility, informal capability plan for manager). There was recourse to some form of mediation on three occasions.

Findings from our staff survey

It is widely recognised that workplace incivility, bullying, and harassment tend to occur ‘under the radar’ of HR departments. Over four decades of research in different countries and organisations consistently demonstrates a marked discrepancy between the scale of interpersonal mistreatment captured in anonymous questionnaires, and the numbers of cases directly reported to an organisation.¹³⁴ This is true of both bullying and sexual harassment.¹³⁵ Researchers have identified a number of common reasons for non reporting, including the belief that nothing will change, fear of retaliation, not wanting to be seen as a trouble maker, the seniority of the person responsible, potential career repercussions, taking action oneself or simply tolerating it.¹³⁶

We asked the charity’s staff whether they considered they had personally experienced either harassment or discrimination in the past three years. We supplied the Equal Opportunities Commission definition of each. 68% of the charity’s staff responded to our survey. There is a likely non-response bias, with those who had *not* experienced any mistreatment being *less* likely to respond. The reported rate may therefore be slightly higher than it would be, had 100% of the charity’s staff submitted an answer. This non-response bias affects all studies of prevalence to some degree.

Overall findings

Some of our respondents did not answer this question. Of those who did, 65% of respondents had had no personal experience of either discrimination or harassment. However, overall 28% of respondents considered they had experienced some [form of either harassment or discrimination in the past three years](#). 11% of respondents perceived that they had experienced both discrimination and harassment. This may be because interpersonal mistreatment often includes elements of both: being harassed on grounds of ethnicity, for example, is both harassing and discriminatory. Only 4% of respondents perceived they had experienced harassment without discrimination, while 13% of respondents perceived they had experienced discrimination without harassment.

There was relatively little variation across the charity’s directorates. The overall range extended from 21% in all support services (including Human Resources), to 32% in Global Programmes. However, because of the overall sample size the only two directorates with sufficient sample size to make a fair comparison are Global Programmes (32%) and Fundraising and Marketing (25%).

It is difficult to draw hard and fast comparisons with data from other surveys because of methodological differences. However our data might helpfully be viewed alongside the studies cited above, which found

134 Researchers have found that surveys show different prevalence rates depending on whether respondents are provided with a definition of negative behaviour. Rates tend to be lower when they are. We provided the definitions used by the Equal Opportunities Commission. In a meta-analysis of studies across 24 countries Nielsen found an overall bullying prevalence rate of 18.1% when no definition was provided, 11.3% when it was, and 14.8% with a behavioural experience method such as the NAQ-R. NIELSEN, M. B., MATTHIESEN, S. B. & EINARSEN, S. 2010. The impact of methodological moderators on prevalence rates of workplace bullying. A meta-analysis. *Journal of Occupational and organizational Psychology*, 83, 955-979

135 FITZGERALD, L. F. & CORTINA, L. M. 2017. Sexual Harassment in Work Organizations: A View From the Twenty-First Century. *APA Handbook of the Psychology of Women*. APA. Retrieved from <http://www.apa.org/pubs/books/4311534.aspx>

136 ILLING, J., THOMPSON, N., CRAMPTON, P., ROTHWELL, C., KEHOE, A. & CARTER, M. 2016. Workplace bullying: measurements and metrics to use in the NHS. Final Report for NHS Employers; FITZGERALD, L. F. & CORTINA, L. M. 2017. Sexual Harassment in Work Organizations: A View From the Twenty-First Century. *APA Handbook of the Psychology of Women*. APA. Retrieved from <http://www.apa.org/pubs/books/4311534.aspx>

that 26% of voluntary sector workers had experienced bullying during the previous five years¹³⁷ and 35% of women across all industries had experienced gender related harassment in the past five years.¹³⁸

- **Harassment**

The Equal Opportunities Commission defines harassment in the workplace as “any unwanted conduct that affects the dignity of any worker. It could be an isolated incident or persistent or and may be related to ... any personal trait of the person involved. The key is that the comments or actions are looked upon as humiliating and unacceptable by the recipient.”

[15% of respondents](#) reported they considered they had personally experienced harassment in the past three years. Rates were higher among women (17%) than men (9%). The groups most likely to be affected were those who have a disability and those who do not identify as straight. In these two groups, nearly a quarter reported having experienced harassment. Another heavily affected group was people of Asian origin, of whom one fifth reported experiencing it.

Free text comments suggest that harassing behaviours were negative acts of the type generally referred to as bullying, as well as relating to gender, age, race, social class and nationality. Many of the free text comments described a range of negative acts that we discuss in more detail later in this chapter.

- **Discrimination**

The Equal Opportunities Commission defines discrimination as meaning “being treated differently from other people only because of who you are or because you possess certain characteristics”.

[We found that 24% of respondents](#) considered they had personally experienced some kind of discrimination in the last three years. Rates were higher among women respondents (26%) than men (16%). Again, people with a disability, and people who did not identify as straight, were both more heavily affected.

The higher rate among women does not mean discrimination was invariably on grounds of sex. They reported both age discrimination and sex discrimination in roughly equal proportions, with some reference to social class discrimination. Comments suggest that age discrimination is both on grounds of older age and younger age.

- **The reporting gap**

[Among respondents to our survey](#), 28% told us they felt they had experienced harassment and discrimination. However, only 12% of our respondents had raised it with their line manager or HR, while 16% had not raised it with anyone. The proportion who took further action after they'd raised it was even lower, a total of 7% of our respondents.

Among those who did choose to raise the issue, the majority had chosen to raise it with their line manager while some others had discussed it directly with HR. Only a small proportion raised the issue through both channels.

- **Reasons for non-reporting**

Respondents were invited to give their own reasons for not reporting.

[There were comments in the survey](#) reflecting on the particular challenge for the aid sector in respect of managing concerns about the behaviour of a small minority of staff. The potential adverse impact on complainants, aid organisations, and the people whom the charities serve, tends to dissuade people from reporting and contesting incidents of interpersonal mistreatment. Others referred to how ‘low level’ harassment is societally normalised, so that people just put up with it. A number of respondents referred

137 Study cited in ILLING, J., THOMPSON, N., CRAMPTON, P., ROTHWELL, C., KEHOE, A. & CARTER, M. 2016. Workplace bullying: measurements and metrics to use in the NHS. Final Report for NHS Employers

138 TRADES UNION CONGRESS 2016. ‘Still Just a Bit of Banter? Sexual Harassment in the Workplace 2016’ (Accessed 25th August 2018) <https://www.tuc.org.uk/sites/default/files/SexualHarassmentreport2016.pdf>

to personal reasons such as feeling embarrassed or awkward, too shocked, or not realising at the time how inappropriate the behaviour was. Some referred to being afraid of repercussions should they report it formally.

The most frequently stated reasons for not reporting issues to a line manager were that the line manager was responsible, that the issue did not feel serious enough to warrant reporting, or that the line manager would not treat the issue seriously.

The most frequent reasons for not reporting to HR were that HR would not treat it seriously, or the issue did not feel serious enough to warrant reporting. A number of those who chose not to raise the issue with HR commented to the effect they did not know how to report it to HR or who to talk to. Those working internationally, regionally or in devolved country offices reported finding London-based HR support either less relevant to them or somewhat inaccessible.

Among the positive reasons were that the person affected had dealt with the matter themselves, or they had received a contrite and sincere response from the person involved.

Findings from the volunteer survey

Unfortunately our online volunteer survey had only 24 responses, so cannot be seen as representative in any way. Notwithstanding, it is encouraging to note a very high level of agreement with survey statements indicating that volunteers' colleagues treated each other kindly, fairly and respectfully.

Among our few respondents, two had however reported that they felt they had experienced discrimination or harassment.

One volunteer considered discrimination and harassment had been based on her gender and older age. She had chosen to raise it directly with the person concerned. She was not aware of the charity's Problem Solving Guidance for Volunteers. The second volunteer had experienced harassment, and did not indicate a specific reason for it. She had referred to the Problem Solving Guidance for Volunteers. She subsequently chose to report the issue locally and in the face of an ineffective local response had also raised it with the volunteer support team.

Findings from confidential meetings and correspondence with staff

Altogether, we met 113 current and former staff in confidential meetings who wished to talk to us about their experiences of misconduct. We held 102 one-to-one discussions, and also met with a group of 11 staff who requested an opportunity to talk about their shared experiences. In addition to the meetings with staff, we received a further 30 confidential written submissions from staff as part of the Misconduct strand.

We are immensely grateful to current and former staff who came forward to tell us about their experiences. We promised them that we would report our findings thematically, preserving their confidentiality, so we do not report their stories here. Rather, we have sought to give an accurate thematic summary of what we heard. We hope that participants will feel we have reported their experiences with candour and compassion.

In accordance with our Terms of Reference we are focusing in this section primarily on events that have occurred since the last review in 2015. However, people came to talk with us about experiences that had happened prior to this. We value those accounts because they have helped us to better understand the charity's culture today, notice what has changed and what has not, and think about what the charity may need to do in future.

Experiences of sexual harassment

We explained in Chapter 1 that the Charity Commission is inquiring into cases that were under review in 2015. We regret we are unable to discuss them in this report.

As set out in Chapter 1, we view sexual harassment as three types of behaviour: gender harassment; unwanted sexual attention; and sexual coercion.¹³⁹ We outline these below in each subsection.

To give an overview, we were told about a small number of incidents of gender harassment or unwanted sexual attention. Some of these cases have been managed by the charity or by Save the Children International, and are therefore included in the cases at the beginning of this chapter. Other people who spoke to us had not, for a variety of reasons, taken the matter up. We heard of no cases of sexual coercion.

We would stress that people who spoke to us did so in confidence, and several had chosen not to openly discuss the issue with either colleagues or friends in the past. Respecting their privacy, we have of necessity given limited detail in the sections that follow.

Gender harassment

We define 'gender harassment' as insulting, degrading, or contemptuous attitudes towards women including 'woman-bashing' jokes, insults about competence, degrading names for body parts, pornographic images, and so on. It includes 'gender policing' around matters such as modes of dress, speech, and appearance, attending to childcare responsibilities, and women's place in the home.

We heard about behaviours that are consistent with the notion of 'gender policing'. They comprised infrequent comments about women being less reliable because of pregnancy, expressions of disappointment when female colleagues became pregnant, or comments that women were less committed because of child care responsibilities.

A few women had been told they were too outspoken or too blunt, with the implication they should 'tone it down' if they wanted to progress. A small number told us they had received comments on their dress at work that suggested to them that appearance was being judged as more important than competence in terms of their progression.

We have discussed the overall gender climate in [Chapter 3](#). Some other gendered behaviours are discussed below using the Negative Acts inventory.

Unwanted sexual attention

We define 'unwanted sexual attention' as behaviour that may be either verbal or physical such as sexually suggestive comments and compliments, attempts to establish sexual or romantic relationships, unwanted touching, and so on. These sexual overtures are not directly linked to threats or promises about work, but when they take place in a work setting are more difficult to rebuff without fear of consequences.

A small number of women had been on the receiving end or had witnessed others experiencing unwanted sexual attention. It has been written or verbal, with comments about dress, sexual innuendo, sexualised remarks, intrusive questions about personal life or invitations to meet that have become uncomfortable when they are frequent or inappropriately persistent. Some manifestations have been more physical in nature, with suggestive gestures, staring, or touching in areas such as the waist. It has sometimes been associated with drinking at work events.

In some of these cases the support of managers was sought, and with assistance the behaviour stopped. In other cases people sought assistance from superiors to put an end to repeated unwanted attention, and were distressed or annoyed when no assistance had been forthcoming. For others the matter had not been sensitively managed, and the repercussions of this had compounded the impact of the original offence.

Sexual coercion

We define sexual coercion as meaning unwanted sexual attention together with abuse of power or privilege.

¹³⁹ FITZGERALD, L. F. & CORTINA, L. M. 2017. Sexual Harassment in Work Organizations: A View From the Twenty-First Century. *APA Handbook of the Psychology of Women*. APA. Retrieved from <http://www.apa.org/pubs/books/4311534.aspx>

Abuse of power leads to it being either implied or stated that opportunities or good will at work could be lost or gained contingent on co-operation.

In the course of our Review, we have not been made aware of any cases arising in the charity's UK workplaces since 2016 that amount to sexual coercion of this nature.

Experiences of workplace incivility

We have drawn on the Negative Acts Questionnaire-Revised¹⁴⁰ to provide a precise account of what we heard. It is the most commonly used behavioural scale in the field of bullying research¹⁴¹ and provides an inventory of negative social acts generally labelled as bullying, harassment and undermining. In the course of its development, it was tested for validity on a sample of over 5,000 employees from 70 organisations across the UK, within the private, public, and voluntary sectors.

We should be clear that many of the single acts listed in the inventory are unpleasant, but if they occur once in the context of otherwise satisfactory working relationships they may feel tolerable. They become intolerable, and more or less recognisable as bullying, when they happen repeatedly or seem to be targeted at an individual.¹⁴² We have used the inventory only to analyse data from our interviews, *not* to diagnose whether individuals were being bullied.

Researchers have consistently found that negative acts of the sort listed in the inventory have an adverse impact on collaboration, productivity, work performance, job satisfaction, and employee engagement,¹⁴³ as well as individual psychological wellbeing and physical health.¹⁴⁴ Employees adopt varied strategies in response to negative acts. Strategies can include attempts at constructive challenge and endeavours to change the climate, but also disaffection, disengagement or exit.¹⁴⁵

We have set out our analysis below according to the frequency with which negative acts were described to us in confidential interviews and in our survey.

Having your opinions ignored

We noted in the previous chapter how the charity's staff cherish the opportunity to make a difference. They want to contribute their insight, experience, and expertise to a cause making things better for others. The most common source of disquiet was coming to feel that their contribution was not only not valued but also actively ignored or dismissed.

- **Having technical expertise ignored**

Several of those who talked or wrote to us had considerable specialist expertise, either within a particular profession or within humanitarian work.

Some held professional responsibilities that required being able to identify and manage risks in their field. They described being ignored, not getting responses to emails, or being countermanded when they tried to call attention to matters that concerned them. It may be that some of the (non) response to their concerns was based on the recipient of information viewing the risk as less serious. In other cases, there appears to have been reluctance to acknowledge potential problems. Where a person's professional expertise involves

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- 140 EINARSEN, S., HOEL, H. & NOTELAERS, G. 2009. Measuring exposure to bullying and harassment at work: Validity, factor structure and psychometric properties of the Negative Acts Questionnaire-Revised. *Work & Stress*, 23, 24-44
- 141 ILLING, J., THOMPSON, N., CRAMPTON, P., ROTHWELL, C., KEHOE, A. & CARTER, M. 2016. Workplace bullying: measurements and metrics to use in the NHS. Final Report for NHS Employers
- 142 When it is used as a survey instrument to measure the prevalence of bullying and harassment within organisations, respondents rate the frequency with which they have experienced each of the negative acts in the last six months using a scale from never, now and then, monthly, weekly, to daily
- 143 PEARSON, C. M., ANDERSSON, L. M. & PORATH, C. L. 2000. Assessing and attacking workplace incivility. *Organizational dynamics*, 29, 123-137
- 144 LIM, S. & CORTINA, L. M. 2005. Interpersonal mistreatment in the workplace: the interface and impact of general incivility and sexual harassment. *Journal of applied psychology*, 90, 48
- 145 ARAVOPOULOU, E., MITSAKIS, F. V. & MALONE, C. 2017. A critical review of the Exit-Voice-Loyalty-Neglect literature: limitations, key challenges and directions for future research. *International Journal of Management*, 6, 1-10

sensitivity to risk or harm, having a professional opinion bypassed can be particularly troubling because the person continues to feel a moral responsibility for the matters to which they are drawing attention. If this happens too frequently over time it can manifest as 'moral distress', feeling trapped by circumstances into not being able to do what one believes is ethically appropriate.

Some knowledgeable people with long experience in the field found themselves being sidelined by more senior employees without equivalent experience, who seemed to them to be dismissive of the insights they could offer. We also heard about expert contributions being ignored then offered up as a superior's own ideas, colleagues being dismissive of explanations of technical functions or of the need to fulfill technical requirements, and a sense that different types of expertise were not respected.

- **Lower regard based on difference**

We heard instances where people felt their own or others' views were disregarded on grounds of gender, ethnicity or cultural background, age and class.

Among the women who spoke to us, a few had felt that their expertise was not valued because of their gender. They also described the loss to the charity of technically skilled and experienced women who had left after what they experienced as persistent undermining by senior male colleagues. A number of women described gendered styles of communication such as 'mansplaining', being contradicted by non-experts, being interrupted more frequently, spoken over, or not being called upon to speak at all at team meetings or colloquia.

Both men and women shared experiences of feeling that some people's views had carried less weight because of race or nationality. We heard how cultural differences in communication style affected interactions. There appeared to be limited understanding in a few teams that the 'right' or 'polite' way of sharing ideas or expertise may differ between cultures, and thus calls for adjustments by everyone if collaboration is to succeed.

A few who spoke to us attributed disregard for their views to their youth or to their older age and some felt their observations were ignored because they came from a less favoured socio-economic group than colleagues.

- **Organisational culture**

We heard from some staff who had found it difficult to escalate concerns about behaviour. They had been dissuaded by colleagues from challenging more senior people, because there was a perception that senior managers would 'close ranks'. Those who had been in the charity for some time told us they believed this has changed for the better in recent years, but it remains an anxiety for others.

Being humiliated or ridiculed in connection with your work

We have referred above to some gender-related incidents in our discussion of gender harassment. Non-gendered instances appear here.

- **Public criticism**

We heard several accounts of extremely negative feedback being given in a harsh manner. Done in an open plan office environment this private humiliation also becomes a public dressing down. Incidents described to us included aggressively criticising work to others before any discussion with the person concerned; extended criticism without giving the subject a chance to explain their decision-making; making derogatory comments in public about the performance of an entire team; and repeatedly bringing up past mistakes in front of colleagues.

- **Public disrespect**

Distinct from public dressings down were episodes where managers were seen to be generally uncivil. Behaviours comprise speaking down to staff, picking on people in front of their colleagues, talking to specific individuals as if they were stupid, and making sarcastic remarks. Other examples were talking loudly in public

about confidential workplace concerns; and public banter about a person's own inappropriate behaviour with the effect of both drawing attention to and diminishing the complaint.

- ***Humiliation in meetings***

We heard of meetings in which staff who had found disfavour were subject to tutting, eye rolling, face pulling, mimicking, disengagement, and unwarranted levels of disagreement or criticism. This was usually directed at people of similar employment status but was also directed at senior staff by more junior colleagues. Staff had experienced being spoken down to by superiors, contradicted in joint public presentations and having confidential opinions spoken about in front of colleagues.

- ***Emails***

We heard about email correspondence between colleagues, including former senior leaders, described variously as curt, dismissive, angry, hectoring, critical and rude. Blunt criticism of a person's work or decisions has been included in group emails, and email correspondence containing unnecessarily critical language has been copied around large numbers of colleagues. In the cases described to us this appeared to have been accepted, explained away, or tolerated by superiors.

Being shouted at or being the target of spontaneous anger

We heard from staff who had been in the charity for a number of years that angry outbursts are much less frequent in the Farringdon office now than they have been in the past. Episodes we were told about were not confined to the Farringdon office however. We have summarised here the more recent behaviours recounted to us.

We were told about current staff who would respond to not getting what they wanted with shouting, swearing, and verbally aggressive behaviour. We heard about emotional outbursts from a small number of managers in response to unwelcome feedback or advice, where employees felt that they were constantly at risk of igniting a flare-up.

A similar type of response to not getting what was wanted was shouting or yelling reprimands at people who had apparently not made the right decision, or whose performance was deemed inadequate. These immoderate reprimands have been overheard by other staff in the open plan office.

We also heard about a very small number of angry outbursts that appeared to be driven by personal animus, and included swearing and personal insults.

Our attention was drawn to occasional difficulties when working overseas, where intemperate outbursts and patterns of unpleasant behaviour had been witnessed. These were recounted to us to illustrate the difficulties for staff in either Save the Children UK or Save the Children International raising concerns about the behaviour of employees in the sister organisation.

Being ignored or excluded

The perception of being ignored or excluded frequently overlapped with experiences of having opinions ignored. While some staff have felt sidelined after their professional advice has been rejected, others have perceived their exclusion to be retaliation for displeasing actions or choices. A number of people have experienced or witnessed others being excluded from meetings, either through not being invited, invited too late, or not being allowed to participate. They described not being copied into emails relating to projects or meetings they were involved in. Among the staff who spoke to us, several considered they were not invited to participate in projects, events, or social occasions as a form of punishment.

Some exclusionary behaviour appears to be associated with lack of cultural and gender awareness. We heard that staff who do not drink alcohol have felt excluded when informal gatherings are held in pubs, for example. Employees with family commitments (both men and women, but this is conventionally a greater problem for working women) find it more difficult to socialise outside of work hours.

A number of people referred to some of the charity's upper management networks having been, prior the '2015 culture diagnostic', an 'old boy's club'. It is encouraging that most who raised this did so to contrast it with the present, and to note the changes that have taken place since 2015.

Repeated criticism with respect to your work and effort

Few people enjoy negative feedback. But constant criticism is a recognisably negative pattern of conduct, which may also be accompanied by humiliating acts or anger. We heard from a small number of people who had themselves experienced a constant flow of critical comment from their managers that felt unfairly targeted. Others described how they had observed some managers subjecting staff to condescension, criticism, and undermining.

Hints or signals from others that you should quit your job

Every organisation will go through restructuring processes, and may from time to time have to reduce their headcount. How this is managed has a significant impact on staff, as we saw in the Employee Assistance Programme data discussed in Chapter 3. We noted relatively high rates of use of the Programme, with the charity's staff citing 'change' as the second most frequent reason for seeking assistance.

We heard that restructuring and headcount reduction is not always sensitively handled. We were given examples of generalised references to the need to weed out individuals who may not be adding value, questions being raised in meetings about the worth of teams, and general remarks about the need to reduce numbers. Such behaviour may not involve overt targeting of individuals, but it can create anxiety in some people that comments are being covertly directed towards them and also generates a broader sense of unease.

On the positive side we heard many examples of maternity leave arrangements being very well handled by the charity, and this is to managers' credit. However we also heard from a small number of staff who had experienced the process being directed in ways that appeared part of a wider pattern of negative behaviour from their manager. It led them to doubt that their employment would continue, or that they would be able to return to work in a role of similar value or status.

Additional items on the inventory

The Negative Acts inventory includes a number of other items. We heard infrequent examples of some of these, but not with sufficient frequency to discuss in detail. We list below those where we heard current examples.

- Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks
- Deliberately being given tasks with unreasonable deadlines
- Being ordered to do work below your level of competence
- Excessive monitoring of work
- Spreading gossip about you
- Having allegations made against you

Experiences of discrimination or bias

We have noted in earlier chapters that the charity lacks ethnic and social diversity. We heard how this lack of diversity has an adverse effect on employees particularly from Black and Minority Ethnic (BAME) backgrounds, on people who do not speak English as a first language, and people with a disability.

We were told that people of colour can feel exhausted and isolated working in what feels to them like a predominantly 'white space' in which they sense they must perform better than everyone else to get on. We mentioned above (under *Having your opinions ignored*) that BAME staff have sometimes felt their views were accorded less value because of their ethnicity, particularly when this is combined with being female, when English is not a first language, or the employee is older than the charity's norm. We learned that some BAME staff feel their career progression is more limited than white peers, and they feel different behavioural and performance standards apply.

We gather that there can sometimes be a want of cultural sensitivity, which affects both British BAME employees and overseas citizens. We have noted above that social gatherings based around alcohol can be exclusionary. Other examples offered were of inaccurate assumptions being made about religious affiliation or religious observance such as fasting or prayer, and a tendency to stereotype those from other cultures or ethnicities based on limited experience of work or travel overseas. Others spoke of a perception that people were unfriendly towards them, ignoring them as they approached or in morning greetings.

As we have noted, even overtly discomfiting behaviours may not come to the attention of the HR department or line managers because the people affected by them start to question their own understanding of events. Additionally, they are not persuaded that anything would or could be done if they did raise the issues.

There are some indications from what we heard that people with a disability have not always had full consideration afforded them. This point only arose rarely in interviews, but was reinforced in our survey data.

Experiences of ‘boundary violations’

Some of the experiences that we heard about are not easily categorised as harassment, nor are they part of the Negative Acts inventory. We identify them as ‘boundary violations’.

The most frequent form of ‘boundary violation’ we heard about were breaches of confidentiality and privacy, particularly in employee relations cases. People have overheard managers talking to colleagues about their cases with no justification, and sometimes in disparaging or gossipy tones. There is anxiety, based on experience, that in the absence of a secure and wholly confidential email inbox in the HR department, Executive Assistants and others could access highly sensitive emails.

A second type of ‘boundary violation’ is when individuals step outside of the normatively expected boundaries of a professional relationship or leadership behaviour. In the examples we heard about, this is most likely to happen on work-related social occasions in the UK, and on overseas deployments or programme visits where people may view social norms and professional etiquette differently than they do at home. The risk for both parties in a ‘boundary violation’ is that behaviour goes further and amounts to, or is perceived to amount to, harassment or discrimination.

We also heard that a ‘lad’s culture’ can still be apparent from time to time in some parts of the Farringdon office. Other examples we were given were of body language or comments, which were ambiguous but came close to being unwanted sexual attention; and non-sexual touching, which a manager found potentially compromising.

What is common to all of these examples is that, quite aside from creating discomfort and lowering respect, staff have concerns that they supply the context from which more inappropriate behaviour may emerge.

Experiences of staff working overseas

A very small number of staff talked with us about their concerns regarding behaviour they had observed when on overseas deployment. The range of incidents dated back a number of years, and only involved Save the Children UK staff as witnesses. The residual concern was for how Save the Children UK staff can or should challenge unacceptable behaviour when this is witnessed taking place in local organisations overseas.

How the charity manages concerns about behaviour

In Chapter 3 we looked at measures intended to create a positive workplace culture such as Respect in the Workplace training, the gender and equality policies, and other management action. In this section we look at how the charity responds to interpersonal mistreatment.

We acknowledge that the charity has taken steps, particularly since the ‘2015 culture diagnostic’ to create a context of trust and respect where poor behaviour is not accepted. One of the aims of the Respect in the Workplace training is to help staff recognise and speak out about negative acts. It may well be that during the course of the Review we have heard from staff who have been encouraged to recognise unacceptable

behaviour, but still do not feel able to challenge it. We would also emphasise that incivility and bullying is recognised by ACAS to be a widespread problem in many of Britain's workplaces, and "its complexity continues to pose a challenge for those seeking to prevent and manage such behaviours".¹⁴⁶

We reiterate here that for individuals caught up in interpersonal mistreatment, responding to and coping with poor behaviour is a process, not a single act. There are many ways by which people choose to manage their situation, and raising it with the organisation may be a last resort. However, when things go wrong (or are perceived to be going wrong) and staff seek support, then how the charity supports them, looks into their concerns, and holds others accountable for their actions, are hugely important to the person affected and also to those around them. These actions are also of considerable significance for the wider organisation, because they signal, far more clearly than mere words, what the behavioural expectations really are. What an organisation says it will do about poor behaviour is important; but if staff are to trust it, good intentions must be accompanied by consistent and effective action.

'Zero tolerance'

The current Chief Executive has clearly signalled that the charity intends 'zero tolerance' of poor behaviour. Staff who met with us welcomed this attitude. However, we found staff currently hold a variety of views about what the charity really means by 'zero tolerance'.

The charity has not promulgated a 'zero tolerance' policy as such,¹⁴⁷ although the Anti-Bullying and Harassment Policy states the charity "will not tolerate bullying and harassment and any employee who is found to have harassed or bullied a colleague will be subject to disciplinary action".¹⁴⁸ There is a similar clause tucked away at the end of the Equal Opportunities and Diversity Policy.¹⁴⁹ Some who spoke to us thought 'zero tolerance' implied that inappropriate behaviour, even if relatively minor, would always be followed by formal action that could result in dismissal. Others believed it could mean informal 'talkings to' by managers, with escalation to disciplinary action if unwanted behaviour persisted. Some thought it meant a shared responsibility to 'call out' poor behaviour. Yet others viewed it as a largely symbolic (nevertheless welcome) commitment.¹⁵⁰ Virtually all believe that 'zero tolerance' means behavioural standards that apply to all employees, however senior.

The current lack of clarity about what the charity means by 'zero tolerance' and what it has committed to doing is problematic.

First, staff who believe it means *all* misbehaviour will be followed by tough disciplinary action will expect to see the charity putting its words into action. If it does not do so, mistrust is the inevitable result. We noted above that at present there is a 'reporting gap', so that fewer than half of our survey respondents who *had* experienced discrimination or harassment went on to raise it with either a line manager or with HR. Among the most frequently stated reasons for not reporting it to a line manager was that the line manager was responsible, or that it would not be taken seriously; the most frequent reason for not reporting to HR was that HR would not treat it seriously. For some people who made comments in our survey, 'zero tolerance' implies strong, possibly disciplinary, action. They felt they had experienced a weak response to issues they

146 EVESSON, J., OXENBRIDGE, S. & TAYLOR, D. 2015. Seeking Better Solutions: Tackling Bullying and Ill-Treatment in Britain's Workplaces. UK: ACAS online <http://www.acas.org.uk/media/pdf/e/b/Seeking-better-solutions-tackling-bullying-and-ill-treatment-in-Britains-workplaces.pdf>

147 A typical statement in a 'zero tolerance' policy might read "This organization has a zero-tolerance sexual harassment policy. To foster a climate that encourages prevention and reporting of sexual harassment, and related misconduct, the organization will actively promote zero-tolerance prevention efforts, respond to all reports promptly, provide interim protective measures to address safety and emotional well-being, and act in a manner that recognizes the inherent dignity of the individuals involved." JACOBSON, R. K. & EATON, A. A. 2018. How Organizational Policies Influence Bystander Likelihood of Reporting Moderate and Severe Sexual Harassment at Work. *Employee Responsibilities and Rights Journal*, 30, 37-62

148 Anti-Bullying and Harassment Policy December 2016, version no 2016.2 paragraph 1.3.1

149 Equal Opportunities and Diversity Policy December 2016, version no 2016.2 paragraph 3.4.3

150 Customary definitions of 'zero tolerance' policies also range between 'zero tolerance' meaning clear prohibitions on behaviour, accompanied by the strongest possible penalties; and a symbolic commitment accompanied by a range of more flexible responses STOCKDALE, M. S., BISSOM-RAPP, S., O'CONNOR, M. & GUTEK, B. A. 2004. Coming to terms with zero tolerance sexual harassment policies. *Journal of Forensic Psychology Practice*, 4, 65-78

raised, and had expected more decisive steps. For these staff, ‘zero tolerance’ is clearly not being enacted.

A second problem is that if people are to report poor behaviour they have to take a view on what is sufficiently serious to justify doing so.¹⁵¹ The charity’s current ‘reporting gap’ in part results from people viewing the poor behaviour they experience as insufficiently serious to report. These staff are setting a threshold of tolerance for themselves that is clearly not zero. It is not known whether this is an acceptable threshold for the charity, or for those around them who observe incivility or mistreatment. It has been argued that when people anticipate inflexible penalties will be imposed for any unwanted behaviour however minor, it may dissuade them from reporting it; but there is also evidence that a well-designed and well-implemented ‘zero tolerance’ policy can encourage reporting.¹⁵²

Employee relations policies and their content ¹⁵³

Policies alone cannot determine workplace culture, but they set the framework for acting on experiences of poor behaviour. In this section we consider their content before moving on to look at how they are currently implemented. It is important to note that the charity has revised all of the relevant policies since the ‘2015 culture diagnostic’. The Anti-Bullying and Harassment Policy, in particular, differs in significant ways.

The policy framework

The relevant policies comprise the Grievance Resolution Policy and Procedure,¹⁵⁴ the Anti-Bullying and Harassment Policy and Procedures,¹⁵⁵ Equal Opportunities and Diversity Policy,¹⁵⁶ and the Disciplinary Policy.¹⁵⁷ The new policy on Preventing Sexual Exploitation and Abuse will also be of relevance to cases involving sexual exploitation or abuse of staff. The Whistleblowing Policy¹⁵⁸ may also be used in the event that a case raises additional concerns about wrongdoing, and we discuss it in a separate section.

All the employee relations policies encourage informal resolution. Each policy includes a procedure for formal complaints. The Grievance Resolution Policy stipulates its procedure should not be used in cases concerning bullying and harassment, which should be pursued under the Anti-Bullying and Harassment Policy.¹⁵⁹ It does not make the same stipulation for cases concerning discrimination. Hence it appears formal complaints concerning gender or racial harassment would fall to be managed under the Anti-Bullying and Harassment Policy, whereas formal complaints about gender or racial discrimination could be pursued through either the Equal Opportunities and Diversity Policy or the Grievance Resolution process.

In terms of *process*, there is little consequential difference between the Grievance Resolution Policy, Anti-Bullying and Harassment Policy, and Equality and Diversity Policy. For informal resolution the process is the same. For formal resolution, the Grievance Resolution Policy requires a ‘Grievance Application’ whereas the others merely require the complaint be put in writing.

In terms of *outcomes* however, the policies differ in important ways. The Anti-Bullying and Harassment Policy states that disciplinary action *will* follow findings of misconduct.¹⁶⁰ (It does not limit this statement to formal complaints.) The Equal Opportunities and Diversity Policy states that a breach of the policy will be treated as misconduct, which *may* result in disciplinary action being brought.¹⁶¹ The Grievance Resolution Policy could result in a range of solutions, although it does note that complaints amounting to an allegation of serious

151 JACOBSON, R. K. & EATON, A. A. 2018. How Organizational Policies Influence Bystander Likelihood of Reporting Moderate and Severe Sexual Harassment at Work. *Employee Responsibilities and Rights Journal*, 30, 37-62

152 JACOBSON, R. K. & EATON, A. A. 2018 *ibid*

153 We undertook a detailed review of relevant policies, and have only included the major findings here. They detailed findings will be shared with the charity to support their policy review process

154 Grievance Resolution Policy and Procedure January 2017, version no 2017.1

155 December 2016, version no 2016.2

156 December 2016, version no 2016.2

157 December 2016, version no 1.0

158 November 2017, version no 2017.2

159 Grievance Resolution Policy and Procedure January 2017, version no 2017.1 paragraph 2.4.2

160 Anti-Bullying and Harassment Policy December 2016, version 2016.2 paragraph 1.3.1

161 Equal Opportunities and Diversity Policy December 2016, version 2016.2 paragraph 3.4.3

misconduct or potential gross misconduct will be dealt with under the Disciplinary Procedure.¹⁶² It may be of some importance to complainants that these different policies take a different approach to disciplinary action. It is also of some importance to the charity, because the ‘zero tolerance’ approach anticipated in the Anti-Bullying and Harassment Policy is not so clearly embedded in the others.

It is not entirely clear how these policies are to apply in different workplaces. For example, the Grievance Resolution Policy does not set out principles that apply to working alongside colleagues in Save the Children International or other members of the Save the Children movement. Nor does it include the principles to be applied during overseas assignments, where different colleagues from different Save the Children organisations may be working alongside one another. The Anti-Bullying and Harassment Policy states¹⁶³ that the policy applies to all workplaces, but it is not clear whether this includes fundraising events, for example, or how the policy can be applied in practice when based in countries with different working cultures.

Understanding the policy framework

The six policies that intersect in this area are complex in how they relate to each other, and are challenging to navigate. Guidance documents purport to advise employees how to raise a concern, and managers how to respond to one.¹⁶⁴

All of the employee relations policies stipulate that in the event of difficulties employees’ first recourse is to their line manager, or, if their line manager is the problem, the line manager above.¹⁶⁵ This places the onus on line managers to respond effectively in the first instance. A manager advising a direct report would have to be fully conversant with all of the policies and their implications in order to give accurate guidance. The guidance document for managers is extremely limited and focuses on encouraging informal resolution. It does not address key issues such as the outcomes that could be achieved from either informal or formal resolution (see above). However, it does provide information about where managers can seek further support, including a biweekly HR ‘surgery’ and HR Advisors.

From the perspective of employees, the language, concepts and explanations are not always clear. For non-native speakers some could be difficult to understand. ACAS advises providing descriptions and examples, so that the Anti-Bullying and Harassment Policy for instance would include the types of behaviour that are within scope (employees currently need to locate a separate fact sheet on harassment).

Overall the policies provide limited reassurance for employees seeking information on or concerned about aspects of a process in which they might become involved. The Grievance Resolution Policy states that “it will only progress to a formal grievance if the issue cannot be resolved by informal means” unless “this has been unsuccessful, or circumstances make this route inappropriate”¹⁶⁶. But it is not clear what the limits of informal resolution may be, nor what the circumstances are that might make an informal route inappropriate. The Anti-Bullying and Harassment Policy and Equality and Diversity Policy are better in this respect, for instance providing reassurance to potential complainants about their control over the process, and commitments to protecting and supporting them.¹⁶⁷

The preference for informal resolution

Each of the Grievance Resolution Policy, Anti-Bullying and Harassment Policy, and Equality and Diversity Policy strongly encourages employees to try to resolve *all* concerns informally in the first instance. None of the policies points to cases where the gravity of the concern is such that informal resolution is inappropriate because decisive management action is required. The preference for informal resolution is reinforced in the guidance to managers, which again emphasises that informal resolution is the preferred approach.

162 Grievance Resolution Policy and Procedure version 2017.1 January 2017

163 Anti-Bullying and Harassment Policy paragraph 1.2

164 ‘How to Raise a Concern – Employees’ (no author, version number, undated) ‘How To Manage Concerns Raised By Employees – Managers’ (no author, version number, undated)

165 Anti-Bullying and Harassment Policy 2.2.1, Grievance Resolution Policy 2.2.5

166 Grievance Resolution Policy paragraph 2.2.2

167 Anti-Bullying and Harassment Policy paragraph 2.2.3 and section 2.4

However, some cases demand a more robust management response from the outset. In serious cases, the charity (and its Trustees) will owe a duty of care to employees to take appropriate action. This may include action to meet the charity's responsibilities as an employer under the Equality Act 2010, the Health and Safety at Work Act 1974, and the Protection from Harassment Act 1997 or referral of matters to the police.¹⁶⁸

In the case of the Anti-Bullying and Harassment Policy the preference for informal resolution "where possible"¹⁶⁹ renders the policy internally contradictory. The policy statement reads that "employees are encouraged to report" all incidents¹⁷⁰ but there is no clear reporting mechanism that applies to incidents which might be informally resolved. The policy principle states¹⁷¹ that "any employee who is found to have harassed or bullied a colleague will be subject to disciplinary action, up to and including summary dismissal". This reflects a 'zero tolerance' commitment, but it is clearly not possible if the matter has been informally resolved without recourse to organisational intervention. Similar flaws are present in the Equal Opportunities and Diversity Policy.

The charity's emphasis on supporting informal resolution is consistent with ACAS guidance on resolving workplace disputes. It is also consistent with findings from research into interpersonal mistreatment. These show that those affected cope in diverse ways, and frequently wish to avoid formal proceedings even when they do turn to their employer for support and advocacy.¹⁷² However, ACAS research has also indicated that organisational reliance on individuals to speak out on bullying or pursue resolution is of limited effectiveness in reducing it overall. Robust avenues for individual resolution are necessary, but they are not sufficient.¹⁷³

Given the clear necessity for both informal and formal avenues to be available, it is important to differentiate appropriately between the two. The issue is not so much whether a process is properly labelled formal or informal, although this may be important in hindsight.¹⁷⁴ Rather if cases are to be managed well, both complainants and their advisors have to be able to anticipate and weigh the consequences of pursuing one or other route.

From the complainant's perspective, clarity about outcomes is important so they know where they stand. At either end of the spectrum, consequences are tolerably clear. A purely informal discussion between colleagues goes no further. A formal disciplinary procedure initiated by the organisation has clear consequences. The difficulties lie in the middle ground, so it is here that careful consideration and sound advice is important. The 'informal' approach extends for instance to mediation¹⁷⁵ which cannot be accessed without management or HR action. This potentially creates confusion about the extent to which the organisation is 'joining in' as a third party and involving itself in matters of accountability, procedural fairness, enforcement, and disciplinary consequences. Is the party complained about being held accountable by the organisation? Will the organisation take responsibility for assuring the process is fair? Will it ensure that follow up actions are implemented? Will findings be in the employee's file, form part of HR management information, and be included in references?

From the charity's perspective, the challenge is to effectively record events and patterns of behaviour that should be recorded, measure the volume and seriousness of concerns raised by employees, and initiate the level of employer action that may be required to address them. For fleeting workplace conflicts or regretted one-off incivilities it may be appropriate that they are resolved purely informally, and never come to the notice of the charity's managers. However, where the behaviour persists or is part of a pattern of

168 By contrast this possibility is clearly set out in the policy on Preventing Sexual Exploitation and Abuse

169 Anti-Bullying and Harassment Policy paragraph 2.1.1

170 Anti-Bullying and Harassment Policy, Equal Opportunities Policy paragraphs 1.2

171 Anti-Bullying and Harassment Policy paragraph 1.3.1

172 CORTINA, L. M. & MAGLEY, V. J. 2009. Patterns and profiles of response to incivility in the workplace. *Journal of occupational health psychology*, 14, 272

173 EVESSON, J., OXENBRIDGE, S. & TAYLOR, D. 2015. Seeking Better Solutions: Tackling Bullying and Ill-Treatment in Britain's Workplaces. UK: ACAS online <http://www.acas.org.uk/media/pdf/e/b/Seeking-better-solutions-tackling-bullying-and-ill-treatment-in-Britains-workplaces.pdf>

174 The International Development Committee hearings on Sexual Exploitation and Abuse in the Aid Sector, May 2018 focused on this aspect of the SCUK 2015 events so as to understand the way cases were managed at the time

175 Grievance Policy paragraph 2.3.1

mistreatment, any interpretation of ‘zero tolerance’ policy implies the charity expects such matters to come to its attention.

Although both the Anti-Bullying and Harassment Policy and Equal Opportunities and Diversity Policy encourage staff to report incidents, the policies seem not to oblige managers to inform HR should incidents be brought to their attention. Moreover, where poor behaviours are raised with a line manager and subsequently resolved informally, there appears to be no requirement to record incidents centrally, and they may not come to the notice of the HR team. There is a requirement to notify HR Advisors by email when a formal grievance is initiated, but not when informal grievances are raised.¹⁷⁶ We understand that the charity’s HR Advisors log managers’ requests for advice from them; that the HR team believes most managers will indeed request advice; and that this enables the charity to gauge the level of interpersonal mistreatment with reasonable accuracy.¹⁷⁷ Based on our survey data, it would seem that this approach to reporting does not capture the incidence of poor behaviour within the organisation.

Implications for effective resolution of employee concerns

We have noted that line managers hold the primary responsibility for responding to employee concerns. The current suite of policies is complex. There is a strong emphasis on informal resolution wherever possible, with no indication within policies about circumstances that would make informal resolution inappropriate. The policies themselves contain limited guidance, and the guidance document for managers and employees is uninformative.

Effective resolution therefore rests on line managers having a good understanding of people management within the framework of the charity’s policies; and being able to call upon effective and timely support from HR Advisors who also have a nuanced understanding of the charity’s policies.

Quality of resolution

We have noted that line managers hold the initial responsibility for responding to employee concerns. In this section we review staff experiences of line manager and HR team approaches to resolution.

What we heard about line management responses

It is likely that people who chose to speak to the Review team or who used the opportunity to feed back via our survey will have had concerns about the way their cases were dealt with. Some 70 people in our survey had raised the issue that concerned them with their line manager. Fewer than half of those felt that it had been dealt with effectively. More positively, a little over a tenth thought it had been dealt with very effectively and a further fifth thought the response from line management had been quite effective. Most of the 100 or so who spoke to us in confidential interviews had also raised issues with their line managers or their manager’s manager, with variable responses. (There may be a degree of overlap between those who responded to the survey and those who requested confidential meetings.)

Looking to the survey data, only about a fifth who had raised the issue with their line manager believed that the right policy had been applied. The rest were evenly split between those who said it was not, and those who were unsure.

The confidential interviews gave some insight into why employees believed managers might be misapplying policy. ‘Misapplication’ in several cases seems to be line management inaction in the face of concerns about behaviour that the employee believed clearly breached the charity’s policies. In two of the cases we were told about, concerns were being raised about colleagues whose performance was impaired in ways that potentially placed others at risk. Differently, a few felt they had been pressed to use the Grievance Policy when they believed the Anti-Bullying and Harassment Policy, the Equal Opportunities and Diversity Policy, or the Whistleblowing Policy were engaged. Others had been strongly dissuaded from making a formal complaint, including after informal measures had failed. A number reflected they had not been helped

176 Grievance Resolution Policy paragraphs 2.4.4 and 2.2.6 respectively

177 Leadership interview

to understand the options available to them, or the relative merits of formal and informal approaches to resolution.

What we heard about HR responses

Through our interviews and the survey we received over 100 items of feedback on HR response to cases. Among those who have described cases in detail, it was commonly observed that the HR team is attempting to do what it can under challenging circumstances. Several people commented they had been treated empathetically by senior members of the team, and had received welcome guidance. Our survey also sought managers' views on HR support and a number referred to having had helpful advice and support from members of the HR team, whilst also noting that their experience had been variable.

However there is a view that the HR department does not have the resources to do all that is required, so there is little capacity to offer support to staff and their managers embroiled in awkward or sensitive employee relations cases. A number of people referred to the high staff turnover among HR Advisors, and had observed cases passing through several hands before being resolved. There is also a view that not all of the HR Advisors have had sufficient knowledge and expertise to guide staff or managers through the charity's policies and practice. One informed observer suggested a characteristic response to complaints of harassment or discrimination would be to direct managers or complainants to a policy, with little further exploration of their concerns or what they were seeking as an outcome. One survey respondent stated that HR had no mandate to investigate individual complaints. This is not accurate, but it is the impression that had been given.

We understand that the HR team has introduced a process whereby the five HR Advisors periodically review cases with their HR Manager. This is in order to assure correct management and consistency of approach. We also understand that toolkits are already available or being developed for each of the relevant policies, with the aim of ensuring a consistent response both from managers and the HR team.¹⁷⁸

A number of staff commented the charity has a plethora of relevant employee relations policies, but that neither the HR team nor senior managers were ensuring they were applied. To understand this further, we reviewed a case file shared with us, analysed detailed accounts from both managers and staff regarding cases that have concerned them, and have looked at comments in our survey that give some insight into how policies are implemented.

The policies, as we have seen, urge first recourse to informal resolution of all matters. The emphasis on informal resolution leads to very few cases of bullying, harassment or discrimination being formally investigated; and concomitantly few proceeding to disciplinary action. As a consequence, the charity's statements that it will discipline employees who are 'found' to have bullied, harassed, or breached the Equal Opportunities Policy are rarely put into effect.¹⁷⁹

The pervasive perception from staff who experienced bullying or unequal treatment is that there was no support forthcoming from the charity to deal with it. Most cases concern inappropriate behaviour by people senior to the complainant. In these circumstances 'informal resolution' seems to mean tackling a difficult superior with no backing from your employer. This is not 'zero tolerance'. It is not that staff want to see all cases dealt with as formal complaints. Rather, they are seeking some meaningful support from the charity as they take things forward, confidence that solutions will be implemented, and reassurance that they will not become the target of blame or retaliatory action.

We would also note that staff who responded to our survey are not persuaded the charity will rigorously implement its policies when the behaviour of valued senior staff is called into question. Whilst [three out of five staff](#) are confident the charity would deal with inappropriate behaviour by senior staff, this leaves two fifths fearing it would not.

178 Survey comments; Leadership interview

179 Anti-Bullying and Harassment Policy and Procedures, Version 2016.2 paragraph 1.3.1; Equal Opportunities and Diversity Policy, Version 2016.2 paragraph 3.4.3

Overall, current practice does not seem to us to be consistent with a genuinely ‘zero tolerance’ approach. An important symbolic commitment has been made that now needs to be followed through with clear policies, knowledgeable and supportive guidance from HR, and consistent implementation by managers.

Responsibility for people management

We gained the clear impression that there is an unresolved difference in perspective between managers and the HR team about the boundaries of responsibility for people management. There is a spectrum of opinion in managers. At one end are those with less experience or little interest in people management who want HR to provide more by way of the basics. At the other end are experienced and knowledgeable people managers who want occasional access to highly expert advice, and to work in partnership with the HR team to find solutions to more difficult problems. In the middle of this continuum are managers who rely on policies and templates to guide them but are not always confident that they fully understand them.

For their part the HR department appears to be responding to the pressure they are under by emphasising that managers are responsible for people management. This is frustrating for experienced people managers who are taking responsibility but seeking responsive HR systems and occasional expert advice. For the less experienced, the limited resources for training means that the main recourse is to policies and toolkits. Some line managers endeavour to use these, whilst others resort to inaction.

The interface with Save the Children International

We received several comments from staff employed by either Save the Children International or Save the Children UK who had encountered concerning behaviour when working alongside staff in their sister charity. Staff from both charities frequently work together, but report to different managers and have separate HR policies and support services.

We heard that staff were not sure whether there was a behavioural or concerns policy that applied across the two organisations, and that if there was, they had not managed to find it. Our understanding is that the HR leaders in the two organisations agree that each charity will seek to maintain appropriate standards of behaviour by their own employees and will initiate discussion with each other should this be required. However, neither charity has any jurisdiction over employee relations in the other and there is no formal policy or memorandum of understanding in place to govern this area of collaboration.¹⁸⁰

Whistleblowing and the Integrity Line

Employees who have engaged existing employee relations procedures without satisfactory resolution may need recourse to additional independent avenues for raising concerns about aspects of workplace culture, particularly if they concern the behaviour of senior leaders.¹⁸¹ Additionally an organisation engaging in risky business, as the charity undoubtedly does in some of its operations, also needs a robust mechanism for receiving and responding to risk warnings that employees feel are being ignored. In the course of the Review we heard from a very small number of employees who believed they had not received an acceptable response when they had attempted to escalate their concerns.¹⁸² We recognise that different actors can assess risks differently, and that what is a serious concern to one may not be to another. But when employees persist in escalating concerns we think they should receive an impartial senior management response that acknowledges the nature of the risk, and if it is judged not to be serious, the reasons why.

The Whistleblowing Policy sets out processes and advice for escalating concerns internally to named persons, to the Integrity Line which is a confidential third party service, and to external regulators (the Charity Commission and the Fundraising Regulator, although no reference is made to the Health and Safety Executive). It signposts staff to the NSPCC Whistleblowing Advice Line for child safeguarding matters, but not to Public Concern at Work for other matters. Overall the policy is consistent with recommendations in the

180 Leadership interview

181 The charity’s policy was reviewed against the Department for Business, Innovation and Skills guidance *Whistleblowing, Guidance for Employers and Code of Practice* (March 2015) and the Charity Commission’s Whistleblowing – Guidance for Charity Employees <https://www.gov.uk/guidance/whistleblowing-guidance-for-charity-employees>

182 We would emphasise that these concerns were not about child safeguarding matters.

Department for Business, Innovation and Skills 2015 guidance but we do not think it is of the standard seen in high risk industries that value employee risk warnings.

The Whistleblowing Policy and the Integrity Line are clearly referenced in relevant HR policies, and in guidance for managers and employees on how to raise concerns. As we discuss below however, it is not clear how the Integrity Line is able to serve the needs of staff concerned about employee relations or indeed other risks to which they have already tried to draw attention.

Raising concerns to named persons

The procedure provides three named contacts (the Director of HR, the Chief Executive, and the Whistleblowing Trustee) and supplies their business email addresses. As support staff have access to executive inboxes, this does not provide for a confidential channel. Although the charity's policy encourages staff to supply their identity, anonymous information can be immensely valuable to organisations. It is good practice to maintain confidentiality where possible, unless required by law to disclose matters. The charity's policy reflects this principle but requires a secure point of contact.¹⁸³

There does not appear to be a requirement on the named persons to investigate concerns, only an expectation that they will be given consideration. If a concern is investigated, the outcome will be reported back where possible and an explanation provided if it is not to progress any further.¹⁸⁴

The Whistleblowing Trustee serves both as a named person, and also as a person to whom a concern may be re-referred if the outcome of referring it to the other named persons is unsatisfactory.¹⁸⁵ This is a useful additional avenue, although it cannot of course be used if the whistleblower has gone to the Whistleblowing Trustee in the first instance, for example with concerns about the Chief Executive. Our survey indicates there is relatively low awareness that the charity has a Whistleblowing Trustee. Two in five did not know of their existence.

Raising concerns via the Integrity Line

The Integrity Line was commissioned in response to a recommendation in the '2015 culture diagnostic' and is provided on behalf of the charity by 'Crimestoppers'. According to data from Crimestoppers, no calls were made in 2016-2017, five were made in 2017-2018 and as of May 2018 none had been received in 2018-2019.¹⁸⁶ Of those in 2017-2018 one concerned safeguarding, one the behaviour of senior staff, one fraud, and two others were unspecified.

The Whistleblowing Policy indicates that the Integrity Line is to be used when a "person feels unable to report their concern to one of the named persons"¹⁸⁷ (i.e. the HR Director, Chief Executive, and Whistleblowing Trustee). The Anti-Bullying and Harassment Policy states the Integrity Line may be used as a route to support for anyone victimised as a result of raising concerns about bullying and harassment¹⁸⁸ and it is widely referenced in employee relations' policies as a source of support.

The Whistleblowing Policy describes the Integrity Line as an avenue by which reports may be made anonymously, about any matter, but advises that it is more difficult for the charity to take action in response to anonymous reports.¹⁸⁹ The Whistleblowing Policy explains that all reports to the Integrity Line will be forwarded to the charity and dealt with in accordance with the policy.¹⁹⁰ The current arrangement is that reports are forwarded to the Director of Child Safeguarding.

Given the circumstances of the '2015 culture diagnostic', our assumption is that the Integrity Line was

183 Whistleblowing Policy paragraph 1.3.5

184 Whistleblowing Policy paragraph 3.1.4

185 Whistleblowing Policy paragraph 3.1.7

186 Source: Crimestoppers, provided by SCUK May 2018

187 Whistleblowing Policy paragraph 3.1.3

188 Anti-Bullying and Harassment Policy paragraph 2.4.2

189 Whistleblowing Policy paragraph 1.3.7

190 Whistleblowing Policy paragraph 3.1.3

to serve the purpose of providing an independent avenue for escalating concerns, including about the behaviour of the organisation's leaders and senior managers. If so, it suffers some deficiencies in design.

Reports are forwarded to the Director of Child Safeguarding, a role junior to the named persons (the Director of Child Safeguarding reports to one of the named persons, the Director of HR). Moreover, as the Director of Child Safeguarding leads child and adult safeguarding provision, the Integrity Line affords no alternative avenue for staff wanting to raise concerns in this area (although they still have recourse to the other named persons). The Whistleblowing Policy states that a report may be made to the Integrity Line anonymously, but that the charity may not be able to progress the matter if it does not have an attributable source. The Integrity Line is not acting as an intermediary between the charity and the employee, which is the approach adopted by specialist whistleblowing providers. These provide a 'safe space' when employees make reports, so that their identity is known to the whistleblowing provider but not passed on to the charity without permission. This gives greater scope to go back to employees to check missing details or explore ways of anonymising information. This intermediary model could give greater confidence to staff who fear being victimised as a result of raising concerns.

We heard from a variety of staff that they did not have confidence in the Integrity Line. For some this was a reason for not using it at all. A very small number spoke to us about using it and finding it unsatisfactory. For one this was because the provider did not understand the reason for their call to Crimestoppers. Others were advised that if they remained anonymous the charity would not be able to act on their concern. The people who raised this with us said they felt the Integrity Line was of no assistance if their concern could not be raised anonymously, if it could not be anonymised because the detail made it too specific, or if it would simply be routed back into the organisation via the Director of Child Safeguarding.

Whistleblowing governance and effectiveness

The policy lacks clarity on governance around whistleblowing incidents.¹⁹¹ However, the quarterly whistleblowing report is submitted to the full Board. The annual whistleblowing report is submitted to the Audit and Risk Committee as part of the annual assurance reporting process.¹⁹²

Looking at whistleblowing policy and practice overall, we do not believe the present arrangements offer a reliable route to anonymous disclosure, nor a source of independent advice, support, advocacy and challenge. None of the named persons offers a truly independent channel for raising concerns (as might an external auditor, for example) and neither does the Integrity Line.

We note the work that is proceeding across the sector to ensure that concerns can be raised about sexual exploitation and abuse in the communities with which the charity works. We consider it would also be beneficial to review the avenues by which a wider range of perceived risks can receive proper attention. This is not just a matter of ensuring that there are routes by which concerns can be reported; it is also about ensuring that once reported they receive a careful and proportionate response.

191 The Dept for Business, Innovation and Skills advises organisations should record the number and nature of whistleblowing disclosures, maintain records of the date and content of feedback provided to whistleblowers, have processes for ascertaining the satisfaction of whistleblowers, and report whistleblowing data at an appropriately senior level

192 Trustee interview

Chapter 5 - Trustee leadership

The focus of this chapter is how the Board of Trustees fulfills its leadership role in respect of ensuring appropriate workplace cultures. We are not considering here how the Board discharges its duties overall, but only how it meets its responsibilities in relation to workplace cultures. In Chapter 2 we considered the Board's initial response to the '2015 culture diagnostic' and how it monitored management action. In this chapter we focus on governance arrangements in light of the '2015 culture diagnostic', and relevant developments since then.

The Trustees and Chairs of Committees are named in the charity's Annual Report.¹⁹³ As part of our Review we interviewed the Trustees who chair the committees with particular relevance to workplace culture (Performance and Remuneration Committee, Audit and Risk Committee, and Nominations Committee). We also invited other Trustees to meet with us if they wished to, or alternatively to submit a statement. We met a total of eight current and former Trustees (including the Chair) and received statements or other information from three.

In this chapter we draw on guidance in the 2017 Charity Governance Code for larger charities.¹⁹⁴ The Code is not a legal or statutory requirement. It has been developed by the sector to promote high standards of governance, so constitutes a guide to current best practice that well run charities will aspire to achieve.

In respect of workplace culture, there are two aspects to the Trustees' leadership role. The first aspect is the Board's ultimate responsibility for the decisions and actions of the charity.¹⁹⁵ As authority for decision-making is delegated to staff, the Board should monitor performance against strategic goals, including HR and workforce matters; and also seek assurance that the charity is complying with its duties towards employees, volunteers and others experiencing the charity's workplace cultures. The second aspect is emblematic. The Board represents the charity's values, ethos and culture to beneficiaries, donors, staff, volunteers, regulators, other stakeholders and the wider public.¹⁹⁶ What the Board is seen to be and to do is taken to signify what the charity truly stands for.

We deal with each of these two aspects in turn.

Decision-making, risk and control

In relation to workforce and people management matters, the Board of Trustees has two committees involved in monitoring performance and receiving assurance: the Performance and Remuneration Committee and the Audit and Risk Committee. Each of these committees submits quarterly reports to the Board. Additionally, we were told that some HR statistics will go directly to the Board,¹⁹⁷ and also that the Executive Director of Human Resources attends Board meetings and may provide a direct report.¹⁹⁸

Performance and Remuneration Committee

In April 2016 it was agreed that the then Remuneration Committee would change its name and amend its terms of reference to enable it to "provide oversight and governance of the People and Culture agenda"¹⁹⁹ following the '2015 culture diagnostic'. It was also agreed that the Board Chair would set time aside at the Board for the committee to report on 'people and culture' work.²⁰⁰

193 Save the Children UK Annual Report 2017 p.48

194 <https://www.charitygovernancecode.org/en/front-page>

195 Charity Governance Code 2017 Principle 4 Decision making, risk and control; also 'The essential trustee: what you need to know, what you need to do' (CC3) para 4.3

196 Charity Governance Code 2017 Principle 2 Leadership, and Principle 4 Integrity

197 Trustee Interview

198 For example, the Executive Director of HR directly briefed the Board in July, September and December 2016

199 Performance and Remuneration Committee Terms of Reference (Draft) Sep 2016

200 Minutes of the Remuneration Committee, April 2016

Prior to this arrangement, the only systematic Trustee oversight of workforce issues would have been through review of internal control and risk management systems in the area of people management, a function that was carried out by the Audit and Risk Committee.²⁰¹

The Performance and Remuneration Committee is chaired by Sebastian James. Its Terms of Reference identify that its purpose is to set the policy framework for the remuneration of senior staff, set their remuneration arrangements, and provide oversight and governance of the 'people and culture' agenda.

Since March 2017 it has convened for one hour each quarter. The committee receives a report from the Executive Director of HR at each meeting. This updates the committee on ongoing work on a range of matters pertaining to remuneration and workforce, including the 'People Deal', the 'Total Reward' pay project, the gender pay gap, employee engagement, and the annual senior staff pay reviews.

The minutes of committee meetings following 2015 indicate that Trustees have commented on a range of issues including the need for line management to be aware of and prioritising people management responsibilities; have raised questions about the adequacy and sustainability of management training for people management duties; have discussed the charity's gender pay gap; have indicated concern about the rate of staff turnover, and suggested that exit interviews at every level could yield valuable data;²⁰² and have provided a view on the charity's approach to 'employee voice'.²⁰³

In the December 2016 meeting the committee received the HR Strategy for 2016-2018 which included a list of Key Performance Indicators, and a detailed analysis of budget options. Since then the committee has received regular updates, and we understand that performance data are provided to the committee. It received a range of KPI data in the past but not in a form that would enable it to track key HR performance indicators over time (i.e a KPI index, dashboard or similar). The committee has more recently started receiving a KPI dashboard.

The HR strategy was specifically addressed to the functioning of the HR department. We could find no record of the Performance and Remuneration Committee having oversight of an overarching workforce strategy, with workforce goals for the charity against which performance could be measured. We recognise that the 'People Deal' is a broadly strategic approach to 'people and culture'. However the various heads of 'People Deal' activity have not been tied to specific problems and intended outcomes via an operational plan, such that the committee can readily monitor the organisation's performance against it.²⁰⁴

The committee has been attentive to tracking gender diversity. There has been discussion of tracking ethnicity and LGBTQ+ workforce data but the committee has not received regular metrics on these aspects of diversity in the past. The committee does not receive data on employee relations cases or any trends these may reveal.

For assurance purposes the Charity Governance Code recommends that key policies and procedures (including policies and procedures relating to good employment practices) are regularly reviewed by Trustees. There was management review of policies key to the 'people and culture' agenda (including the Anti-Bullying and Harassment Policy and Equal Opportunities and Diversity Policy) in December 2016, but there is no record that the policies came to this committee for review. As the Code was only published in 2017 this could be a matter for future consideration.

The updates from the Executive Director of HR to the Performance and Remuneration Committee in turn comprise part of the committee's report to the Board. We were told the Board also receives data such as employee survey results, pay data, attrition rates and other workforce KPIs but there is no quarterly 'KPI dashboard' or equivalent presentation of trends over time.²⁰⁵

201 Renamed Audit and Risk Committee and revised Terms of Reference issued November 2017

202 Minutes of the meetings in April 2016, July 2016

203 'Employee Voice – A draft proposal for implementing effective employee voice at SCUk' Committee discussion, September 2016

204 Trustee interview

205 Trustee interview

Audit and Risk Committee

The Audit and Risk Committee is chaired by Mark Swallow. The Terms of Reference for the Audit and Risk Committee require it to “keep under review the effectiveness of the charity’s internal control and risk management systems”. The Terms identify several key areas, including child safeguarding and people management. They also specify that the committee has responsibility for the charity’s policy on whistleblowing. The committee oversees how well the overall control environment functions, taking into account risk appetite, key risks, and mitigating actions. It recognises the ‘three lines of defence’ that reside in management action, assurance functions, and internal audit.

We have reviewed the charity’s risk register and note that it foresees the major employee-related risks to which this Review would draw attention.

After ‘people and culture’ work was incorporated into the Terms of Reference for the Performance and Remuneration Committee, the Audit and Risk Committee sought assurance that that committee would oversee the ‘people and culture’ work plan. The Audit and Risk Committee concluded that oversight by the Performance and Remuneration Committee was sufficient, and did not require an additional layer of oversight from itself.

The Audit and Risk Committee reviewed the charity’s Whistleblowing Policy in 2016 and it receives an annual whistleblowing report. However it has not evaluated the effectiveness of the Integrity Line since it was introduced. We discussed whistleblowing provision in Chapter 4, and concluded that present arrangements do not offer a reliable route to anonymous disclosure, nor a source of independent advice or support.

We were told that the Audit and Risk Committee does not routinely receive reports on people management KPIs. However, in light of its responsibilities for audit and risk management in relation to people management, the committee had come to a view that an internal audit of the charity’s culture was due as part of its rolling programme of reviews. It had scheduled an internal audit review for the current year. This planned internal audit was postponed following the announcement of this Independent Review and pending its findings.

Board effectiveness

The Board has commissioned periodic external reviews of Board effectiveness, and the most recent review was carried out in 2017 by corporate advisory firm Lintstock Ltd.²⁰⁶ The review elicits Trustees’ and other observers’ perspectives on Board effectiveness in key areas. The 2017 review resulted in six recommendations that were further discussed by Trustees and developed by management.²⁰⁷

Two of those recommendations are relevant to the concerns of the Independent Review. One referred to development of the charity’s approach to reporting KPIs to the Board, and other aspects of reporting on performance. We have touched on these issues in some of our discussion of performance monitoring. We have noted a beneficial development in that the Performance and Remuneration Committee has recently started to receive data that can be tracked over time using an ‘HR dashboard’. A second recommendation to arise out of the review of Board effectiveness referred to the Board’s apparent lack of diversity, the effects of this, and steps that could be taken to address it. We comment below on Board diversity and recent developments in the Board’s approach to Trustee recruitment.

Emblematic leadership

Trustees, along with senior leaders, set and convey normative expectations about a charity’s culture and how people associated with it should behave. Charity leaders do this in part by what they are seen to represent, and also in part by the standards of behaviour they model through their own behaviour towards others. But perhaps the most important way in which leaders set normative expectations is through the value choices they make in difficult situations. This is when leadership has its most potent effect on the culture of an

206 The previous review was held in 2015

207 Memorandum regarding Board review, September 2017

organisation, signalling to staff the fundamental principles the charity will uphold. Here we consider what the charity's Trustees may be seen to symbolize, and the value choices leaders may make in respect of accountability and openness, in light of the Charity Governance Code recommendations.²⁰⁸

Diversity and recruitment

The Charity Governance Code endorses the presumed operational utility of a diverse trustee body and the need to comply with equality law; and it additionally signals the moral importance of following principles of equality and diversity.²⁰⁹ The Code notes that the term diversity includes the nine protected characteristics of the Equality Act 2010 as well as different backgrounds, life experiences, career paths and diversity of thought. The composition of charity boards is an indicator of the value that charities place on equality, and of their openness to challenge from a range of perspectives over how they carry out their work.

The Board is conscious of the need to expand the range of backgrounds represented in its membership²¹⁰ and has recently included diversity as an item in the Board agenda.²¹¹

The Board appointment process is led by the Nominations Committee, chaired by Fiona McBain. We noted earlier that the Charity Governance Code was published in July 2017 and we have been informed that no Trustee appointment processes have been initiated since that date. Prior to the Code's publication, the charity's approach to recruitment and retention of Trustees was already consistent with many of its good practice recommendations. To enhance Board diversity however, the new Code recommends charities make positive efforts to reduce the obstacles to people from diverse backgrounds becoming Trustees; adopting a transparent procedure for appointments which includes advertising vacancies widely, and considering how vacancies are publicised so as to attract a diverse pool of candidates; and having diverse appointment panels. We understand that the Board has reviewed its approach to recruitment since publication of the new Code and that it intends to advertise vacancies in future.²¹²

Accountability and openness

The Charity Governance Code states that "making accountability real, through genuine and open two way communication that celebrates successes and demonstrates willingness to learn from mistakes" helps to build trust and confidence in individual charities and the sector as a whole. Where a charity is of the size and significance of Save the Children UK, receiving substantial public funding to support its vital humanitarian work, accountability is of particular importance. There are various formal expectations around accountability and openness, such as reporting serious incidents to the Charity Commission or publishing the Accountability and Transparency Report, which go beyond the scope of this Review. Our interest here is firstly with how governance supports accountability and then with how value choices concerning accountability and openness affect workplace cultures.

Turning to governance first, we discussed in Chapter 2 the ways in which the '2015 culture diagnostic' was communicated to Trustees and other leaders, and there is no need to reprise those points here. However, we think the absence of an approved record of the key information provided in the presentation to Trustees of the '2015 culture diagnostic' is unfortunate. We note that a confidential minute was made of the closed Board meeting that considered the '2015 historic cases review' and it would have been helpful for accountability purposes to have done the same for the '2015 culture diagnostic'. We respect that closed Board meetings may be necessary to deal with sensitive issues, and that in these cases the standard minutes will only record that a closed session was held. However, we would argue that a confidential minute of such sessions should be recorded and filed, not least for the benefit of Trustees or senior leaders who may not have been present at the time.

With respect to value choices concerning accountability and openness, we acknowledge that there are no easy answers to the value dilemmas that charity leaders sometimes face. There is rarely a simple trade

208 Charity Governance Code Principle 6 Diversity, Principle 5 Board Effectiveness, and Principle 7 Openness and Accountability
209 Charity Governance Code paragraph 6.2
210 Memorandum regarding Board review, September 2017
211 Board meeting July 2018
212 Trustee statement; Trustee interview

off to be made between two or more competing values (such as protecting confidentiality whilst fulfilling obligations of accountability) and leaders may have the unenviable task of selecting between options all of which have adverse consequences. As we proposed above though, these choices are the ones that ultimately determine a charity's lived value commitments and its cultures. We are mindful that this Review was prompted by concerns that the charity's leaders had not been as open as they might with regard to past events; and also by concerns that people were not held to account for their conduct. The charity's current leaders made a significant choice to commit to the values of accountability and openness through commissioning the Independent Review.

We wish to acknowledge the efforts that the charity's Chair, Trustees and managers have all made to provide the information we needed to understand the response to the '2015 culture diagnostic' and the charity's current workplace cultures. The Trustee sub-committee has been both supportive and principled in its work with us, which helped to improve the process of the Review and this report. We have been given access to the information we requested, subject to considerations of confidentiality. We have been provided with valuable information that we did not know existed, such as material retained by the external HR consultant. Without that material, it would have been very much more difficult to describe the Board and management response to the '2015 culture diagnostic'. On the rare occasions the information we sought has not been available we believe this is because it did not exist within the charity's records, or could not be found after a reasonable search. We have also had the benefit of comment from those Trustees named in the report about some of our findings. These included valuable factual corrections, and also expressed matters of opinion where we may not be in agreement. This report presents my view as the Independent Review Chair.

We have endeavoured in the report to shine a light on matters which have hitherto been obscure or ill understood, and have set out to explain with objectivity and honesty how the charity's workplace cultures are experienced by people now. We have kept the confidences of those who told us about private matters, but we have tried to do so in a way that also tells the truth that they wanted to be told.

We believe there is genuine willingness and commitment on the part of the charity's leadership to learn from past decisions and actions. A promise of accountability, together with the degree of openness necessary to support it, was made in commissioning the Independent Review. But this is only one initiative. There will be further value choices to be made in future, when accountability will again be accompanied by obligations to protect confidential information, or by the need to promote other moral considerations. In order to build trust, the promise of accountability must continue to be renewed, day by day, in interactions between the charity's leadership and its stakeholders. We have made recommendations that we hope will support this.

Recommendations

We are conscious that we are making recommendations to an organisation that has already sought to address several of the issues to which we are now drawing attention. The charity's 'people and culture' agenda started out in 2015 with a focus on enhancing respect in the workplace, and we have noted throughout this report that the 'People Deal' aims to resolve a number of the problems staff and Trustees have discussed with us.

We have also drawn attention in Chapter 3 to the view held by many in the charity that change projects arise with conspicuous frequency so the charity needs to clearly prioritise its various initiatives. We do not believe it will be helpful to make multiple recommendations for change that add yet more discrete projects to an already lengthy list. We have therefore limited ourselves to a relatively small number of recommendations for outcomes we think the charity should strive to achieve. We have indicated the key criteria against which action should be measured, and provided advice that will help the charity to identify good practice.

Our view is that the charity is better placed than ourselves to decide exactly how it should approach issues to which we will draw attention in our recommendations. In the course of the Review we met many employees with deep understanding of how the charity works, and tremendous commitment to making it work better. We would urge the charity's leaders to consider how to use the insight and expertise of staff to make the changes we advocate. We suggest that enhancing the charity's workplace culture will require both decisive leadership from those at the top, and sustained collaboration with a wider group of staff drawn from every level in the organisation. It will also require clarity in respect of strategy and tactics, accountability from those charged with delivery, and prolonged effort over a number of years.

Building trust

As we explained in our opening chapter, trust requires that we live up to the expectations we encourage in others, that there be consistency between our words and our actions, and that if we let someone down we make genuine efforts to put it right. This is as true for organisations as it is for individuals. Trust will be built on accountability, openness, and collaboration.

Recommendation 1

Work collaboratively with staff to develop, publish internally, implement and evaluate a comprehensive integrated strategy in response to this report.

• Key criteria for implementing recommendation 1

- 1.1 The strategy should be developed collaboratively with staff and also reflect that a key leadership responsibility is securing a respectful and productive culture in all of the charity's places of work.
- 1.2 The strategy should commit the charity to further enhancing and exhibiting practices of openness and transparency wherever possible.
- 1.3 The strategy should take into account work already under way as part of the 'People Deal', and the additional steps that have been initiated since the announcement of this Review.²¹³
- 1.4 The strategy should be phased over a number of years, whilst including clear and practical steps to be taken in the shorter term. It should set out unambiguous, realistic, and measurable outcomes with achievable milestones.

213 Kevin Watkins, Statement to Review 25th July 2018

- 1.5 The strategy should be clear and accessible, so that staff will know what the charity has committed to do, be able to gauge progress against the plan, and hold leaders accountable for delivery.
- 1.6 The strategy should identify, maintain and where possible enhance existing good practices in the charity in respect of employee support and wellbeing.
- 1.7 The strategy should include carefully selected KPIs to measure progress over time.
- 1.8 The strategy should identify robust mechanisms of accountability through which Trustees may monitor progress and hold leaders to account for delivery.
- 1.9 The strategy should make provision for independent evaluation of progress against the strategy and how it responds to the recommendations made in this Review.

- **Advice**

Regarding 1.1, we would emphasise that the strategy should encompass all of the charity's workplaces, including regional and devolved country offices, retail outlets, lone working, or other places where the charity's staff and volunteers are owed a duty of care. We highlighted the range of UK workplace contexts in Chapter 3 and would anticipate these be taken into consideration. We have touched on issues of overseas working in this report, and we think the charity will wish to consider some of the issues we have raised. The most pertinent of these is alignment of policy and avenues for action when staff from Save the Children UK and Save the Children International are working alongside one another (see Recommendation 5 also).

Regarding 1.2 the publication of this report demonstrates the commitment to accountability that is one of the charity's five values, and to the openness that accountability requires. To model this from the very top of the organisation, we would encourage the charity to now consider publishing its Board minutes, as is the practice in many charities and publicly funded organisations. Confidential information such as individual human resource matters, commercially sensitive information etc. may of course be withheld from the public version of documents but the guiding principle should be openness where possible. We would also draw attention to the need for transparency when employees depart the organisation, ensuring that the current draft policy for providing references is suitably robust, and approved by the Board.

Regarding 1.3 we believe it may be unclear to staff quite how the 'People Deal' aspirations are being pursued. The strategy for responding to our recommendations will undoubtedly include steps already part of the 'People Deal', so that those existing commitments, and how they intersect with this work, should be spelled out.

Regarding 1.5 the strategy should aim for maximum internal transparency. We think it would be helpful to identify forums and processes through which interested staff can understand and discuss progress. It may be that the existing 'people champions' have an important role to play here.

Regarding 1.6 we think it important that the charity effectively promotes, evaluates and builds on what it already does to support staff wellbeing. There is a great deal of good work that could be named here, so the comments that follow should be read as examples and in no way an exhaustive list. It may be that an initial step would be for the charity to identify everything – from the informal to the formal – that it currently does, some of which may be passing unnoticed or being taken for granted. During the overall onboarding process (not necessarily at corporate induction) it is valuable for new staff to learn about the wide range of activity within the charity that supports staff wellbeing, from discussions about the ethics of humanitarian work to provision for parental leave. We understand that the charity has started to implement training in active listening and mental first aid, but we think there is limited awareness of this among staff. We heard generally very positive reviews of the AWARE and EAP services but we also heard some doubts, so it may be of value to include the evaluations of these services in the information staff are given about them. There may be additional cost-effective ways of enhancing emotional support that are worth investigating. For example, Schwartz Rounds are used in healthcare settings and, more recently, in prisons, to provide space for staff to talk about aspects of their work that are both challenging and demanding of a compassionate response.²¹⁴

214 <https://www.pointofcarefoundation.org.uk/our-work/schwartz-rounds/about-schwartz-rounds/>

Regarding 1.9 we would advise an independent interim assessment of progress after six months. We think there should then be a further assessment of outcomes to take place at a later stage, and which could be done by the charity itself, to measure the effectiveness of the response. This assessment should take place within a timeframe agreed at the point of interim assessment.

Tackling workplace incivility

In Chapter 4 we identified a level of workplace incivility that in our view has an adverse impact both on the charity's operations and on individual staff wellbeing. We noted that it was likely affecting collaboration, productivity, work performance, job satisfaction, employee engagement, individual psychological wellbeing and physical health.

Recommendation 2

The overarching strategy developed in response to Recommendation 1 must include a comprehensive plan to reduce the level of workforce incivility and ensure employees receive the practical and emotional support they need to do their work.

- **Key criteria for implementing recommendation 2**

- 2.1 The plan should develop and clearly set out an integrated approach to implementing 'zero tolerance' of poor behaviour. It should ensure that employee relations policies are fit for purpose for a 'zero tolerance' approach, that HR and management practice are fully aligned with a 'zero tolerance' commitment, that thorough training supports all those implementing 'zero tolerance' practice, and an appropriate range of support is available for individuals using an informal approach to challenge poor behaviour.
- 2.2 The plan should make clear that accountability for implementing 'zero tolerance' rests with the Trustees, Chief Executive and Executive Leadership Team.
- 2.3 The plan should recognise the current 'reporting gap', and identify ways to more accurately measure the prevalence of incivility as well as overcome the 'reporting gap'.
- 2.4 The charity should seek out, and base the plan where possible, on best practice, recognising that reducing bullying and workplace incivility is a difficult challenge in all workplaces.
- 2.5 The plan should include carefully selected KPIs to measure progress over time.

- **Advice**

Regarding 2.1 we are recommending that an essential first step is to engage with staff who have interest and experience to bring to the planning process. There is some evidence that employees who have been bullied themselves can be valuable allies in developing new approaches.

Regarding 2.1 again, in Chapter 4 we discussed aspects of current policies that will require amendment if they are to serve a wholehearted approach to 'zero tolerance'. We would advise that the policies be integrated and simplified with better guidance and explanations so that staff know what the charity regards as unacceptable, what they *can* do about it, and what they are *expected* to do about it. Policies should make clear what the Trustee and Chief Executive roles are in relation to the policy. We think the Negative Acts Questionnaire-Revised and other definitions we have used in this report may help the charity's staff to accurately name negative behaviours and that these could be used to support discussion and training.

Regarding 2.2 we believe that it is critical to implementing 'zero tolerance' that a commitment comes from the top, that it is consistent, and that organisational leaders know they have support for making difficult decisions. It has to be made absolutely clear by Trustees and Chief Executive that no employee is too valuable to the organisation to evade responsibility for poor conduct, because poor conduct undermines the charity's operations and its duty of care to staff. Trustees and the Chief Executive will need to expect and

support the organisation's leaders and managers to implement 'zero tolerance', even if this entails controversy.

Regarding 2.2 again, we believe that implementing a 'zero tolerance' approach to poor workplace behaviour will require a change of mind set, and must be supported by appropriate training for senior leaders, HR staff and line managers. It may be most effective to cascade this training so that the first in line then take responsibility for training others, which can help to embed their own learning.

Regarding 2.3 the charity may wish to consider using the Negative Acts Questionnaire-Revised on a regular basis to measure experiences of negative behaviour. We agree with some who spoke to us during the Review that more robust approaches to carrying out exit surveys or interviews and feeding back the results into recruitment activity would be of value. However, it is worth being aware that one study which discovered 12% of people experiencing workplace incivility resigned, also found they had a preference for 'going quietly' without citing workplace incivility as a reason.²¹⁵

Regarding 2.4 we recognise that there is no 'silver bullet' for reducing workplace incivility. Some approaches that have been tested in other fields could offer the charity potential tools, but at present there is no research evidence that would provide a blueprint to follow. We believe it would be worth people in the charity investigating what other organisations have done and seeking out practices that might potentially be adapted to use in the charity. This could include bystander intervention, which in the UK has largely been developed as a means of preventing sexual abuse and domestic violence in universities and is being looked at with interest by the healthcare sector.²¹⁶ We are also aware of 'first responder' schemes being implemented to help reduce negative behaviours in the Civil Service. The charity may wish to consider analogous provision, in which trained volunteers are available to give support and advice.

Regarding 2.5 we believe selecting the right KPIs to measure progress over time will require careful thought and it is sensible to involve staff in the development of these. In light of the current reporting gap, it could be expected that robust implementation of an integrated 'zero tolerance' approach could initially increase the number of reports so simply measuring reporting rates is likely to be deceptive.

Addressing diversity

In Chapter 3 we discussed the lack of ethnic and social diversity in the charity's workforce, and in Chapter 4 the effects on staff of a lack of diversity, including when staff felt some specific needs were not met. In Chapter 5 we noted the lack of ethnic and social diversity on the charity's Board of Trustees.

Recommendation 3

Achieve a more ethnically and socially diverse workforce and Board of Trustees, and ensure that the charity's management practices and workplace culture support people from diverse backgrounds to make the fullest contribution they can to its work.

• Key criteria for implementing recommendation 3

- 3.1 The charity should review its current Diversity and Inclusion strategy to ensure that it starts from a concrete analysis of the specific challenges the charity faces, and includes specific workforce targets.
- 3.2 The strategy should be phased over a number of years, whilst including clear and practical steps to be taken in the shorter term. It should set out appropriate milestones.
- 3.3 The strategy should be consistent with best practice in recruitment of diverse employees and Trustees.

215 PEARSON, C. M., ANDERSSON, L. M. & PORATH, C. L. 2000. Assessing and attacking workplace incivility. *Organizational dynamics*, 29, 123-137

216 We did a brief review of some research into bystander interventions and will share our note on this with the charity

- 3.4 The strategy should include a specific focus on supporting staff from different backgrounds and with diverse needs, recognising that minority groups may require tailored support for onboarding, mentoring, and career progression.
- 3.5 The strategy should address ways of building cultural awareness in the organisation.
- 3.6 The strategy should include periodic review of policy and practices to assure the charity that its working environments are suitable for people with disabilities and there is reasonable accommodation to their needs.
- 3.7 The strategy should include consideration of Board leadership in respect of diversity, in line with the recommendations of the Charity Governance Code Principles 5 & 6 and other best practice guidance.

- **Advice**

Regarding 3.1 we believe it would be of immense value to work with affected staff to review the strategy, including existing minority staff networks and the charity's new BAME network. The charity might wish to consider identifying one or more diversity champions among the charity's leadership, including a Board level champion for diversity issues.

Regarding 3.3 - 3.6 there are many sources of best practice guidance. We think the charity will benefit from benchmarking its provision for supporting staff from diverse backgrounds against best practice in equivalent sectors. We recognise that the charity is implementing unconscious bias training, which is worth building upon but cannot stand alone. The McGregor-Smith review and guides published by Stonewall, CIPD, ACAS and others may be of value²¹⁷ and the charity may wish to engage with the Employers Network for Equality and Inclusion.²¹⁸ Staff also drew our attention to the work done by the BBC²¹⁹ on diversifying its workforce as a potential model to emulate.

Strengthening arrangements for whistleblowing

In Chapter 4 we concluded that in light of the charity's risks, whistleblowing policy and provision overall should be more robust.

Recommendation 4

Review arrangements for whistleblowing to ensure that policy and practices support the raising of concerns.

- **Key criteria for implementing recommendation 4**

- 4.1. Robust whistleblowing arrangements benefit the charity. They should as far as possible meet needs for employee anonymity, confidentiality, independent appraisal from outside the charity when necessary, transparency in respect of outcomes, and accountability for decisions made by any person who receives a whistleblowing report.
- 4.2. If employees are to be referred to an external whistleblowing provider, that service should be commissioned in such a way that employees receive expert advice tailored to the needs of both the employee and the business.
- 4.3. The Board should approve the amended arrangements.

²¹⁷ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/594336/race-in-workplace-mcgregor-smith-review.pdf

https://www.stonewall.org.uk/sites/default/files/line_managers.pdf

<https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/factsheet>

<http://www.acas.org.uk/index.aspx?articleid=1363>

²¹⁸ <https://www.enei.org.uk>

²¹⁹ 'Reflecting the Ethnic Diversity of the UK within the BBC Workforce' <https://www.bbc.co.uk/diversity/strategy/bame-career-progression-and-culture-report>

- **Advice**

Regarding 4.1 we believe the current arrangements lack confidentiality, responsiveness and externality. Contact with the named persons is via non-confidential email addresses. The policy implies that there is a choice whether to investigate whistleblowing concerns raised through the policy, leaving those raising concerns with no recourse should it be decided not to do anything. (According to the policy the Whistleblowing Trustee may consider a report that has already been investigated by one of the other named persons, but not one that has been raised with them and not investigated at all). There is no obligation to report back to the person raising the concern on when or whether anything has been done in response. (We recognise it may not be possible for reasons of confidentiality to report back the outcome.) There is no provision for reporting concerns to an external person with responsibility to consider them (such as an external auditor for example). We would advise that all of these weaknesses be considered.

Regarding 4.2 we have a paucity of evidence regarding the response to callers to the Integrity Line, but we did hear of experiences that suggested calls from the charity's staff were not always knowledgeably handled. The charity may wish to consider reviewing its arrangements and the benefits of commissioning a specialist provider experienced in receiving calls from employees, contractors and other stakeholders. We drew attention in Chapter 4 to whistleblowing hotlines that operate as intermediaries between employer and employee, providing a 'safe space' for communicating the employee's information until such time as matters have been clarified. Given current discussion in the sector regarding means of preventing sexual exploitation and abuse, and the charity's new Preventing Sexual Exploitation and Abuse Policy which is very wide in scope, the charity may wish to explore developing suitable whistleblowing arrangements in collaboration with other NGOs.

Enhancing HR capacity, capability, and responsiveness

In Chapter 3 we noted the relative complexity of the charity's HR operations, the changes in HR personnel in recent years, the turnover in line managers within the charity, and apparently differing expectations between line managers and HR about what the HR department should provide. In Chapter 4 we noted that there was a degree of dissatisfaction with HR support in employee relations cases, and some doubt that policies were correctly and consistently applied. We also noted occasional difficulties with managing employment issues across Save the Children UK and Save the Children International. We recognise that a great deal of work is under way to implement the 'People Deal', and that some of what we are recommending will be incorporated into that as ongoing business within the existing HR capacity. However, we have come to the view that the HR function requires further support and development.

Recommendation 5

Ensure the HR department is adequately supported and resourced, operationally effective, responsive to business need, and a trusted advisor to employees raising concerns about conduct.

- **Key criteria for implementing recommendation 5**

- 5.1 The resources available to the HR function must be sufficient to meet the charity's needs, bearing in mind that the HR function may need more resource to meet short and medium term challenges and then less in the long term.
- 5.2 The charity should seek to recruit a Trustee with HR or organisational development expertise, in order to provide support and guidance to the HR function and expert advice to the Board.
- 5.3 The charity should ensure that it has sufficient organisational development capacity and capability, which could be located in the HR department, the Chief Executive's office or elsewhere in the charity.

- 5.4 There should be a review of the current mix of HR Business Partners and HR Advisor roles to address whether the right combination of senior expertise and experience is available to respond to the specific needs of the charity.
- 5.5 Arrangements should be made to ensure that when staff work alongside each other in Save the Children UK and Save the Children International there is clarity for employees in respect of policies, responsibilities and accountabilities for employee relations matters in joint operations.
- 5.6 There should be external investigation of employee relations cases involving senior staff in the charity pending the development of greater in-house capacity and capability.

- **Advice**

Regarding 5.1 the charity should be wary of drawing simplistic comparisons based on the ratio of HR staff to employees. Whilst this can be informative, it depends on the demands being placed on HR services. If this is being partly driven by failure demand (for example in high rates of staff turnover) the HR department may need resources in the short to medium term to tackle the source of the problem. We also think that there are discrepant expectations between line management and the HR team about what each is expected to do in relation to people management. It may be that some of the activity and discussion around the 'People Deal' is already allowing these expectations to be explored, but if not we think it needs appropriate action to build understanding on both sides.

Regarding 5.2 we note that the current Terms of Reference for the Performance and Remuneration Committee specify it has oversight of the 'people and culture' agenda. We are not clear whether this intended to mean oversight of workforce, people management and HR more broadly. In our view the Board needs these matters to be given full consideration in a sub-committee that can support the people management developments in the organisation.

Regarding 5.4 it has been outside the scope of our work to review whether the current mix and numbers of HR Business Partners and HR Advisor roles is providing the right combination of capacity and capability. However, the HR Advisor role has been subject to high rates of turnover and it should be considered whether current job design and reward enables the HR department to recruit and retain the right people. It would be beneficial to consider whether the charity needs to recruit or support development of higher levels of expertise to support a response to current challenges.

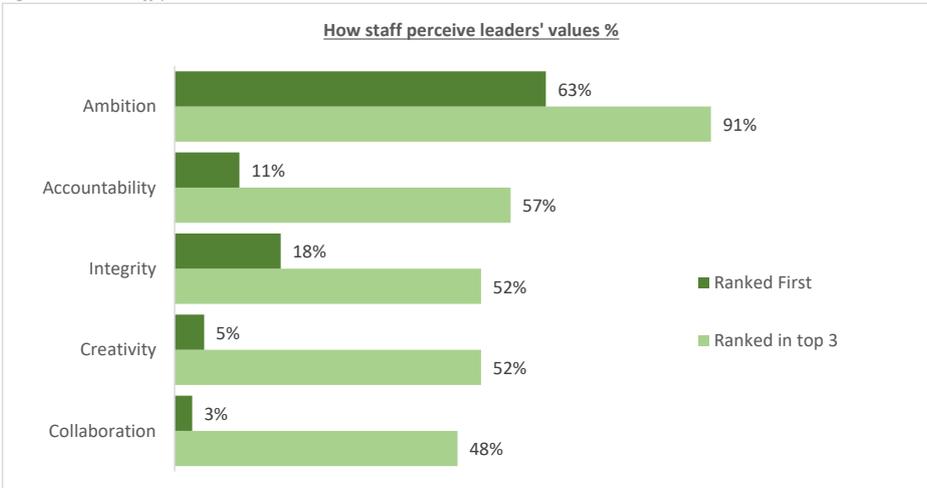
Regarding 5.5 the charity may wish to consider entering into a memorandum of understanding or similar with Save the Children International to provide more clarity for employees about what will happen in the event they need to raise concerns about the behaviour of employees in the sister charities. We understand that there is a collegial arrangement between the HR directors in the charities, but this is not visible to employees and they cannot hold their own charity to account for what it does nor does not do.

Regarding 5.6 we believe the charity needs to build trust in its investigation processes, particularly as they apply to senior staff. We think that robust external investigations can help promote justice, and the appearance of justice, both for employees raising concerns and employees who are the subject of these concerns. Referring to a trusted external provider also enables the charity to draw on a source of capacity and capability only when it requires it, which is likely to be more cost effective than having in-house capacity permanently on stand by. We think the charity ought to give consideration to commissioning an external investigation for employee relations cases involving allegations against *any member of staff who is a member of the Corporate Senior Leadership Team or has the title of Director* particularly at the beginning of full implementation of a workplace incivility strategy. It may be fruitful to consider pairing in house investigators with external investigators for some cases, in order to build in house capability over time.

Appendices

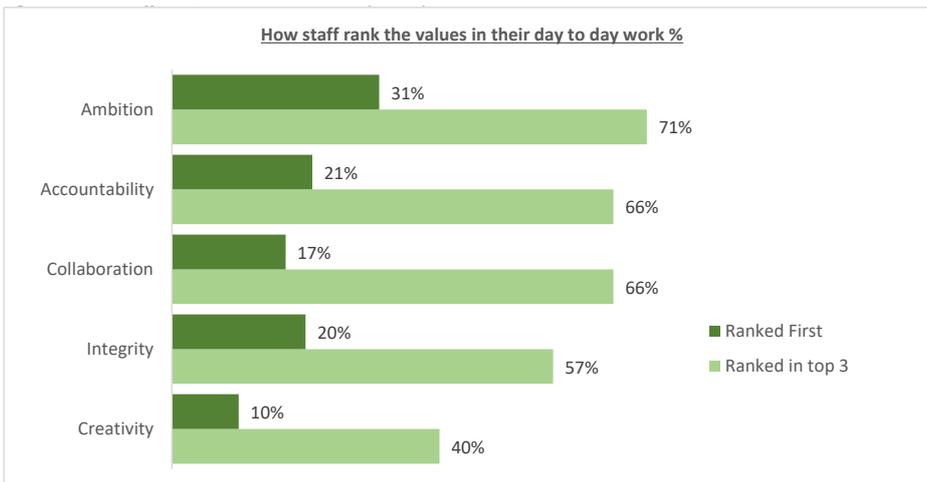
Figures

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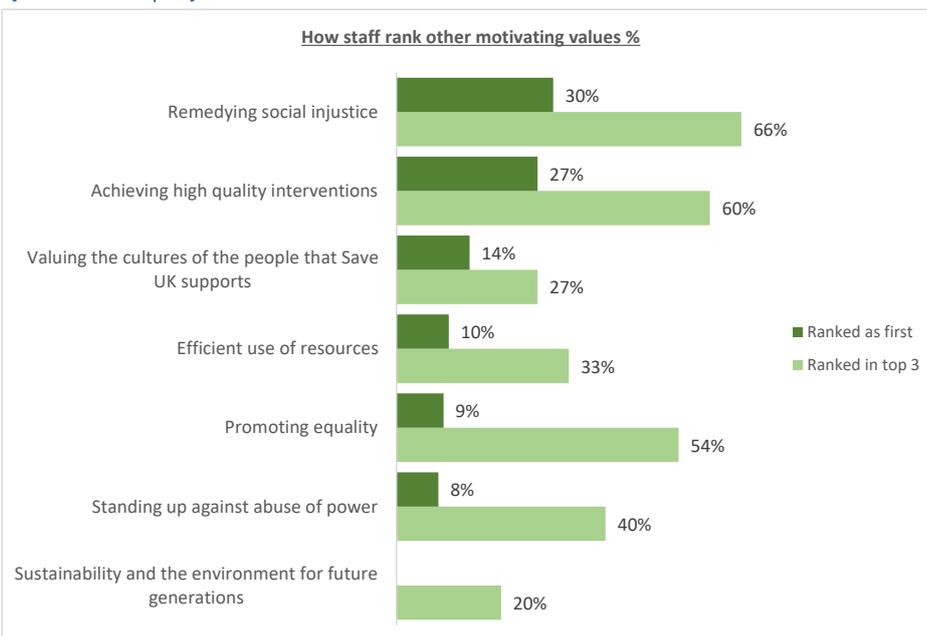
Base: All respondents who ranked values (564)

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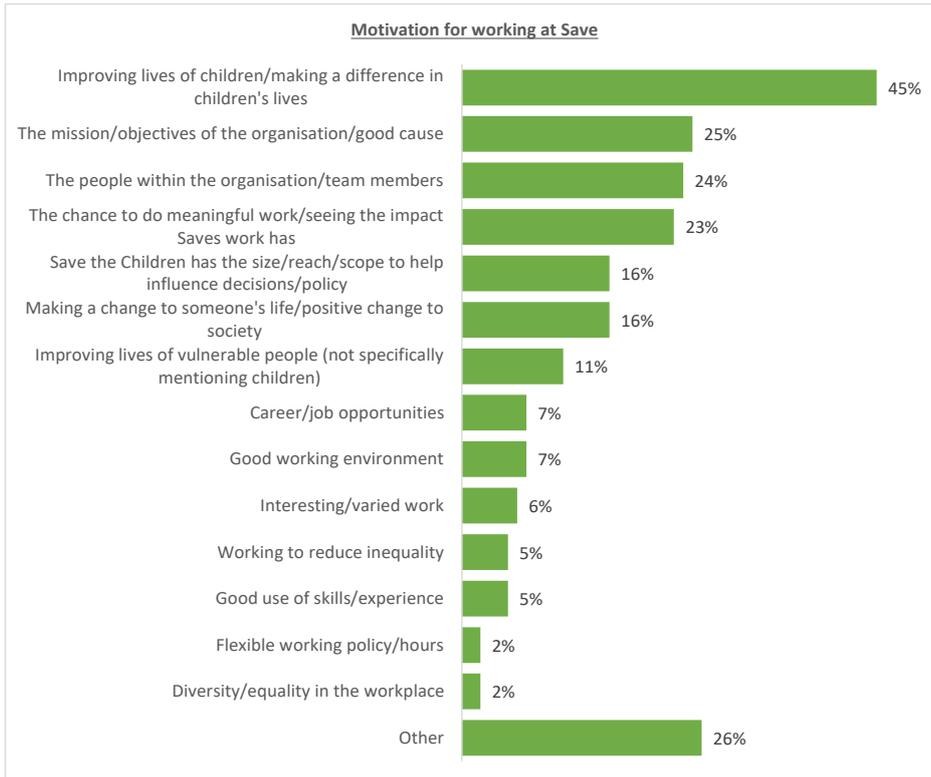
Base: All respondents who ranked values (552)

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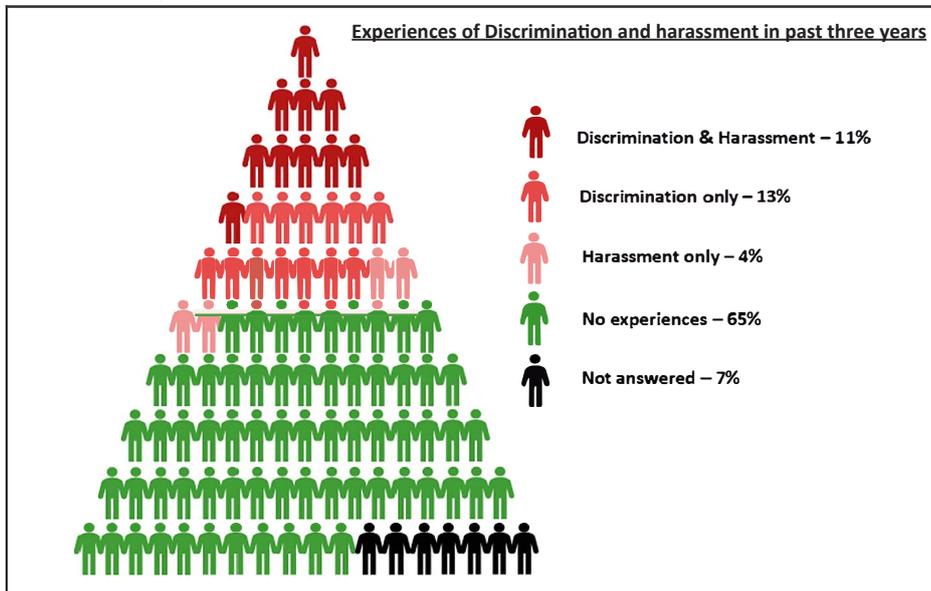
Base: All respondents who ranked motivating values (536)

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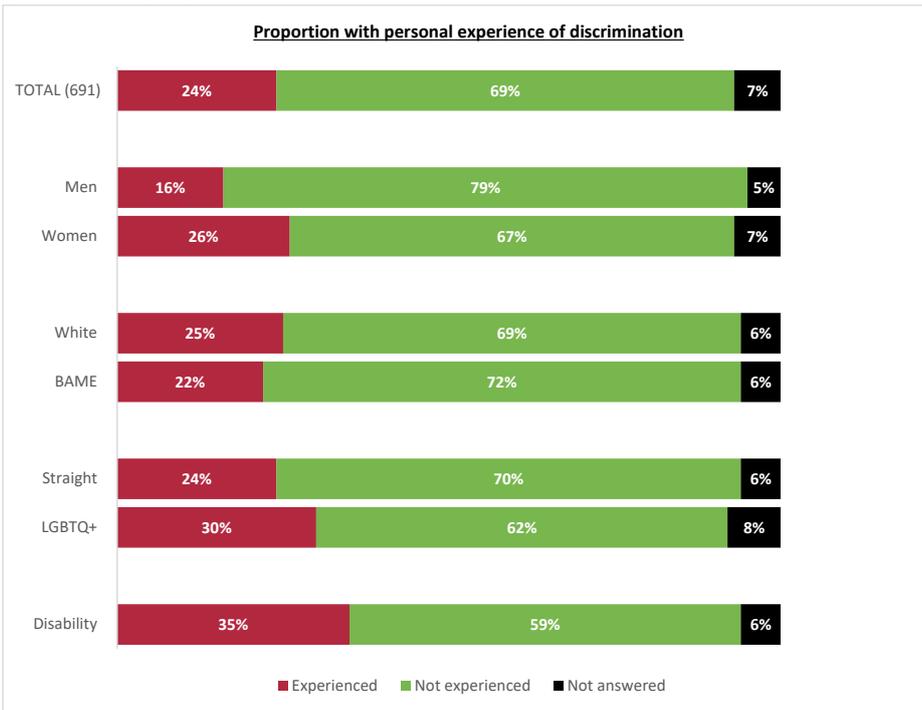
Base: All respondents who provided a comment (528)

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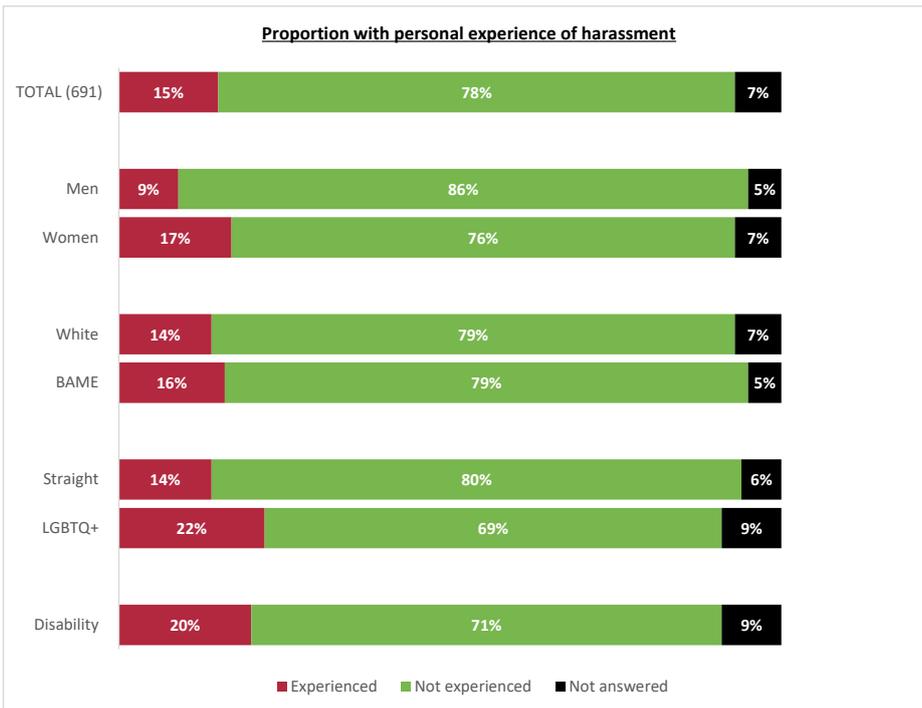
Base: All respondents (691)

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Base: All respondents (691)

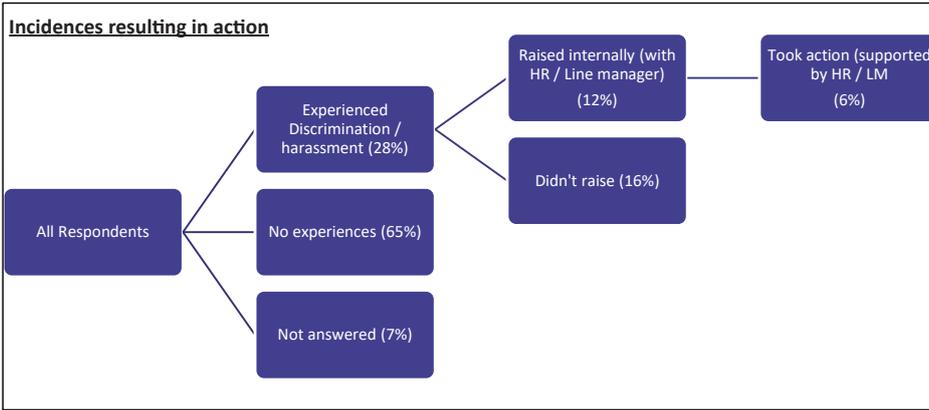
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Base: All respondents (691)

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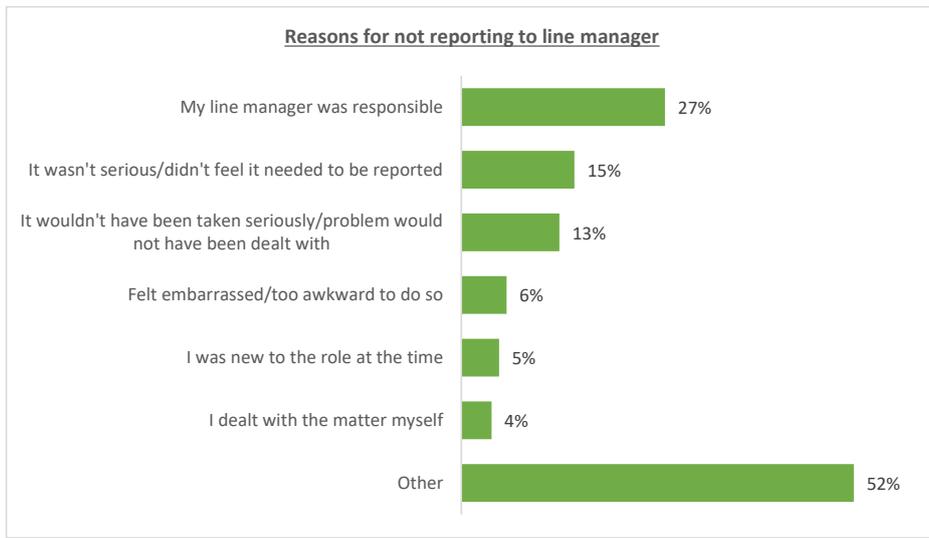
Incidences resulting in action



Base: All respondents (691)

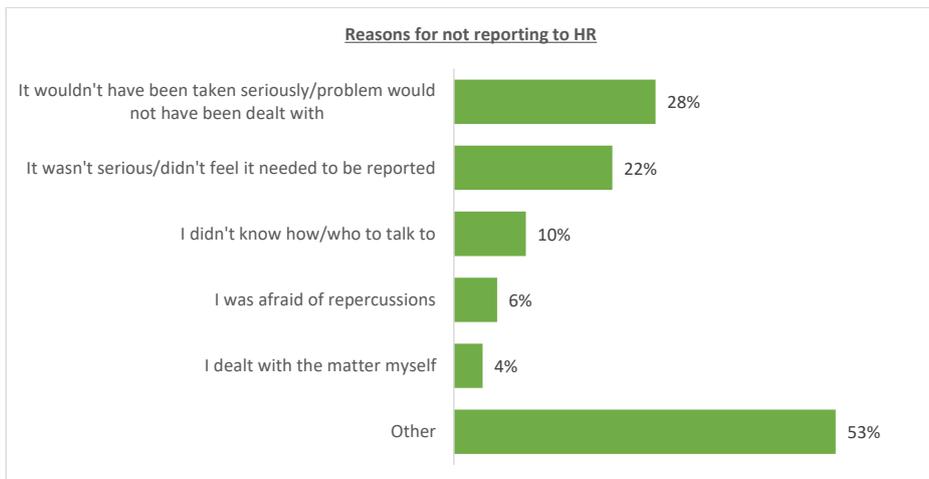
[\[back to main report\]](#) - see also Figure below

Reasons for not reporting to line manager



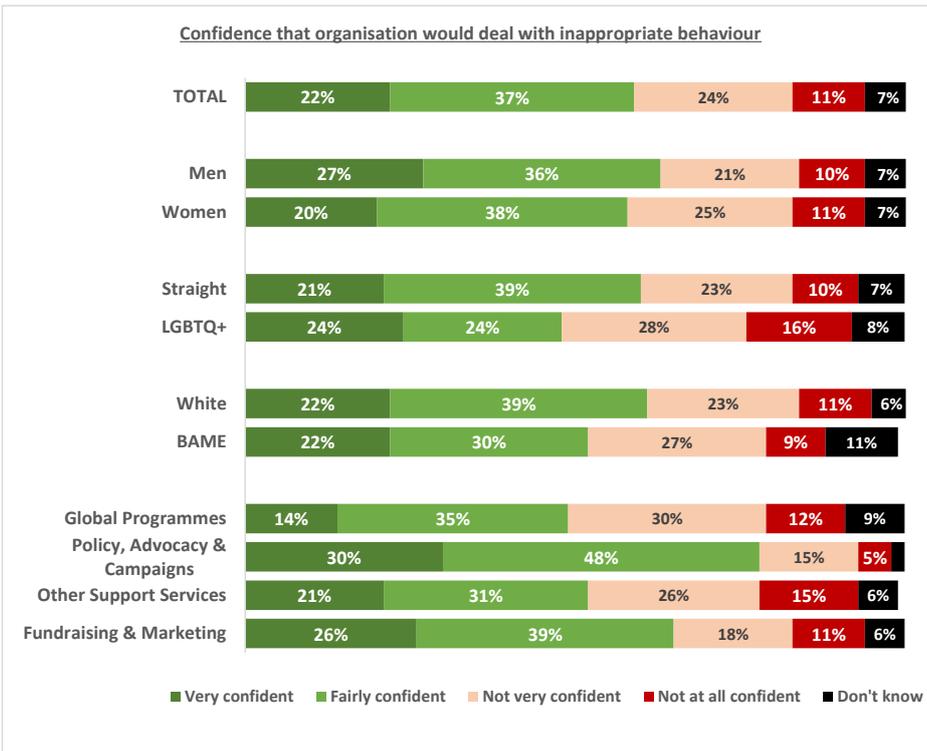
Base: Respondents who did not report to line manager (108)

Reasons for not reporting to HR



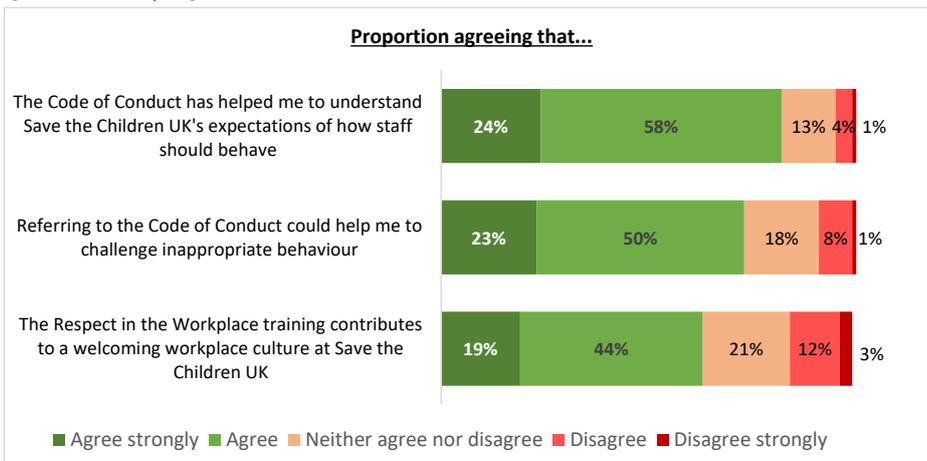
Base: Respondents who did not report to HR (138)

[\[back to main report\]](#)



Base: All respondents (647)

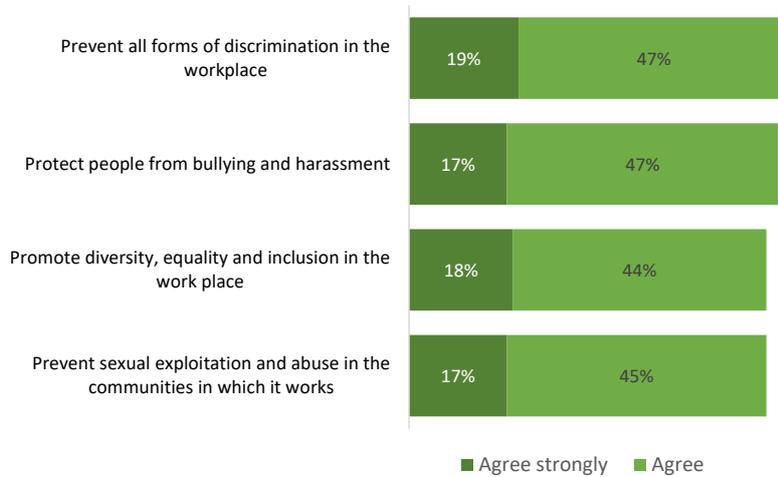
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Base: All respondents (639)

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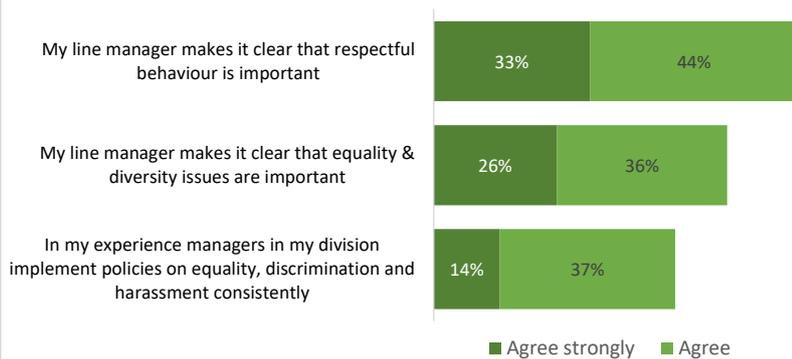
Proportion agreeing Save the Children UK has the right written policies and guidelines in place



Base: All respondents (659)

[\[back to main report\]](#)

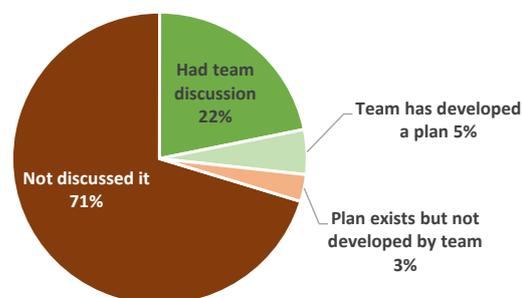
Proportion agreeing Managers implement aspects of policies



Base: All respondents (659)

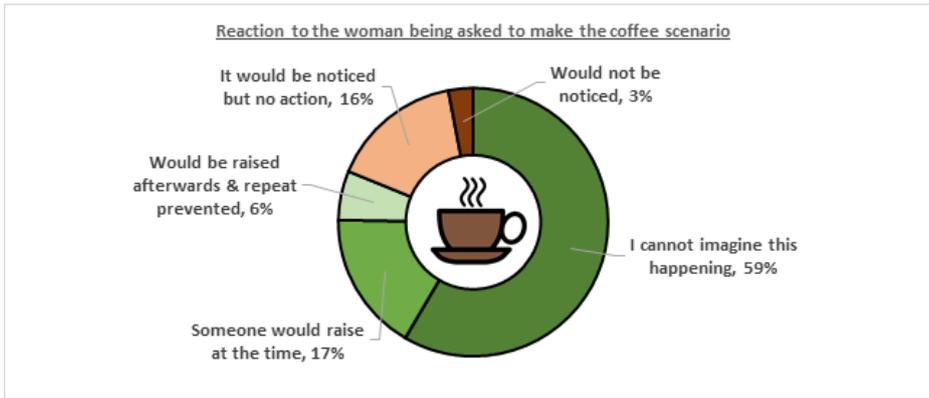
[\[back to main report\]](#)

To what extent has Head of Team addressed what StC UKs Gender Equality policy means



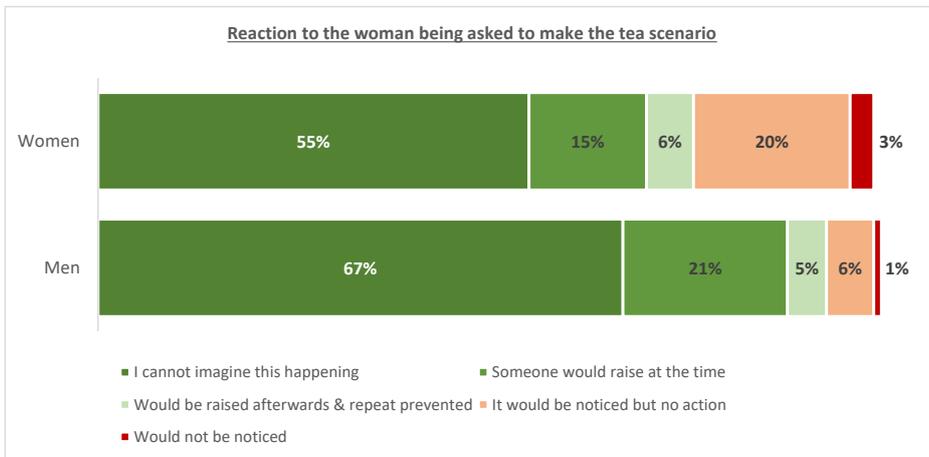
Base: All respondents (647)

[\[back to main report\]](#) - see also Figure below



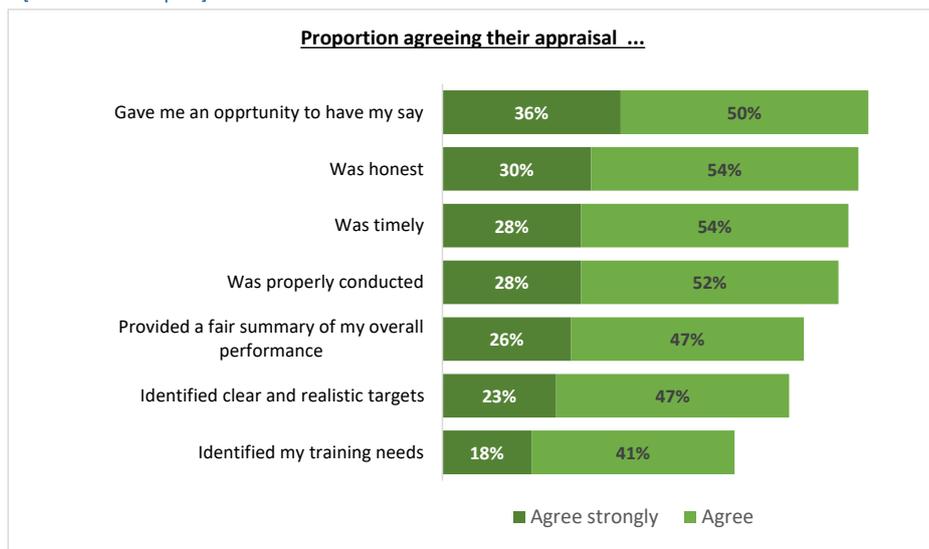
Base: All respondents (654)

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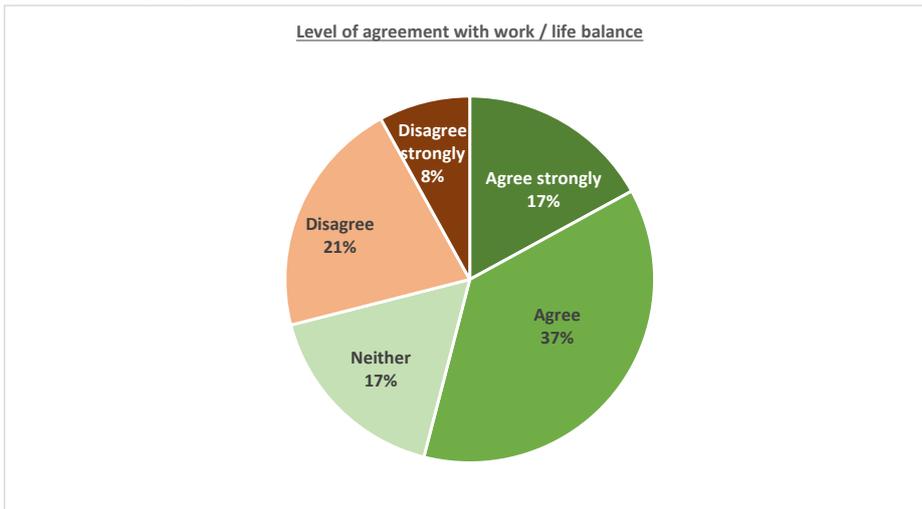
Base: All respondents (654)

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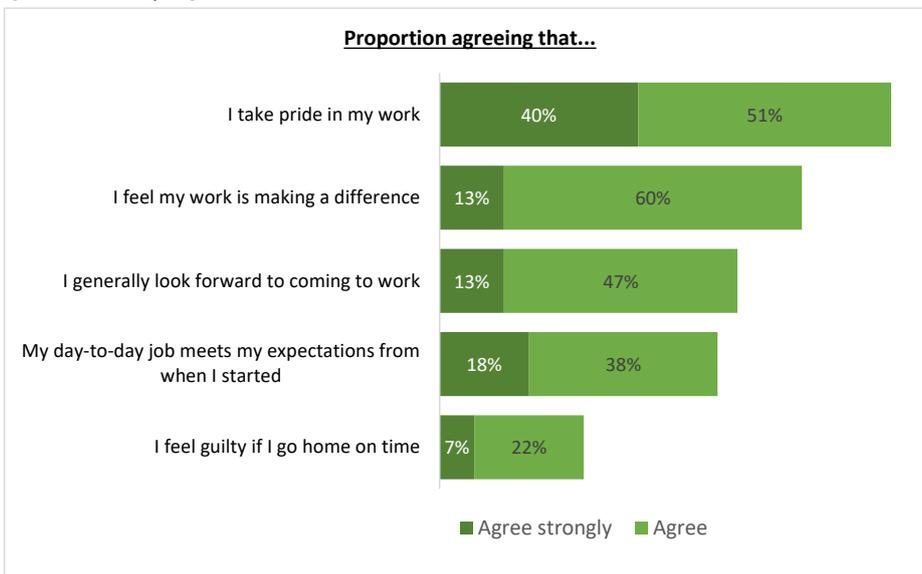
Base: Those having an appraisal (508)

[\[back to main report\]](#)



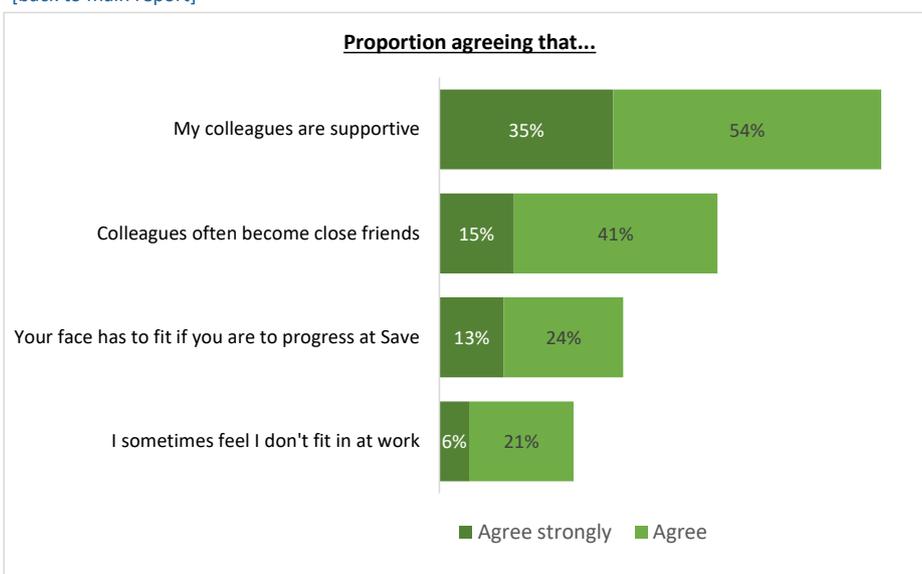
Base: All respondents (631)

[\[back to main report\]](#)



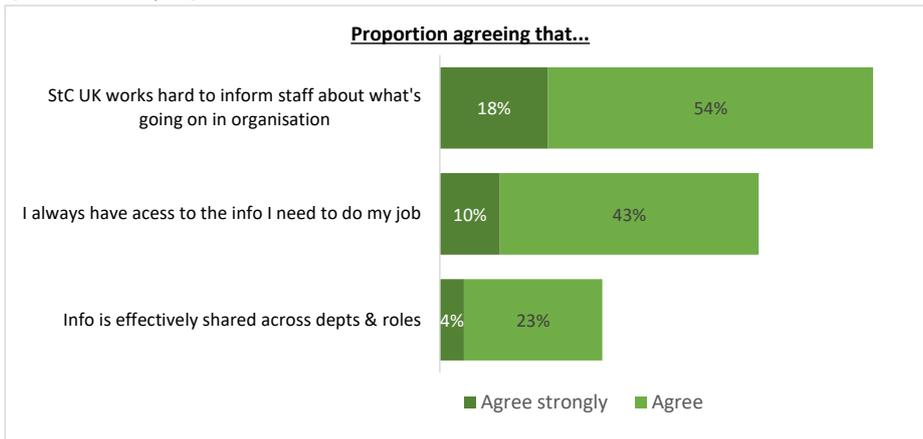
Base: All respondents (630)

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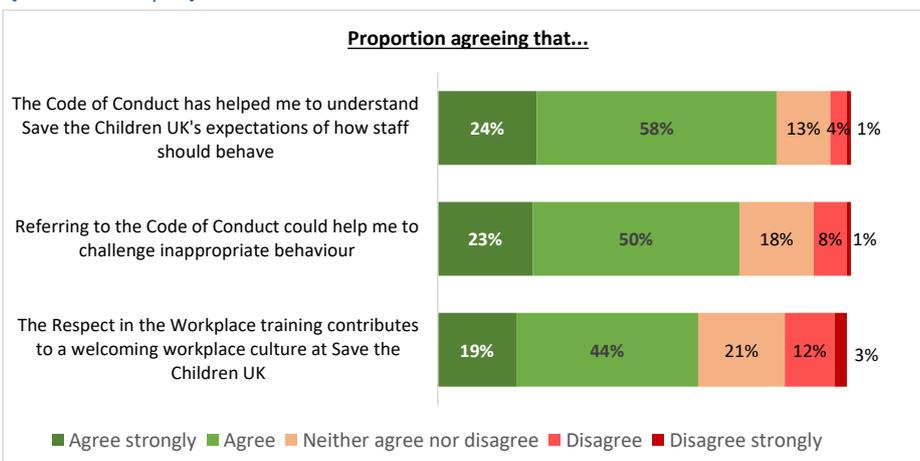
Base: All respondents (630)

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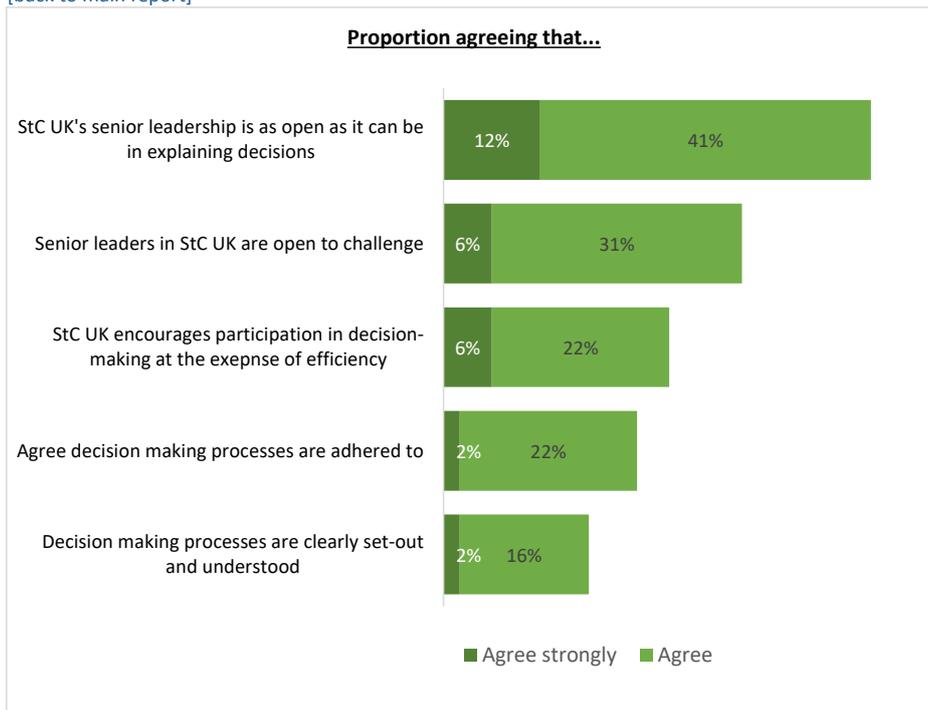
Base: All respondents (630)

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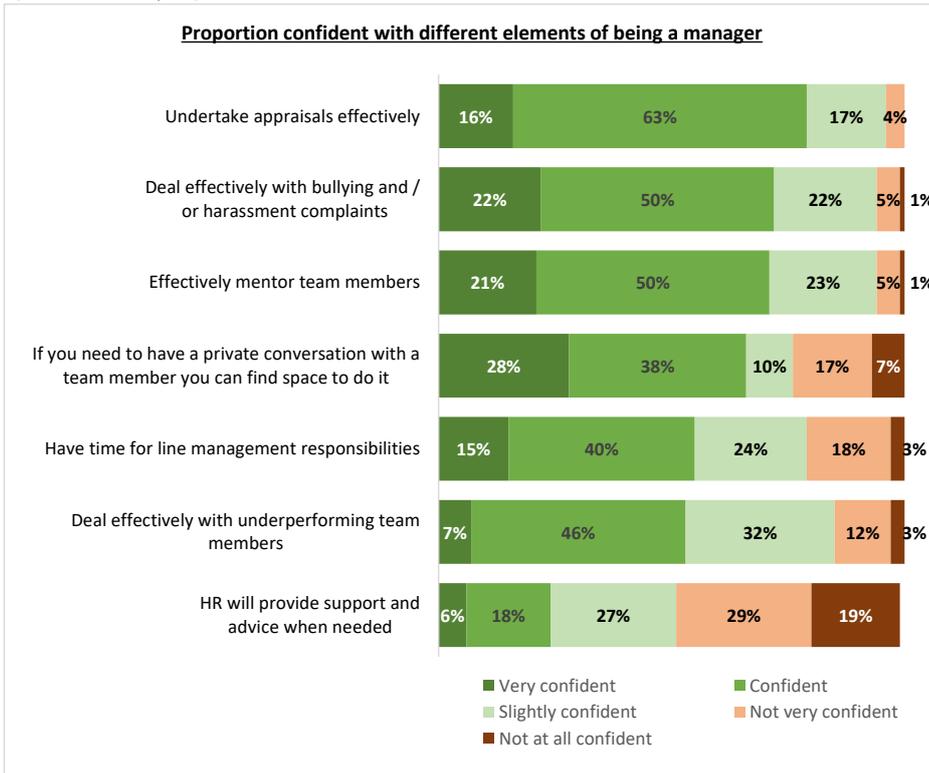
Base: All respondents (639)

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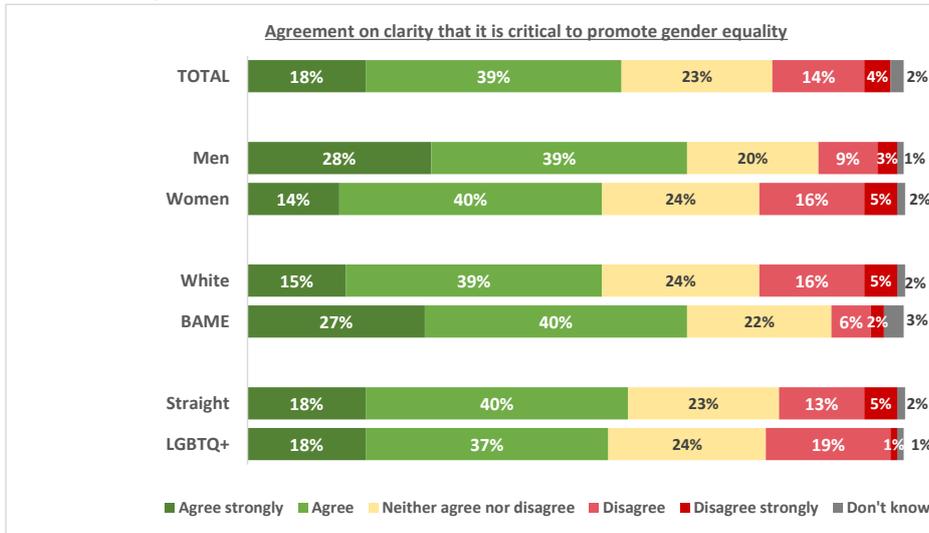
Base: All respondents (630)

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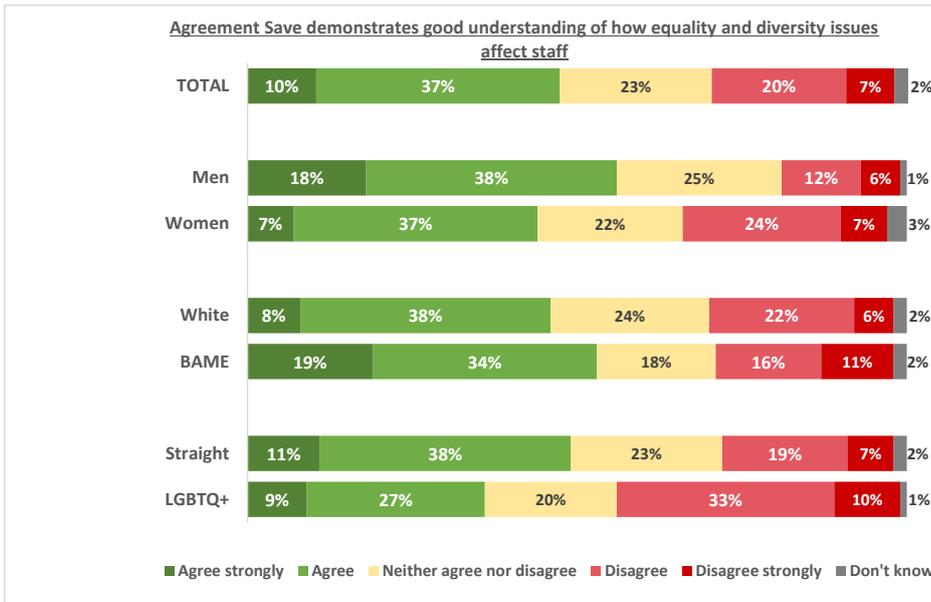
Base: All Line Managers (232)

[\[back to main report\]](#)



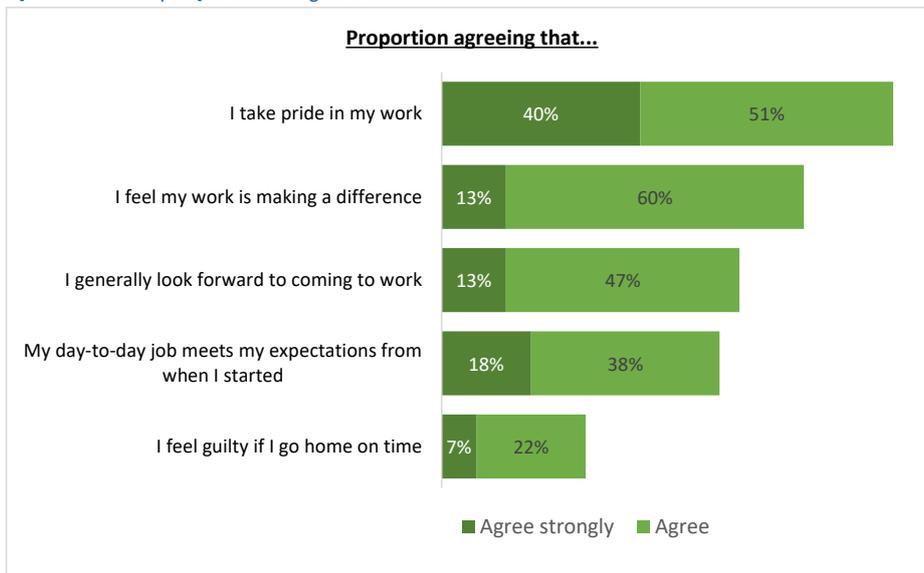
Base: All respondents (653)

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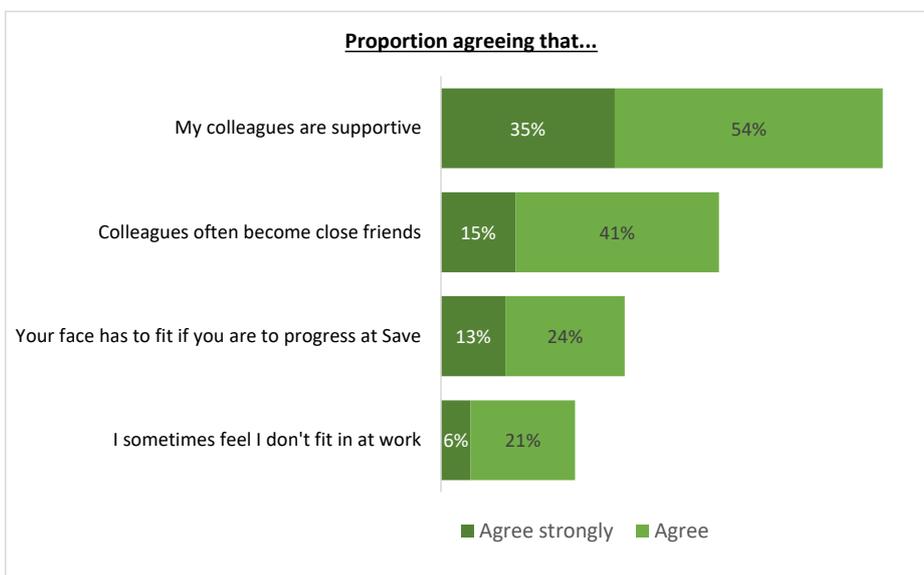
Base: All respondents (654)

[\[Back to main report\]](#) - see also Figure below



Base: All respondents (630)

[\[back to main report\]](#)



Base: All respondents (630)

Independent Review of Workplace Culture - Panel Members

Dr. Suzanne Shale - Chair

Suzanne works as an independent ethics consultant. She develops ethical policy and guidance, undertakes commissioned research, provides education and training, and offers one-to-one support for people seeking ethical direction. She has an international reputation for her work helping health care organisations to respond well when patients have suffered harm in their care.

Suzanne chairs the London Policing Ethics Panel and is a Visiting Professor at the Department of Security and Crime Science, University College London. She works extensively with a wide range of public service organisations, professional regulators and universities in the UK and overseas. She was formerly a Fellow of New College Oxford, University Lecturer in Law, and Director of the Oxford Learning Institute. She holds higher degrees in law and medical ethics, and qualifications in mediation and conflict resolution.

Suzanne chairs the UK's leading patient safety charity, Action against Medical Accidents, sits on the Department of Health & Social Care's Independent Reconfiguration Panel, and is a member of the Healthcare Safety Investigation Branch Advisory Panel. Her book *Moral Leadership in Medicine: Building Ethical Healthcare Organisations* was published by Cambridge University Press in 2012. She was a 2016 Winston Churchill Memorial Fellow.

Prof. Murray Anderson-Wallace - Deputy Chair

Murray has a background in mental health service provision, psychological therapy and organisational communications research. His work includes providing independent advice and reviews to organisations, networks and campaigns, supporting them to tackle significant professional, ethical and social issues in sensitive, humane and effective ways.

Murray is an independent advisor to the Healthcare Safety Investigation Branch and has tested new models of investigation in the NHS using a human factors based approach. His practice also includes work as a writer and editor, producing media to stimulate debate about complex socio-cultural and professional issues.

Murray is a Visiting Professor at the Health Systems Innovation Lab at London South Bank University, where he co-leads the post graduate Darzi Clinical Fellowship Programme for emerging leaders across London, Kent, Surrey and Sussex. He is an Associate Member of the Institute of Group Analysis and the author of numerous articles and book chapters associated with change in complex human systems. He is co-author of "Networks in Healthcare: Managing Complex Relationships" (Emerald 2016).

Jenny King, FCIPD - Specialist Advisor - Human Resources

Jenny is an experienced professional in organisational development and human resources and has extensive strategic and operational experience. Jenny has been leading culture change in organisations for over 16 years, working with boards, executive teams and senior managers to review team and organisation effectiveness, design and implement organisation changes to deliver improvements to improve organisational efficiency and effectiveness and deliver wider culture change.

Jenny provided HR and Organisation Development consultancy on an associate basis for the Chartered Institute of Public Finance and Accountancy (CIPFA).

Jon Wigmore - Specialist Interviewer

Jon is a former mental health nurse and now works as an independent specialist investigator working with a wide range of regulatory and provider bodies including NHS England and the Department for Transport.

His experience includes leading the the mental health investigation team for the Health Service Ombudsman, and as Head of the nationally recognised complaints and legal team for Guy's and St Thomas' NHS Trust. Jon was also the National Ethical Standards Officer, leading statutory investigations into the conduct of local politicians.

Fran Russell - Specialist Interviewer

Fran is a former human rights lawyer and senior charity executive with extensive experience of conducting work place investigations. She has a particular expertise in safeguarding and works as part of a multi-disciplinary team assessing secure institutions. She also provides advice and undertakes project work developing positive work-place cultures in charitable organisations.

Anne Wallace - Participation Manager

Anne has a background in marketing and publishing, specifically in finance, higher and further education and healthcare. She now works as a freelance marketing and communications professional.

Keith Batterham - Project Manager

Keith has more than 20 years experience of programme and project management across the private and public sector, and provided logistic and commercial support along with financial oversight for the Review team.