

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.