



**Save the Children**

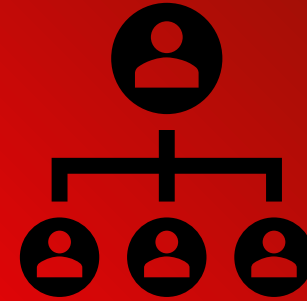
# BEYOND COMPLIANCE

Why your Annual  
Report matters  
and how to build  
it with care



# HELLO!

Laura-Louise Fairley  
Senior Accountability  
Manager Transformation  
Group



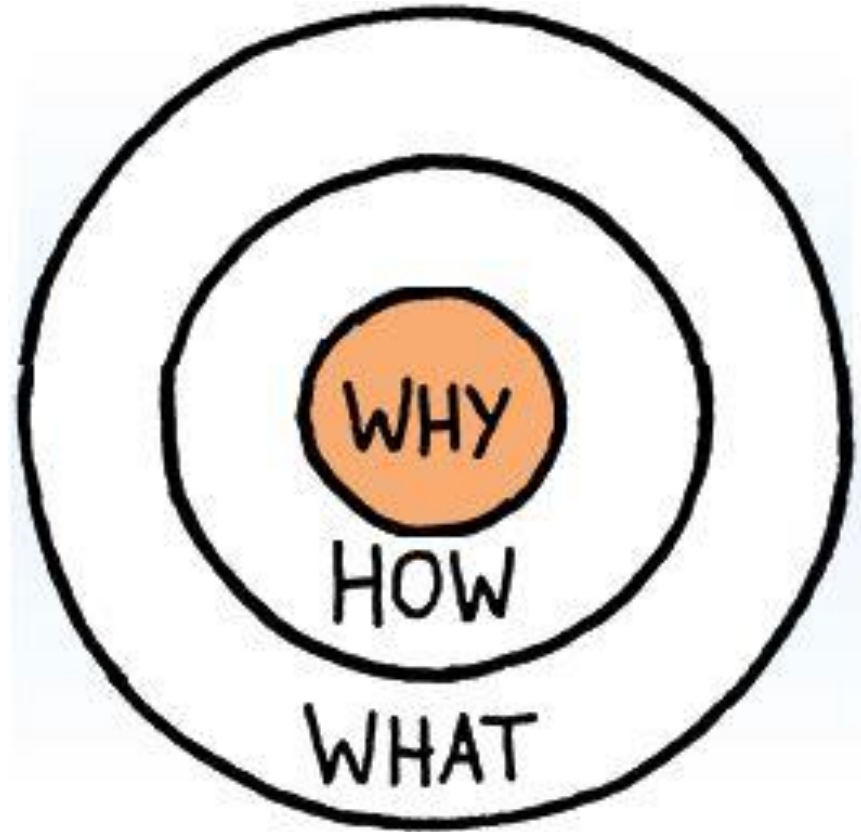
## POLL QUESTION:

If you have a **single responsible lead** for the development of your Annual Report, which division do they sit in (e.g. finance, communications, fundraising...)?

If you don't have a single lead, please write 'all good' if that works out for you and 'SOS' if it doesn't!

# SHIFTING THE MINDSET

From compliance to The Golden Circle of storytelling



Simon Sinek's 'The Golden Circle' [Simonsinek.com](http://Simonsinek.com)

# THE POWER OF TRANSPARENCY

Building trust and reducing risk



## New charity scandal as Save The Children executive quits after women's complaints

ANOTHER children's charity was rocked last night after a senior executive at Save The Children resigned over allegations of 'inap-

By **Simon Walters**  
POLITICAL EDITOR

leaving. Then we heard Justin was going as well.' In a resignation letter to staff, Mr Forsyth said he



# THE POWER OF TRANSPARENCY

## Building trust and reducing risk

### SAFEGUARDING CONCERNS RELATED TO STAFF AND VOLUNTEER CONDUCT

#### Staff conduct (1)

A member of staff was alleged to have failed to ensure the implementation of our safeguarding arrangements and, while there is no indication a child was harmed as a result, an investigation was commissioned and is ongoing.

#### Volunteer conduct (6)

One concern was raised regarding the behaviour of a volunteer towards a child, whom they were accused of grabbing by the arm. An investigation is underway, and the incident was reported to police.

One concern was raised regarding inappropriate comments about children by an individual applying to become a volunteer. The application was declined, and the concern was reported to police.

Four concerns were raised regarding harassment by volunteers towards staff. One allegation raised by a third party was not upheld. The second was upheld, the volunteer dismissed, and the concern about stalking behaviour reported to police and adult social care. The third relating to sexual harassment is under investigation. The fourth concerned a former volunteer who was alleged to have harassed a former member of staff. No information was provided to suggest the harassment had occurred during employment, and we were informed that the allegation had been reported to the police.

### SAFEGUARDING CONCERNS NOT RELATED TO STAFF AND VOLUNTEER CONDUCT

#### Welfare of children in the UK involved in Save the Children UK programmes (16)

Most of these concerns were identified and reported by our staff, partners or other professionals and do not relate to the conduct of our staff or volunteers and were not caused by our operations. All were acted on in accordance with our safeguarding policies and statutory guidance. Where required this included a referral to statutory agencies.

#### Welfare of vulnerable people (adults) in the UK involved in Save the Children UK operations, including fundraising (4)

Most of these concerns were identified and reported by our staff, partners or other professionals and do not relate to the conduct of our staff or volunteers and were not caused by our operations. All four concerns were acted on in accordance with our safeguarding policies and statutory guidance. Where required this included a referral to statutory agencies.

#### Welfare of children or vulnerable people not involved in Save the Children programmes or activities (218)

These related to a range of concerns, including social media content or requests for assistance from outside of the UK. Where possible these were directed to the appropriate agency or organisation.

#### Welfare of our staff (1)

A member of staff in our retail operations was the victim of indecent exposure perpetrated by an unknown member of the public while working. The matter was reported to police.

The previous year, in 2018, we recorded an allegation in relation to a member of staff who was subject to an investigation. This matter is still under investigation; we will report the outcome in our 2020 report.

In addition to the incidents reported through our safeguarding incident mechanism, there were two safeguarding cases involving our staff investigated in 2019. The first, a disciplinary, was investigated by our Safeguarding Team owing to potential breaches of our Prevention of Sexual Exploitation and Abuse Policy. The case remains open and has progressed to a hearing stage. The second relates to a member of staff who was dismissed during their probationary period.

In 2018, 164 child safeguarding concerns were reported to Save the Children UK. We believe that by strengthening our safeguarding practices – including enhancing understanding of safeguarding practices and our mechanism – an increased number of cases will be reported to us. Furthermore, wider society is becoming more aware of the risks of abuse and the mechanisms for reporting.

#### INTERNATIONAL PROGRAMMING

Our international programmes are delivered through Save the Children International. We work together to ensure the most rigorous safeguarding practices are in place. Save the Children International reports total safeguarding figures associated with international programmes in its Trustees' Report.

Position		Actual gross salary* 2019	Full-time equivalent annual salary 2019	Full-time equivalent annual salary 2018
Chief Executive Officer – Kevin Watkins	Provides overall leadership to the organisation, working with the Board and Executive Leadership Team to shape our goals and ensure that we achieve them. Member of the Management Committee of the global Save the Children Association.	£143,000	£143,000	£143,000
Executive Director of Transformation – Fiona Clark (from 21/10/2019)	Joined Save the Children in October 2019 to lead the delivery of our organisational strategy and our change programme.	£23,147	£127,778	–
Executive Director of Global Programmes – Gwen Hines	Responsible for the design and delivery of our programmes to help children survive, learn and be protected. Leads our relationships with major government and institutional donors. Leads our collaboration with Save the Children International on international programming.	£120,000	£120,000	£120,000
Executive Director of Human Resources – Lynne Holmes (from 27/08/2019)	Responsible for the recruitment, support and development of our team of around 1,000 staff, and for initiatives to improve our people management capabilities and employee experience.	£36,041	£112,000	–
Executive Director of Human Resources – Clare Conaghan (to 13/09/2019)		£74,038	£105,000	£105,000
Executive Director of Policy, Advocacy and Campaigns – Kirsty McNeill	Responsible for our policy, advocacy and campaigning work, encouraging decision-makers in the UK and around the world to deliver for the world's most deprived and marginalised children.	£112,000	£112,000	£112,000
Chief Financial Officer – Sam Sharpe	Responsible for ensuring strong management of our income and spending to deliver maximum impact for children; also supervises our technology, risk and legal teams.	£123,235	£123,235	£123,235
Executive Director of Fundraising and Marketing – Gemma Sherrington (from 04/03/2019)	Responsible for engaging the UK public in supporting Save the Children through their time, money and actions. Leads our network of shops and relationships with commercial partners.	£87,511	£115,000	–
Executive Director of Fundraising and Marketing – Claire Rowney (to 22/02/2019)		£21,692	£137,000	£137,000

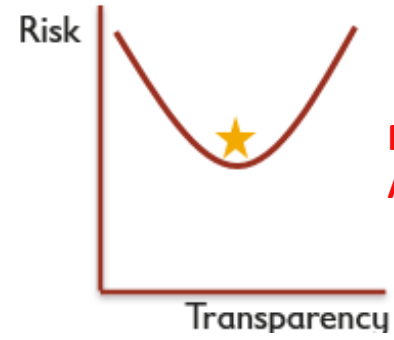
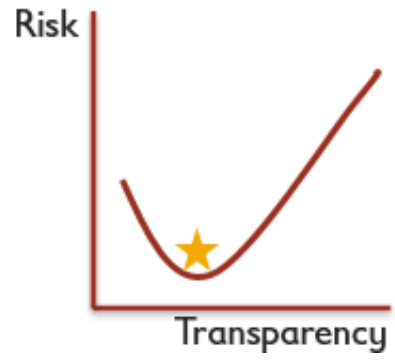
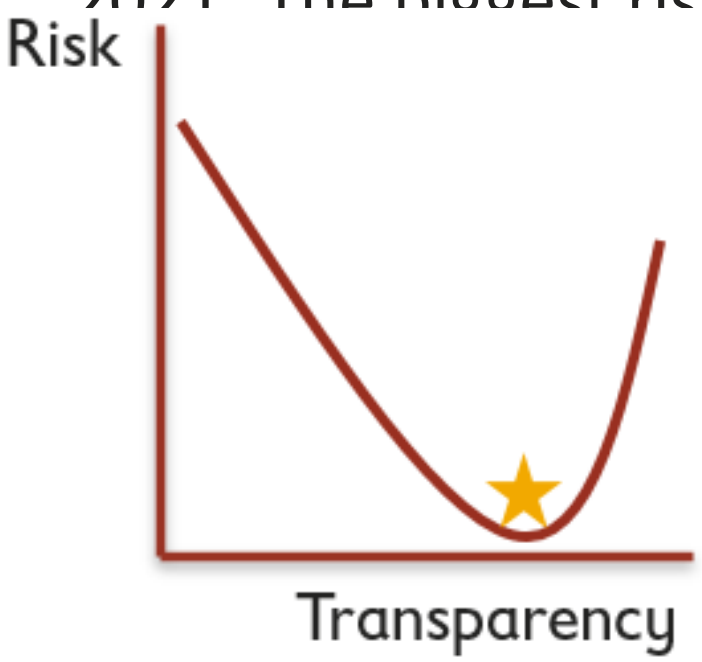
# THE TRANSPARENCY SWEET SPOT

2021 • The biggest risk you can take is saying nothing

(hide!)  
**LOW RISK APPETITE**

**MEDIUM RISK APPETITE**

**HIGH RISK APPETITE**



# THE POWER OF TRANSPARENCY

Building trust and reducing risk



**Russell Hargrave** @Hargraver

July 22, 2020 · 12:55pm · View Post

I spent the morning reading a 100 page report from @savechildrenuk so you didn't have to. It is, in lots of ways, exemplary. Loads of detail, admirably open on safeguarding, more on staff salaries and costs than most charities offer.

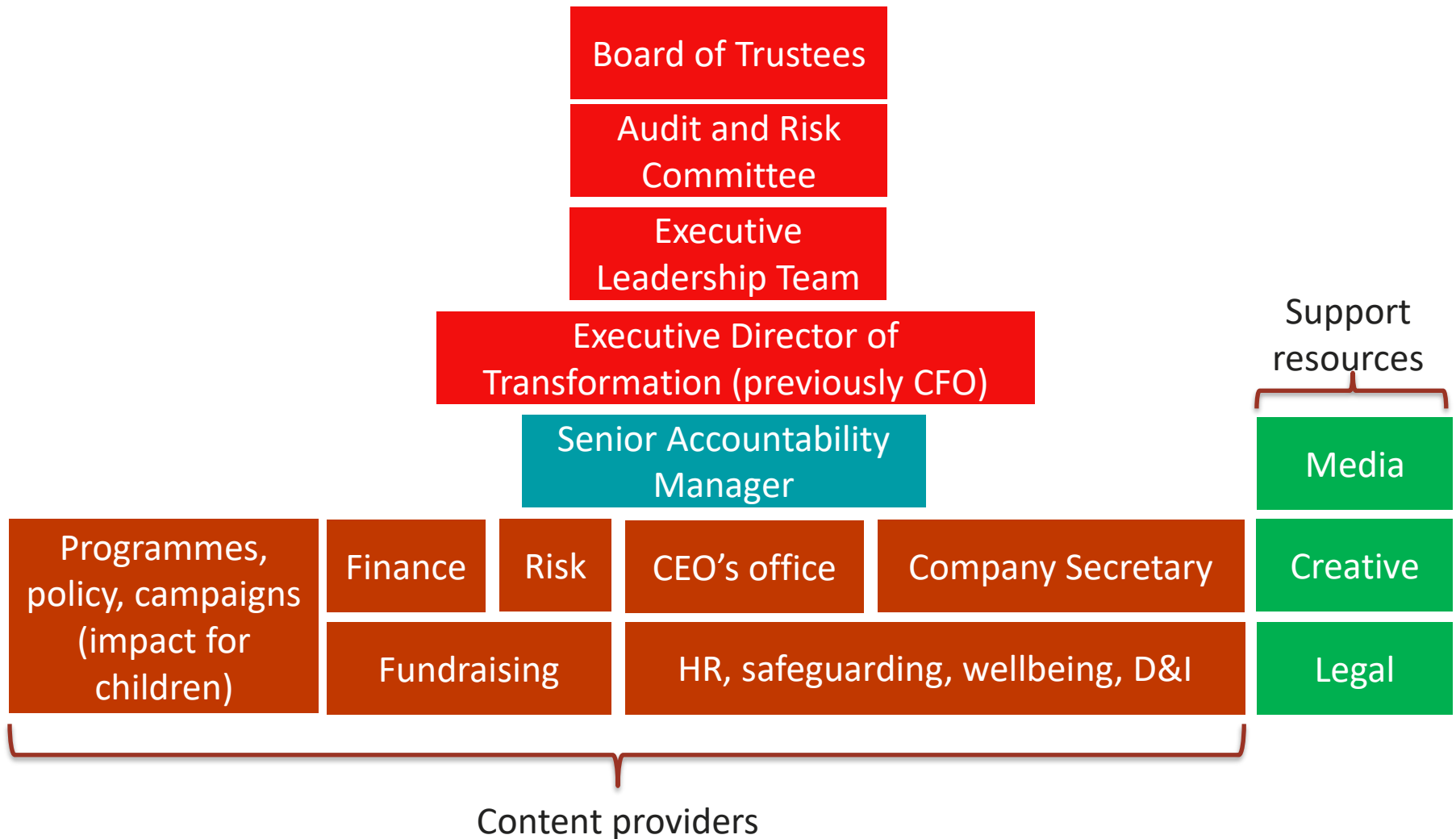
[civilsociety.co.uk/news/save-the-...](https://civilsociety.co.uk/news/save-the-...)



2 · Like as savechildrenuk

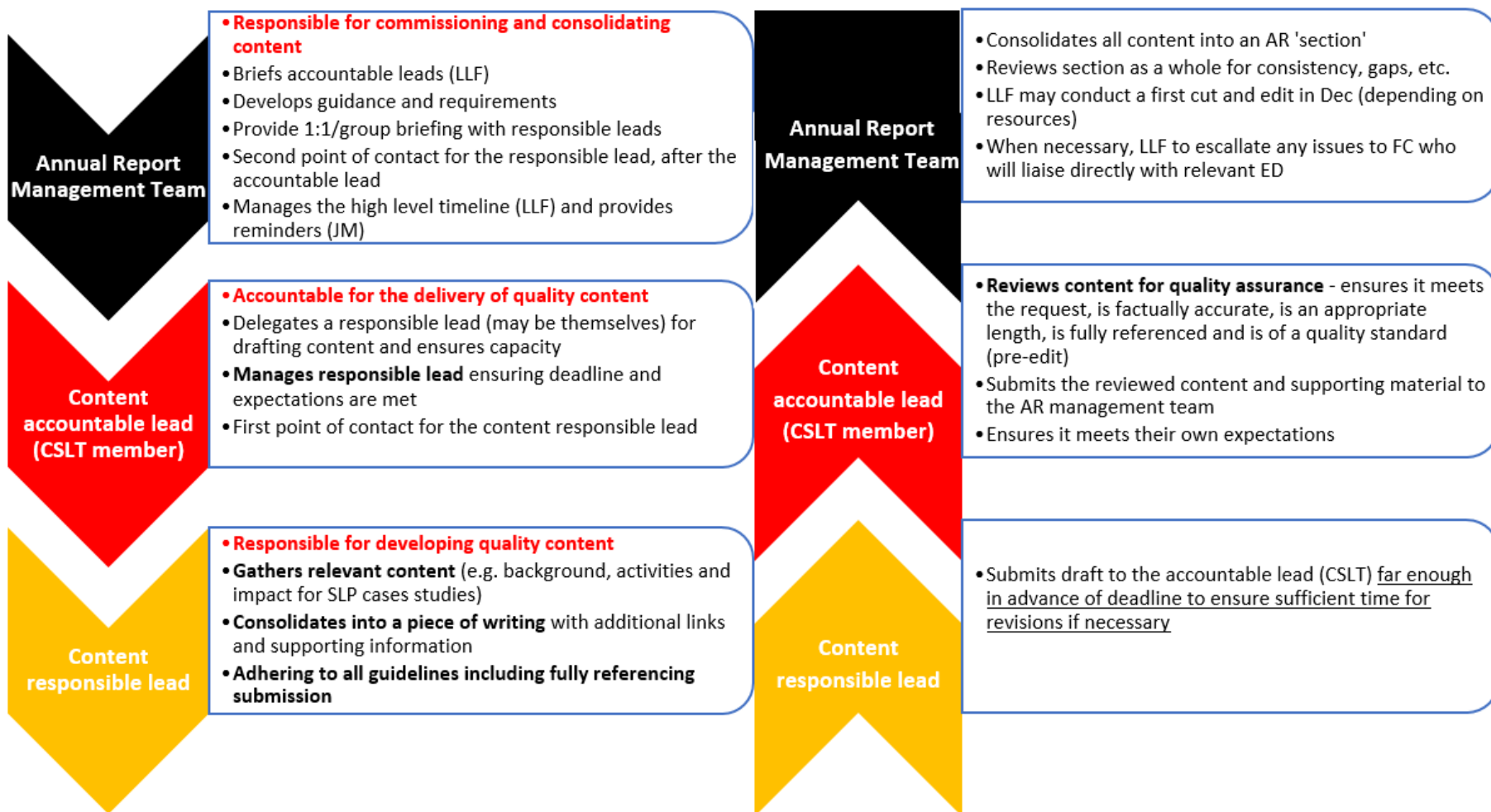


# MANAGING A COMPLEX REPORT



# MANAGING A COMPLEX REPORT

## Gathering impact content



# OTHER TOP TIPS

- **Get it out!** Schedule Board sign off very early on and work back
- **Verification** if you can
- **Infographics** where you can
- **Decolonise** your writing and/or make it more equitable
- **Use free tools** and inspiration
  - Team Gantt
  - Trello
  - Information is Beautiful
  - PwC Building Public Trust workshops

# CONCLUSIONS

LOVE YOUR ANNUAL REPORT

BE CONFIDENTLY TRANSPARENT

SEEK OUT THE BEST LEAD

**THANK YOU**



**Save the Children**