



**People and Culture**  
*What it means for you*

**Believe in  
children**  
 **Barnardo's**

# A message from our CEO



Barnardo's is the leading children's charity in the UK. We are all here because we are committed to improving the lives of vulnerable children, young people and families who need our help. But we can only achieve our aims and continue to deliver life-changing work because of you, our people, and your expertise, passion and dedication to delivering our purpose.

In **our Strategy** we committed to investing in our people – our colleagues and our volunteers – and becoming an employer of choice. We want brilliant people to work for us, and nurturing, developing and investing in our colleagues and our culture is a key focus for me and for the charity.

Our new approach to People and Culture, introduced through this strategy, is a result of listening carefully to colleagues' feedback through our recent all-colleague survey and discussions in teams and across the charity. We've identified eight key areas of focus to make Barnardo's an even better place to work, and we've also developed a set of behaviours that will help ensure we all live our Barnardo's values in everything we do.

Thank you for being a part of our culture and our story.

A handwritten signature in black ink, which appears to read 'Lynn Perry', written over a horizontal line.

**Lynn Perry**  
CEO

# What it means for you

There are eight pillars that make up our approach to people and culture at Barnardo's. By investing in each of these we know we can make Barnardo's an even better place to work and volunteer.



**Colleague  
engagement**



**Learning and  
development**



**Advancement  
opportunities**



**Pay,  
reward and  
recognition**



**Inclusive  
environment**



**Hybrid  
workplace  
offer**

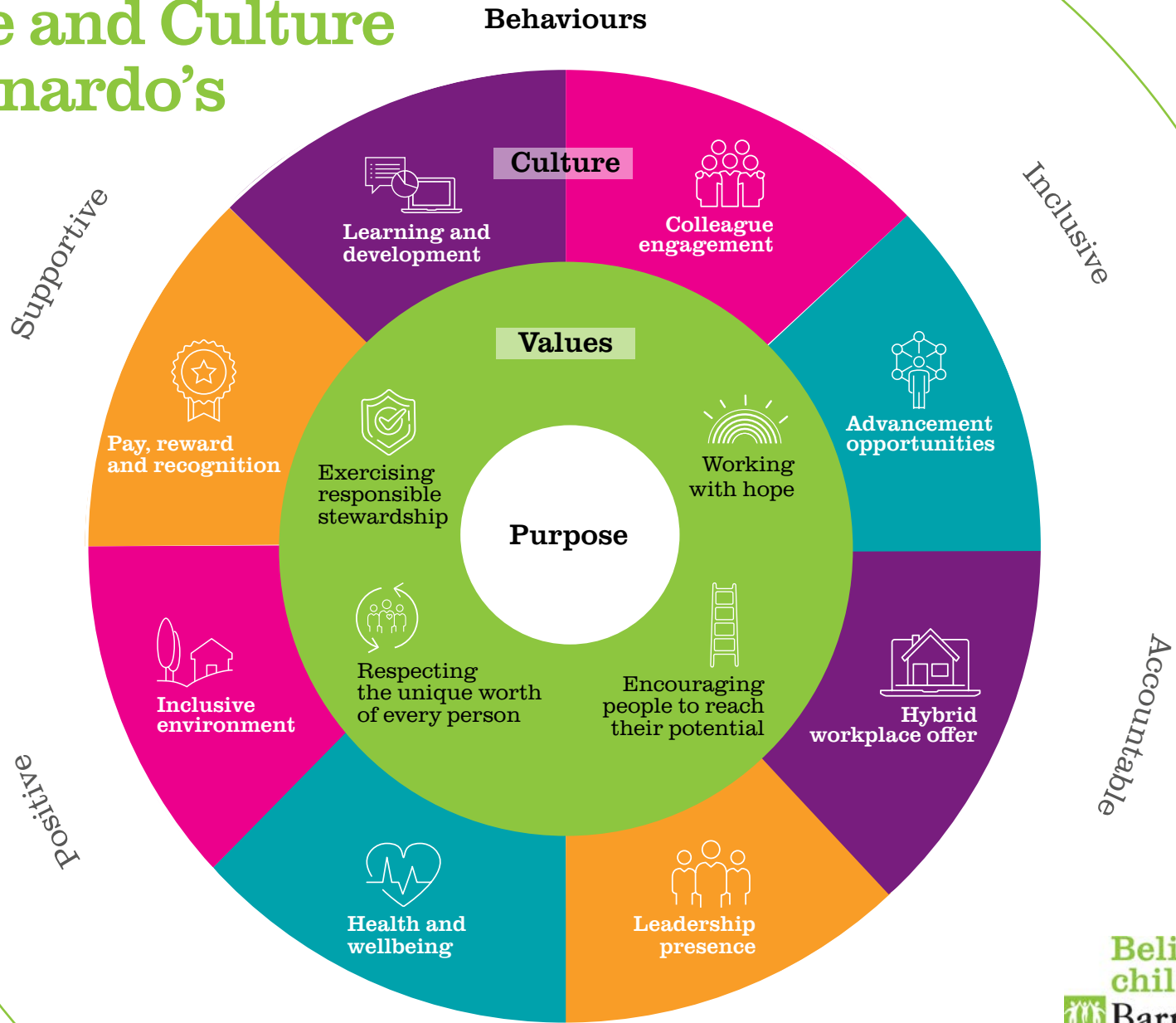


**Health and  
wellbeing**



**Leadership  
presence**

# People and Culture at Barnardo's

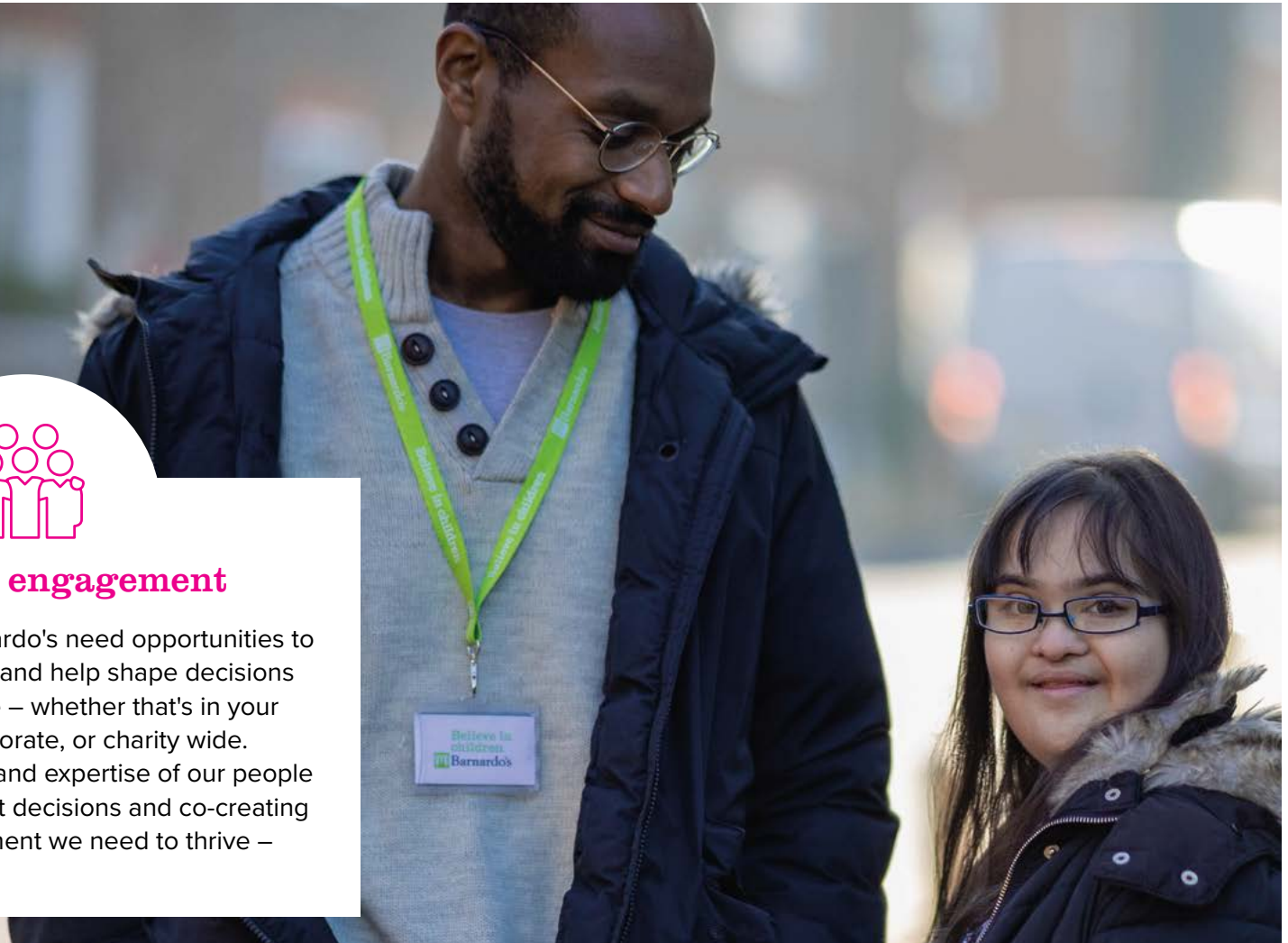






## Colleague engagement

Colleagues across Barnardo's need opportunities to make their voices heard and help shape decisions about the charity's future – whether that's in your team, department, directorate, or charity wide. Harnessing the passion and expertise of our people is key to making the right decisions and co-creating the culture and environment we need to thrive – now and in the future.



## What we've done

- Conducted an all-colleague survey at the end of 2021 and received 2,800 responses from across the charity.
- Shared the results openly and transparently with discussions at Leaders Live and locally in departments and teams across the charity.
- Feedback from teams is being analysed and used to inform decisions and drive change centrally and locally, including the introduction of this People and Culture Strategy.

## What comes next

- We are committed to running another all – colleague survey later this year or early 2023.
- Conducting deep dive engagement and listening sessions with specific teams on specific issues.
- Exploring new approaches that allow us to continually listen and engage with our colleagues.



## Learning and development

With the world changing faster than ever before, Barnardo's is deeply committed to promoting learning. This is embedded as a key 'enabler' of our Strategy. We want colleagues to be able to access a range of opportunities to learn new skills and develop in their roles.

## What we've done

- Committed to becoming a 'learning organisation'.
- Developed The BU, Barnardo's corporate university.
- Offer a wide range of learning opportunities for colleagues through our BU Prospectus.
- Offer a minimum of three Learning Days to all colleagues.
- Delivered our Emerging Leaders Programme and our Reciprocal Mentoring programme.

## What comes next

- Reviewing our induction programme so new joiners have a welcoming and informative start to their journey with Barnardo's.
- Focusing on learning and development opportunities for our managers and leaders.





## Advancement opportunities

We have talented colleagues across the charity who are looking for opportunities to develop their career and continue contributing to Barnardo's, whether in the same role or in a different role. We need to make those opportunities visible and provide a clear pathway for those looking to move into management and leadership.



## What we've done

- Extended our Emerging Leaders Programme to two cohorts to meet growing demand and give a specific focus on underrepresented groups in leadership roles so that we can succession plan for the leadership of the future.

## What comes next

- Developing colleagues with the potential to progress, putting in place a plan to support them.
- Exploring further programmes for colleagues at different stages in their career, including for new managers to help them develop in new roles.
- Reviewing and refreshing our annual performance development reviews (PDRs).
- Setting out clearly visible career paths so colleagues can envisage their future at the charity.



## **Pay, reward and recognition**

So many of our colleagues go above and beyond in delivering their vital work, driven by their passion and commitment to the cause. As well as ensuring our pay is fair and responsive to the external environment, it's critically important that we recognise those who go the extra mile and that we create regular opportunities to say thank you.

## What we've done

- Introduced a five per cent pay award for 2022-23, responding to the rising cost of living.
- Introduced an additional day of annual leave as a recognition day, a 'thank you holiday'

## What comes next

- A new approach to pay and reward to improve fairness, transparency and competitiveness. This will include:
  - Simplified pay scales
  - Opportunities for progression within bands.
  - Review of allowances
  - Ensuring no-one is worse off as a result of these changes
  - Steps to address any pay gaps based on protected characteristics.
- Relaunching our colleague recognition awards, with a focus on values.
- Reviewing our approach to recognition, to make sure colleagues feel valued in their teams, by their senior leaders, and across the charity.





## Inclusive environment

Equality, diversity and inclusion are central to everything we do at Barnardo's, stemming from our core belief in the unique worth of every individual, and the specific commitments in our Strategy. We must ensure Barnardo's is a charity that celebrates difference, prioritises diversity, and is a place where everyone can thrive.



## What we've done

- Established clear leadership through our Corporate Equality, Diversity and Inclusion Board, chaired by our Chief Executive.
- Invested in more capacity for our Equality, Diversity and Inclusion team.
- Published commitments to anti-racism and made strong progress to achieve them, including implementing anti-racist training and our License to Recruit training.
- Published our first ethnicity pay gap report (which is in not a legal requirement).
- Established mentoring programmes, including reciprocal mentoring.
- Delivered communications campaigns to make clear that inclusion is everyone's responsibility.
- Worked with external partners to gain expert challenge and support in this area.

## What comes next

- Developing and embedding an updated Equality, Diversity and Inclusion vision and action plan.
- More capacity for our four colleague Networks (Race Equality; LGBTQ+; Disability; and Women).
- Ensure we have an environment in which difference is respected and celebrated.
- Further actions to achieve more inclusive recruitment and a more diverse, representative workforce.
- Pay gap reporting on ethnicity, disability and also LGBTQ+ when possible, (gender gap reporting is a legal requirement).
- Updated communications approach which celebrates difference.



## Hybrid workplace offer

Building on learning from the Covid-19 pandemic, we want to offer colleagues as much flexibility as possible in where they work. Some colleagues need to be in a particular location, including many of our frontline Children's Services workers, and colleagues in our Retail shops. For others, it's possible to work partly or mostly from home, or from a range of locations. Our goal here is to facilitate work/life balance, as well as making sure we can recruit colleagues from right across the country.



## What we've done

- Committed to giving colleagues as much choice and flexibility about where they work, recognising many frontline service delivery roles and Retail roles require face-to-face working.
- Opened a range of collaboration hubs across the country for colleagues to work from and meet.
- Developed support and guidance for colleagues working in a hybrid format.

## What comes next

- Opening further collaboration hubs and ensuring they are equipped with the technology and other features needed to facilitate hybrid work effectively.
- Further information, advice and support for colleagues about managing teams effectively and meeting people's needs when working remotely.
- Continuing to explore the best possible use for our existing office space, to meet the charity's needs and use resource efficiently.





## Health and wellbeing

We know from our direct work supporting vulnerable children and young people how important it is to create an environment that is trauma-informed, supportive and have initiatives in place for those who may be struggling. We also recognise that many of us across Barnardo's have struggled during the Covid-19 pandemic, both personally and professionally.

## What we've done

- Started a journey to become a truly trauma-responsive organisation, with a training programme rolled out across the charity.
- Developed a **wellbeing hub** in response to challenges faced by colleagues during the pandemic.
- Begun work to explore our culture and co-produce behaviours that help ensure our environment drives positive mental health and wellbeing.
- Engaged experts to facilitate bespoke opportunities for colleagues to address traumatic events in the external environment.

## What comes next

- Further work to embed our trauma-responsive knowledge and skills across the charity.
- Review and revise our wellbeing offer to colleagues, above and beyond what is available through the Employee Assistance Programme. This includes:
  - Additional mental health at work support through Remploy
  - A more tailored package of psychological support for those who need it.
- Take steps to ensure the support we provide to colleagues is culturally competent and responds effectively to our diverse lived experience.



To find out more pl

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## Leadership presence

Our leaders play an important role in driving our Strategy forward, sharing our vision, and supporting colleagues. It's important that our leaders are visible and accessible across the charity, to help us feel a shared connection as part of the Barnardo's family.



## What we've done

- Our new permanent CEO is in place.
- Established events such as 'Leaders Live' for colleagues to hear directly from the Corporate Leadership Team, ask questions and hear responses.

## What comes next

- Work to ensure our leadership is more diverse and better reflective of the communities we serve.
- Develop new approaches to leadership engagement.
- Ensure more comprehensive leadership and management development.



# Our behaviours

We engaged with colleagues across the charity to develop a set of behaviours that reflect our core values. By adopting these behaviours, we will make sure everyone at Barnardo's is living and breathing our values. This will help us become an even more effective, ambitious, inclusive charity that achieves meaningful, positive change for children, and where everyone feels heard, respected, and able to thrive.

Respecting the unique worth of every person	Encouraging people to fulfil their potential	Working with hope	Exercising responsible stewardship
INCLUSIVE	SUPPORTIVE	POSITIVE	ACCOUNTABLE
Create a thriving, inclusive environment that celebrates difference, to achieve greater diversity.	Make and take opportunities to learn, develop and grow.	Set ambitious goals.	Always act in the interests of Barnardo's.
Respond to each other's needs and perspectives.	Offer and ask for help when needed.	Be creative in finding solutions.	Spend resources (time, energy and money) on the important outcomes.
Explore and value each other's skills, experience, knowledge and strengths.	Collaborate to achieve greater impact.	Reflect on what works, learn and make changes where needed.	Make evidence-informed decisions.
Raise concerns if you witness behaviour that is not inclusive.	Give and value honest feedback; have open conversations.	Celebrate making a difference.	Speak up when something feels wrong.



[www.barnardos.org.uk](http://www.barnardos.org.uk)

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 Barnardo's