



# Recruitment Pack

## Director of People and Culture

Believe in  
children  
 Barnardo's

 Starfish

# Welcome

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Thank you for your interest in the role of Director of People and Culture at Barnardo's.

For over 150 years Barnardo's has had at its core the belief that every child and young person should be afforded the best possible start in life and the support they need to thrive. Since its inception in 1867, Barnardo's has continued to innovate to address the changing needs of the vulnerable children and young people it seeks to support. This core belief continues to drive the charity today and functions as a 'green thread' that runs through our strategy, plans and day to day work in our children's services, in our retail shops and across all our support teams.

This is an exciting time to join Barnardo's as work begins on our next charity wide strategy, which will see significant engagement and co-design opportunities for our colleagues, resulting in a fresh strategic direction and operational plans to take us into the future.

Barnardo's strives to be a great place to work, and we must continue to be a sector-leader in terms of people management, leadership and development. As our new Director of People and Culture you will play a key role on our executive team that is critical in delivering the vision and ambition of Barnardo's. You will lead on the new people and culture strategy to create a positive and inclusive environment where everyone can thrive at a time when the work we do couldn't be needed more.

It is vital that we nurture and invest in our people, providing new opportunities to strengthen and deepen the skills and experience they need, and to shape a workforce which is equipped to deal with the challenges ahead. As our new Director of People and Culture you will lead the way in providing opportunities for continuous learning, development and progression, supported by managers and Barnardo's learning platform. You will also help develop and enrich our volunteer experience enabling us to attract and retain a diverse group of volunteers who reflect the communities we serve.

Aligned to one of the priorities identified in our strategy, you will help us to invest in our people to become an 'employer of choice' in the sector and will have a key role to play in continuing to develop Barnardo's as an inclusive and positive organisation. We're looking for an inclusive leader whose open, approachable style will help lead others to facilitate change.

Our commitment to Equality, Diversity and Inclusion (EDI ) is reflected in our values and our practice, and we have invested in this area of our work to ensure that we can deliver on our commitments to be an inclusive employer. EDI is key enabler of our ambitions as a charity and we want to ensure that the diversity of our teams is reflective of the communities we serve and that we continue to learn and develop our work with a focus on inclusion. We particularly encourage applications from candidates from Black, Asian and other minority ethnic communities, candidates who are LGBT+ and Disabled candidates.

If you possess the robustness, tenacity, and fortitude to seize this high profile, career defining opportunity to make a positive difference to vulnerable children and young people, I would love to hear from you.

**Lynn Perry, Chief Executive Officer**



# About us

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We protect, support and nurture hundreds of thousands of the UK's most vulnerable children, young people, parents and carers via our 800+ services across the UK.

We believe in the unique worth of all children and young people and we work alongside them to achieve their full potential in life. Read more about [\*\*our values\*\*](#).

At a time when more young people need specialist help with complex issues like sexual abuse, mental health problems and serious violence, our work is more vital than ever.

Times have changed and we've changed with them, but our belief in the potential of every child remains.

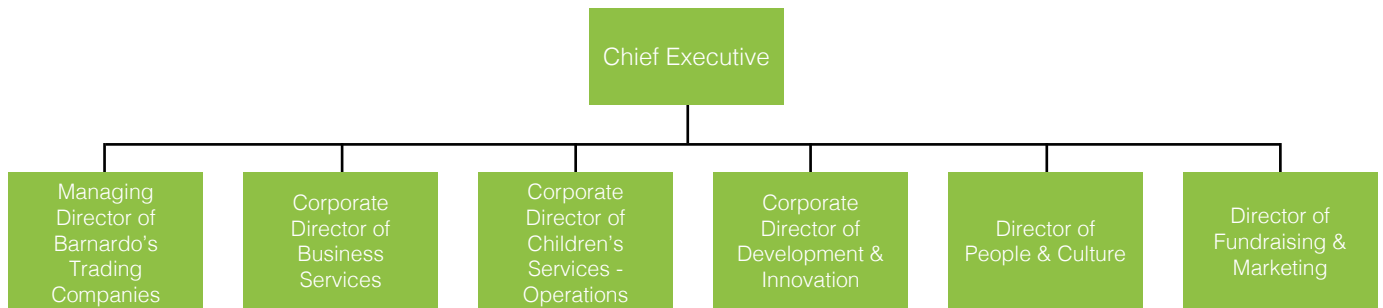
Because this is who we are.

- We help children through the trauma of sexual abuse and exploitation.
- We provide support for young people in foster care and residential care – and we continue supporting them as they transition into adulthood.
- We work alongside children and young people struggling with their mental health to support them to recover and look forward with hope.
- And that's not all. Our specialist workers support families through domestic abuse, children caring for loved ones, young people asylum seeking and much more.
- We also amplify the voices of young people to influence Government on the issues that affect their lives, fighting their corner and making sure their voices are heard.
- The scale of what we do may be big and complex, but our aim is simple – to provide the best outcomes for every child, no matter who they are or what they have been through.

To find out more about us and what we do, please click here: [\*\*What we do | Barnardo's \(barnardos.org.uk\)\*\*](https://www.barnardos.org.uk)



# Organisational chart



# Job description

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**Job title:** Director of People and Culture

**Reports to:** Chief Executive Officer

**Direct reports:** Head of Equality, Diversity & Inclusion, Head of People Operations - Corporate & Projects, Project Manager, Personal Assistant.

## Current Objective in the Strategy

### Invest in our people to become an 'employer of choice' in the sector

It is imperative we keep pace with a fast-changing world where the demand for our services and support to vulnerable children and young people has never been greater. Barnardo's positive and life-changing impact through the services we provide is enhanced by the expertise, passion and commitment of our colleagues and volunteers. It is vital that we nurture and invest in our people, providing new opportunities to strengthen and deepen the skills and experience they need, and to shape a workforce which is equipped to deal with the challenges and opportunities ahead.

#### We will:

- Provide opportunities for continuous learning, development and progression, supported by our managers and corporate learning platform.
- Develop ongoing and frequent opportunities for engagement and dialogue with our colleagues across the charity and use this information and feedback to inform decisions.
- Continue to work towards our goal of being a truly inclusive charity, which values the unique qualities of all our colleagues and volunteers, as well as the children, young people and families we support.
- Develop and enrich our volunteer experience, enabling us to attract and retain a diverse group of volunteers who reflect the communities in which we serve.
- Evolve our offer to colleagues in a way that reflects our commitment to fair, attractive, and progressive pay and reward, as well as a system that recognises colleagues' contribution to the charity.

#### Role purpose:

The purpose of the role is to work constructively across all areas of Barnardo's, in pursuit of our primary goal of better outcomes for more children throughout the four nations. This translates into providing exceptional functional leadership, direction, and development advice to the CEO, leadership team and the rest of the charity in line with Barnardo's values. Ensuring the long-term vision and immediate offer to colleagues remains progressive and supports our position of the UK's leading children's charity.

A newly launched People and Culture Strategy looks to further strengthen the relationship with colleagues across the charity by outlining the culture and behaviours required in order to be successful. Continuing to work across the charity and with the Corporate Leadership Team, to develop and embed work-streams which collectively make up the People and Culture Strategy will be key.

The role will also be responsible for putting in place a number of new policies and approaches to support a truly inclusive culture. Successful implementation will be achieved by listening, engaging and working through others to embed policies and processes throughout the charity. The successful candidate will have experience of working successfully within matrix management arrangements, working across departments on key projects and programmes to ensure that the operations of the Charity, HR, and our approach to People and Culture are all aligned.

# Main responsibilities

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## Leadership

- To be a powerful advocate for Barnardo's ambitions for workforce development and capability (paid and unpaid) by creating a visible personal leadership presence in all aspects of people development and culture change.
- As a member of the Corporate Leadership Team, to implement the transformative and innovative People and Culture Strategy in a way that aligns fully with our values and charity-wide Strategy and sets us apart as a great place to work.
- Be an active, effective and accountable member of the Corporate Leadership Team, exhibiting strong corporate leadership, leading by example and upholding Barnardo's values.
- Provide exceptional functional leadership to the charity as a whole in relation to the people agenda and set the bar for excellence in everything it does.

## Equality, Diversity and Inclusion

- Continue to create and embed a culture of inclusivity within Barnardo's where every colleague is valued for the contribution they make.
- Work with the Head of EDI to ensure the forward plan meets the strategic objectives and delivers outcomes which support the People and Culture strategy.
- Support the Corporate EDI Board and the trustee-led EDI Committee.
- Provide effective leadership support to the Head of EDI and the team, supporting the charity to deliver against its corporate EDI action.

## People and Culture

- Work towards embedding a trauma informed and trauma responsive approach within the charity.
- Building on the charity's values to ensure the new behaviours are socialised and refined ahead of embedding throughout the entire charity.
- Ensure the internal culture reflects Barnardo's purpose, ambition and values, and is reflected in its external profile.

## Learning

- Barnardo's learning platform will offer a broad and diverse range of learning experiences for its people, sharing the charity's own extensive knowledge and experience but also drawing on the very best of what is out there, helping its people to make connections and self-direct when, what and how they learn.
- To guide and support colleagues, to implement new talent management and wider learning programmes at all levels which align with our ambition to be a 'learning organisation', engaging our people to fulfil their potential, perform better and want to stay longer.
- To ensure ongoing support to our Learning and Development agenda, to achieve our ambitions for wider training, learning and development priorities.
- To coach the senior leadership team as necessary, ensuring expert support is put in place that drives high standards of leadership, talent development and employee engagement.

## External Facing

- Act as an ambassador for Barnardo's in external forums and act as a conduit for embedding external best practice within the charity
- Maintain awareness of, and react to, risks and changes in the internal/ external environment in which the charity operates.

## Operational Activities

- Provide Human Resource support and guidance to the Board of Trustees as and when required.
- Advise on the strategic direction of the Leadership team in People and HR matters.
- Continuously review HR processes and practices across all areas of the charity focusing on its ability to grow and improve the positive impact it has on its beneficiaries.
- To ensure all contributions from the Corporate People team fully meets expectations including quality of People Policies and Processes, Compensation and Benefits, and support to senior leadership roles required.

# Our commitment to Equality, Diversity & Inclusion (EDI)

Our EDI commitment is present in our values, our commitment to be an anti-racist organisation and designed into our practice through our focus in our key enablers as an organisation: digital, learning and diversity. Our ambition is that Barnardo's is a sector leader in the EDI field in the way that it supports, develops and empowers staff and volunteers to be the best they can be in supporting and empowering those we work with to be the best that they can be. We aim to have a staffing profile through which we can see our-selves at all levels of the charity and reflects the diversity of the communities we work with and live in.

## Barnardo's competencies & behaviours

**Impact & Influence:** Demonstrates the ability to achieve individual and organisational objectives in a fast-moving environment through the use of effective negotiating and influencing techniques. Clear aptitude to persuade, convince and influence others in internal or external environments in order to get support for Barnardo's desired agenda. (External environments may include senior public sector stakeholders, corporate/functional stakeholders and professional bodies.)

**Strategic Orientation:** The ability to link long-range visions and concepts to daily work. At the lowest level it includes simple understanding of strategies; at the highest level it is a sophisticated awareness of the impact of the world at large on strategies and how in turn that affects choices.

**Problem Solving:** The ability to analyse accurately in a logical way and identify patterns and connections which are not immediately obvious. The ability to sift out the essential elements from a mass of complex information and integrate and synthesise ideas and information into a coherent whole.

### **Barnardo's Basis and Values, and Equality, Diversity & Inclusion (EDI) Code of Conduct**

Actively demonstrate Barnardo's Basis and Values and EDI Code of Conduct in all areas of work:

- Respecting the unique worth of every person.
- Encouraging people to fulfil their potential.
- Working with hope.
- Exercising responsible stewardship.

### **Leadership and Management Behaviours:**

Act as a role model for the Barnardo's Leadership and Management behaviours:

- **Driven to deliver**  
Promote a culture that focuses on priorities, performance and maximising impact.
- **Leading and engaging**  
Create clarity and direction: self-aware and can lead others with energy and personal drive to achieve the vision, goals and objectives of the organisation.
- **Strategic thinking**  
Establish a place where creativity and innovation is the norm by removing unnecessary bureaucracy and actively encouraging more effective and efficient ways of working.

# Person specification

We are looking for a leader with the experience and skills who is committed to continuous improvement who will apply that learning to this role.

## Knowledge and experience

- A successful track record of creating and embedding People and Culture strategies.
- Significant senior level experience gained in values-led complex organisation with experience of engaging effectively with multiple stakeholders.
- Previous senior level experience of working in the voluntary sector, charity, NHS and/or government would be highly desirable.
- Someone who role models and brings demonstrable experience of shifting the dial around equality, diversity and inclusion.
- Significant experience in leading major change programmes and securing performance improvements and efficiencies.

## Skills and abilities

- Proven ability to provide inspiring leadership, generating high employee engagement and motivation, embedding the desired leadership behaviours across the entire organisation.
- A strategic thinker with good commercial and financial acumen with evidence of successfully managing risk.
- Ability to effectively balance operational delivery with appropriate medium to long term strategic thinking.
- A passionate communicator with excellent diplomatic, networking, influencing and public speaking skills who can inspire and execute the strategy and be a true ambassador for Barnardo's.
- Understanding or willingness to learn the requirements of the Charity Commission would be advantageous.

## Personal Qualities

- A clear alignment with the core purpose and values of the charity.
- A visible inclusive leader who can inspire and motivate a team to facilitate change.
- High levels of emotional intelligence and sensitivity, with the ability to identify opportunities to continue to build a positive culture.
- Strong self-awareness and ability to demonstrate commitment to, and actively participate in, continuous professional development.
- An absolute "team player", able to listen, empower, coach and mentor their team.





# Terms of appointment

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## Salary

The salary for this role is up to £120,000 per annum on a full-time permanent basis.

## Location

Requirement to attend/represent Barnardo's at meetings and events outside of normal working hours. Able to travel to a number of locations as and when required. The post is nationwide with frequent travel to Greater & Central London.

## Annual leave

26 days annual leave rising to 29 days after 5 years service. Additional statutory leave entitlement usually 8 days per year (adjustment made for staff in Scotland and Northern Ireland when applicable)

## Other paid leave

Barnardo's offers Maternity, Shared Parental, Adoption, Fostering, Support, Parental Bereavement Leave, and other additional types of leave, such as Compassionate and Carer's leave.

## Pension

Contributory pension plan up to 6% paid by Barnardo's where employees contribute 6% or more. Minimum contribution by Barnardo's is 4%.

## Additional benefits

- We operate a leave buying scheme allowing purchase of up to 5 days per annum if full time.
- Hybrid working arrangements are in place - as well as flexible working arrangements.
- We offer a discount portal for retail, holidays, days out etc. Additionally, employees can access the Blue Light Card which is another discount site.
- We offer a Travel season ticket loan.
- We offer a health cash plan which is a discounted health plan which employees subscribe to if they wish.
- We operate an Employee Assistance Scheme and access to additional mental health and well being services

# How to apply

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We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Hayley Woods [Hayley.woods@starfishsearch.com](mailto:Hayley.woods@starfishsearch.com) who will arrange a conversation with one of our lead consultants.

To make an application, please go to <https://starfishsearch.com/jobs/barn-dir-peo-cul/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- We would like you to answer the six questions as accessed [via the Starfish website](#) in no more than 3 sides.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

**Closing date:** Friday 25th November 2022

**Preliminary interviews:** w/c 12th December 2022

**Children's Panel, Peer Panel and visit to a service:** w/c 2nd January 2023

**Final Panel interviews:** w/c 9th January 2023