

Welcome to The BU



Learning today for
tomorrow's world

Barnardo's Corporate University

Autumn 2019



Believe in
children



Barnardo's



Welcome to The BU, Barnardo's new corporate university, where our ambition is to 'learn today for tomorrow's world'.

As a former Maths teacher and Director of Education I've always believed in the amazing power of learning.

Learning can come in all shapes and sizes. It can be formal and informal; traditional or more innovative; long term or rapid. Wherever and however it takes place, learning is the key ingredient for how we will prepare to thrive in a world that we can't predict.

Right from our beginnings more than 150 years ago, Barnardo's provided children and young people with not only food and shelter but also skills and opportunities. We learnt a lot along the way. At Barnardo's, we want to build learning into our DNA. We want to learn by doing; learn from each other; and learn from our partners, community and the children and young people we support.

Today, learning is more important than ever, which is why we are launching The BU. This pioneering approach to embedding our commitment to becoming a true learning organisation will drive cultural change across the charity. It will provide fantastic opportunities not only for our own people but also for our partners and for vulnerable young people. It will allow us to learn together, with our Barnardo's colleagues, young people and others in the public, private and charity sectors as well as universities – creating a thriving marketplace of ideas.

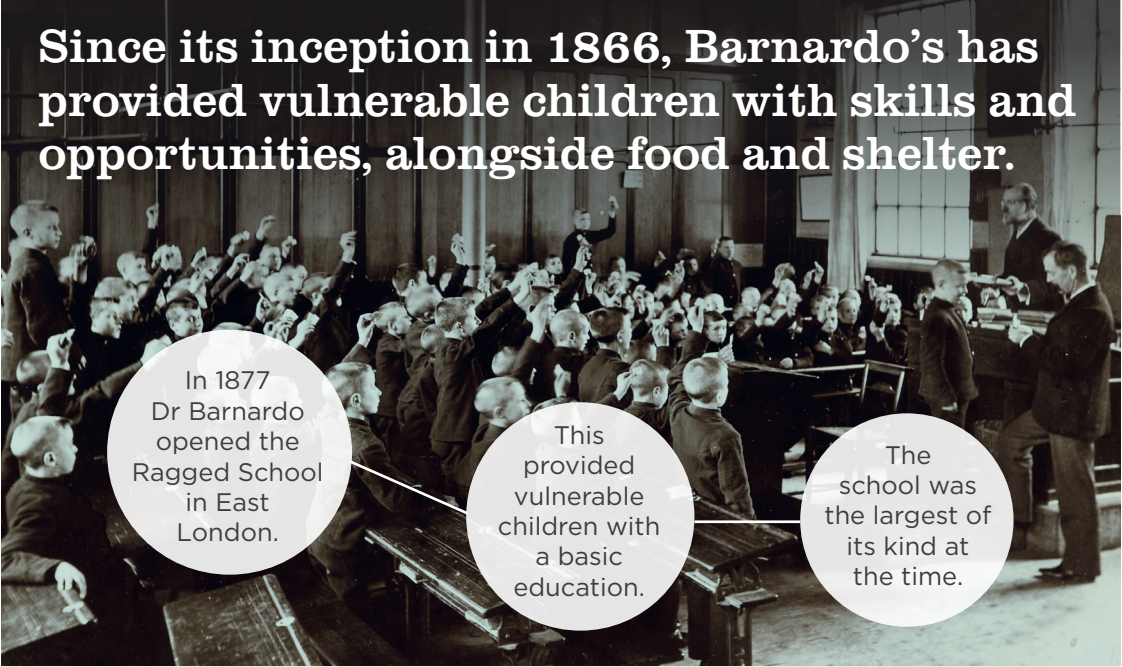
Through The BU, we will change children's lives and the systems around them for the better.

We are at the start of an exciting new chapter, but we can't achieve our ambitions alone.

I hope you'll join us on the learning journey.

Javed Khan, CEO

Since its inception in 1866, Barnardo's has provided vulnerable children with skills and opportunities, alongside food and shelter.



In 1877
Dr Barnardo
opened the
Ragged School
in East
London.

This
provided
vulnerable
children with
a basic
education.

The
school was
the largest of
its kind at
the time.



Stronger Families



Safer Childhoods



Positive Futures



Better outcomes for more children

Under our ambitious 10 year Corporate Strategy, Barnardo's is changing children's lives, and the system around them, for the better. We support around 300,000 children, young people, parents and carers across the UK, including in children's centres and family hubs; through fostering and adoption; with specialist services for children who have been sexually abused and exploited; by providing education, training and skills for care leavers; and with mental health programmes, including in schools.

But our goals are not just about reaching more people. We want to ensure that we are making a positive and long-term difference to the lives of those we support. We strive to make the best use of our resources, to maximise the impact we have on children and families, working in partnership to achieve sustained positive outcomes.

To achieve our goals as a charity, Barnardo's needs to be in the best shape it can be – as proactive, efficient and forward-thinking as possible. To enable this we are investing in becoming a digital, diverse, learning organisation.



Digital

The use of technology to develop consistent, accessible ways of capturing and sharing data which demonstrates our understanding of our local communities. We use that knowledge to design outstanding services based on those local needs.



Diverse

Keeping Equality, Diversity and Inclusion at the core of what we do, ensuring equality of access and service delivery to all parts of society. We benchmark and validate our progress independently.



Learning

The BU is the expression of our continued commitment to learning in all its forms. By providing our people with the chance to grow and develop we can ensure that we recruit and retain the most skilled and passionate colleagues. We build and share our knowledge and expertise in delivering high quality children's services backed up by great support services.

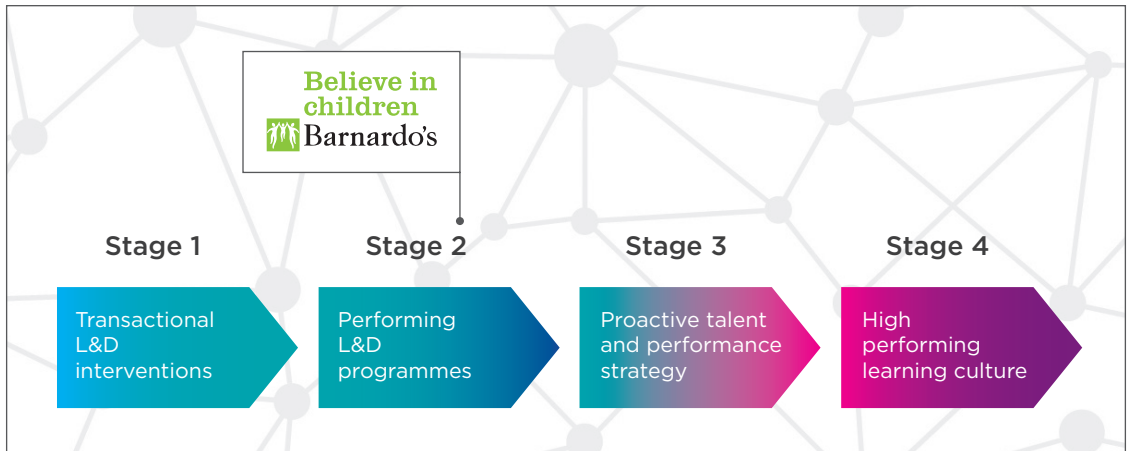


We are moving forward on our learning journey

We have been working with Towards Maturity* in providing external assessment of our current learning capabilities and future needs and ambitions, via engagement with all colleagues including senior leadership. This has clearly described where we are and how we need to progress on our learning journey.

**TOWARDS
MATURITY** 

* Externally benchmarked survey of our capabilities and learning aspirations, summer 2019. Towards Maturity, The Transformation Curve.



Training is important, but is for today's needs. In developing through our learning journey, we will focus on tomorrow's challenges, preparing for a changing world where the only certainty is unpredictability.

Doing more of the same, in time-honoured ways, won't be enough. Our future success will be built on our capabilities and skills, knowledge and expertise but most especially our ability to learn and relearn – and not just for its own sake, but to fulfil our goals and achieve an impact.

Our impact

Everything we do at The BU – and every engagement with our learning partners – will be to support and drive our mission to change the lives of vulnerable children across the UK. Following the

appointment of the Dean, we will develop a small number of further key impact measures which will directly connect The BU's outputs to the quality and scale of positive change we achieve with and for young people. The BU will not only drive culture change across Barnardo's, it will help fulfil our mission.

The BU's overall impact will be measured by our success in:

- the engagement, development and retention of our Barnardo's colleagues;
- demonstrable contribution to positive futures for more young people; and
- increased influence and reputation as a leader in learning in the charity sector and beyond.

Read more in our Impact Report and Annual Report, available at barnardos.org.uk

Our core offer

Learning today for tomorrow's world

The BU goes well beyond traditional learning and development, courses and apprenticeships – it is fundamentally about self-determined learning in a flexible working environment. It also promotes the value of informal experiences, building a learning approach into our everyday work, and how, together with our colleagues, young people and partners we transform our services and ways of working.

Learning together within Barnardo's

We have developed:

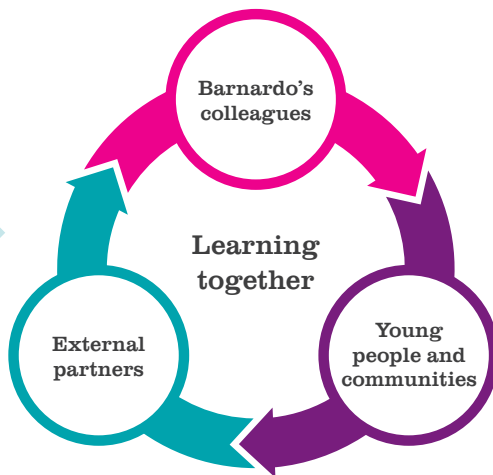
- Interactive inductions, 3 day minimum learning commitment, Emerging Leaders Programme, Apprenticeship Academy, Retail Academy

Our new Prospectus includes:

- Accessible training and pathways, Evidence Hub, projects and secondments, Learning Leaders, knowledge management and sharing, enrolment with direct links to performance and development

Learning together with our external partners

- Network of partners across all sectors
- Shared values and passion for learning and growing together
- Opportunities to pool resources and innovate



Learning together with our young people and communities

- The BU 'graduates'
- Young People's Advisory Group
- Learning routes and qualifications for disadvantaged young people

What it is

- Reaches all parts of the charity
- Consolidates all existing and new learning and development
- Enables rapid transfer of learning
- Encourages culture change and innovation
- Stretches our people to address complex and fast moving issues
- Provides a safe and inspirational place to work and learn, where people can bring their whole self to work

What it isn't

- A traditional university
- Direct awards of degrees and qualifications
- Exclusive or hierarchical
- Limited to formal qualifications and courses

Learning together within Barnardo's



A true learning organisation, which is not the same as an educated one, has a major focus on learning from within as well as from extending best practice, and then sharing widely. And it doesn't leave this learning to chance. We have a range of existing learning commitments for our people that we are bringing together within The BU. These include:

- a mandatory learning commitment of a minimum of 3 days learning a year from all our managers to all our people
- an interactive induction programme
- the Emerging Leaders Programme
- Apprenticeship Academy
- Retail Academy.

We have a wide range of professional learning and qualification routes to deliver excellent children's services.

We are investing in all our people to ensure they are trauma-informed, through our intensive training programme, starting with over 500 of our leaders.

Our first Prospectus has launched The BU for Barnardo's colleagues this autumn and delivers the following additional capabilities to equip us with the right skills and aptitudes to meet the challenges we face now and in the future:

- enrolment with direct links to performance and development
- new opportunities to access and navigate learning across and beyond the charity
- a refreshed Evidence Hub which provides a robust and up-to-date basis for our practice
- a projects and secondments forum to enable accessible on-the-job learning opportunities
- recruitment of Learning Leaders, our frontline advocates across the charity who will drive new ideas and areas of learning across The BU
- improve knowledge management, including our b-Learning online facility
- sharing our learning through The BU community and specialist Workplace groups.

Learning together with our young people and communities

Positive futures for the young people we work with are at the core of our Strategy and are fundamental to the purpose and outcomes of The BU.

We work with disadvantaged and vulnerable young people in learning environments across a wide range of our services, including running two schools for boys and girls with significant educational needs. We also learn ourselves directly from the young people we work with in designing and improving the services we provide – their insights shape the priorities we pursue with governments, partners and programmes. The BU will build at pace from these foundations.

“In the first week we learnt about mental resilience. We had to work together in group activities which made me feel more confident.”

Harry, Building Hope Academy



The BU will develop learning opportunities and progression pathways for children and young people. Our Employment, Training and Skills (ETS) service equips young people with the skills, confidence and ambition to find work.

The BU will build a network of young people ‘graduates’ to inspire and engage wider communities as to the power of learning in changing lives. This network will grow further through innovation with our partners.

Learning together with our external partners



We have a growing range of strategic partnerships with local authorities, the health sector, police, private sector and volunteering partners throughout the UK.

Together we work to reach more children and transform the ways in which services are delivered. We measure and assess impact including, in line with the Public Services (Social Value) Act*, the sustainable social benefits to communities.

We learn from partners’ expertise while sharing our own insights as we progress towards becoming the most digital, diverse and learning Barnardo’s possible.

The BU will spread our cycle of learning around strategic partnering to design and deliver new and innovative products and models that respond to commissioners’ needs.

* And related arrangements with devolved nations.

Academic partners

We have a number of established relationships and partnerships with academic institutions and providers and are reviewing how we can continue to grow our academic network and provide new opportunities to our colleagues and young people.

The OU has been a key strategic partner in the development of the Barnardo's Apprenticeship Academy. Their flexible online learning model allows colleagues to learn how and when it suits them. Barnardo's colleagues are studying for Chartered Management degree-level apprenticeships and we are jointly developing a Social Work degree opportunity.



University of
Salford
MANCHESTER



The Open
University

We are piloting a 'University Life Taster' programme with University of Salford. It offers 16 care-experienced young people a short residential programme, to raise their aspirations and access routes to university. This pilot is part of our Triangles programme which aims to support young people to achieve positive change for future young people in the care system.

Our ambition within our emerging partnership with University of Salford will also involve professional development opportunities for our colleagues, and collaboration on research and evidence.

**research
in practice**

Barnardo's partners with Research in Practice on a range of learning issues and includes evidence-based practice and child sexual abuse research.

Corporate partners

Our corporate partners play a key role in enabling us to fulfil our mission.

We are proud to have a proven track-record of developing successful and long-term partnerships with some of the biggest brands across the UK that share our commitment to supporting the UK's most vulnerable children.

Each partnership will develop in a form that is right for their business and will enable mutually beneficial outcomes.

The BU will work with corporate partners keen to demonstrate their values and commitment to enabling positive futures for children and young people.



“We've been very pleased to partner with Barnardo's. We've focussed on areas of real importance to both Saint-Gobain and Barnardo's. We've supported young care leavers by helping develop high-quality homes to transition from care to independent living and providing facilities for young people to train and develop new skills. Both of these programmes, funded by colleagues' fundraising, will make a real difference to the lives of young people.”

Richard Batley, HR & CSR Director at Saint-Gobain



“We watch with great interest as the Barnardo's team launch your own University and we wish you every success in this venture and look forward to exploring what synergies between us lie ahead.”

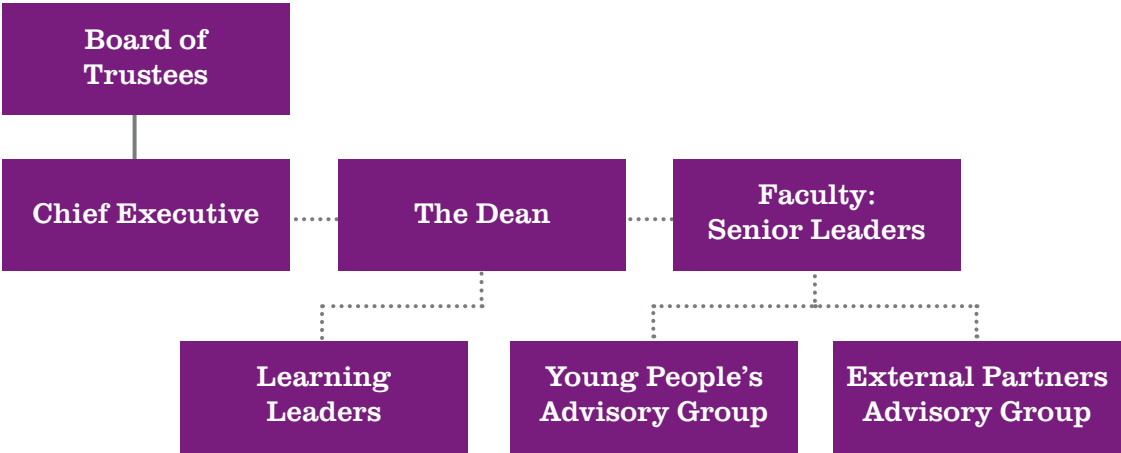
**Peter Harris,
Head of Training Timpson Group**



“Rolls-Royce is really excited about developing a partnership with Barnardo's and the value this might bring our diverse communities. We thrive on the power of innovation through shared learning and look forward to our people growing their skills and creating a positive future.”

Manisha Mistry, Head of Digital Culture

Leadership and governance



The BU is a key part of Barnardo's future. It will be led by the Dean, working closely with the Chief Executive and other senior leaders. The Dean will drive the overall ambition and embed organisational learning across Barnardo's. The Dean will be supported by, and ensure cohesion across, a Faculty of Senior Leaders. The Learning Leaders group, a Young People's Advisory Group and an External Partners Advisory Group will all inform The BU's development.

“Initially I was nervous about whether I was right for an Apprenticeship, but I can now see my pathway through a career in Finance, and I know I will get there.”

Shruti Nandha,
Apprentice Finance Officer



Future plans

As we launch The BU in Autumn 2019, it will take continued collaboration across the whole charity, and with our partners, to achieve our ambitions.

BY Autumn 2020

- The Dean leading The BU with a full curriculum.
- Additional learning opportunities for a minimum of 100 young people through both internal and external access routes.
- A Young People's Advisory Group in place, supporting The BU faculty structure.
- Ensure that all change programmes across the charity connect to The BU's ambitions.
- Develop several initial external partnerships.

BY Autumn 2022

- Establish a support network of The BU 'graduates' for young people.
- Minimum of ten formal external partnerships established between The BU and the academic, public and private sectors.
- Wider external network of at least 50 partners enabling learning opportunities for our young people.
- Consistently demonstrate across Barnardo's the expectation to identify, analyse and learn from experiences including failure.

BY Autumn 2024

- Improve retention at all levels and across a wider range of roles.
- Increase enrolment (by 20%) in The BU by unpaid colleagues and increased pathways into paid employment.
- Significant growth in numbers of vulnerable and disadvantaged young people embarking on learning pathways and qualifications.
- Considerable return of investment in spearheading Barnardo's influence and impact as the UK's leading charity in transforming the lives of vulnerable children and young people.
- Assess cultural impact of The BU via external benchmarking.

For more details contact Head of Learning Organisation
michelle.harris@barnardos.org.uk

Read more in our Corporate Strategy, Impact Report and Annual Report
[barnardos.org.uk](https://www.barnardos.org.uk)



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tomorrow's world

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barnardos.org.uk

Barnardo House Tanners Lane, Barkingside,
Ilford, Essex IG6 1QG. 020 8550 8822.

Northern Ireland 542–544 Upper Newtownards
Road, Belfast BT4 3HE. 028 9067 2366.

Scotland 111 Oxbgangs Road North, Edinburgh
EH14 1ED. 0131 446 7000.

Cymru/Wales Trident Court, East Moors Road,
Cardiff CF24 5TD. 029 2049 3387.

