



welcome



# Hello and welcome to Barnwood Trust

This handbook aims to capture the spirit of what it's like to work here. Read on to learn more about:

- what guides us
- what's important to us
- and our commitment to a positive culture at the Trust

To create that positive culture, we have to think every day about how we do what we do and our impact on others – that's how culture is created.

In my leadership of the Trust, I aim to create the conditions for us all to live the messy business of being human together with humanity and compassion.

Many of us spend more time at work than with our families and friends, so it's important to me that our time together feels as good as it can, allowing us to get on with the jobs we are here to do.

Whether you're new to the team, or you've been here a while, we hope you will find the handbook to be a useful guide to being at Barnwood. After all, our organisational culture belongs to us all.

Thanks,

*Sally*

Sally  
CEO Barnwood Trust



A man with curly brown hair and a beard is smiling and looking towards the right. He is wearing a dark polo shirt with a small logo on the chest. He is sitting at a table with a white plate of food in front of him. A red circle with the word "culture" is overlaid on the image.

**culture**

# What is organisational culture?

Now that's a good question! We describe organisational culture as 'how we do things round here'. Think of it as the Trust's personality and character (our 'vibe').

How we do things is intentional and is based on the underlying values, beliefs and principles that serve as the foundation for the Trust.



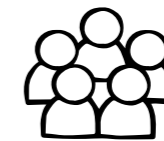
# Why does it matter?

- It helps support diversity and inclusive relationships
- It increases our satisfaction in our roles
- It helps us to retain good people

Prioritising getting the culture right will mean everyone feels...

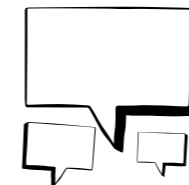


welcomed

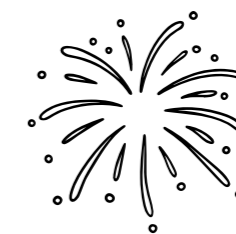


included

and that...



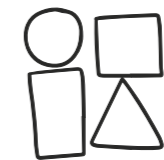
their voice is heard  
(whether loud or quiet)



differences are celebrated



a diverse range of views, &  
experiences are welcomed,  
appreciated, and encouraged

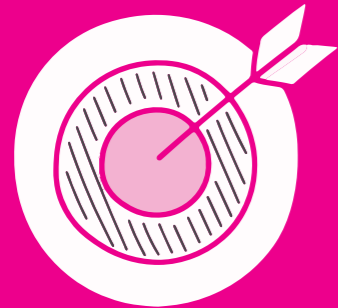


diversity is central

Trying to get these things right will positively influence how we work as a team.

# Our values

Throughout 2022 we worked as a team to develop a brand-new set of organisational values. Our values help drive the way we influence, how we interact with each other, and how we work together to achieve results. To put it simply, they underpin everything that we do.



## Focused

Disabled people and people with mental health conditions across Gloucestershire are at the heart of everything we do.



## Inclusive

Connecting and collaborating with openness and honesty, we ensure all voices are respected, heard and valued.



## Bold

In the face of change and uncertainty we are flexible and confident in finding ways forward.



## Forward Thinking

Using our independence, we explore long-term solutions to everyday challenges

# Culture Oversight Group

Ensuring that we continue to monitor our culture is important to us. That's why in 2020 we established the **Culture Oversight Group (COG)**.

The role of COG is to support, enable and evaluate the development of a positive culture within Barnwood Trust so that we work together in a way that reflects the Trust's values.

## COG does its work by consulting, listening, and facilitating to:

- Help create clarity and build awareness across teams about how we live the Trust's values, that is what those values look like in our behaviours in practice at work.
- Identify activities through the year that will help to build the Trust's culture of living our values.
- Support the implementation of policies, systems and processes that promote and support our culture and values.
- Make recommendations for informal and formal feedback channels for all employees and help develop systems to hear from everyone across the Trust.



If you're interested in becoming part of the **Culture Oversight Group**, or you would like to find out more about this work, we'd love to hear from you. You can speak to one of the team or email [cog@barnwoodtrust.org](mailto:cog@barnwoodtrust.org)



There are other opportunities to get involved in work outside of your day-to-day role so do keep an eye out for these and register your interest whenever you see something that interests you.



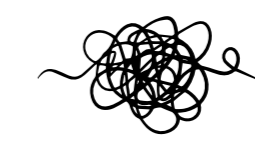
# Looking after our wellbeing

We believe that good physical and mental health are important and acknowledge the potential impact that work can have on our wellbeing. We have a range of supportive wellbeing policies and almost a third of our employees, including every Head of Team, are qualified mental health first aiders with Mental Health England.

## We also offer:



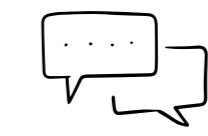
**36 days holiday** including bank holidays (FTE)



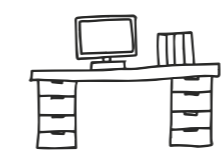
**Individual workplace stress assessments and wellbeing action plans** to remind us of what we need to do to stay well at work



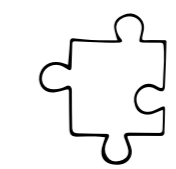
**Our flexi-start policy** provides you with the flexibility to start your day, your way



**Employee Assistance Programme (EAP)** that provides a number of paid face-to-face counselling sessions



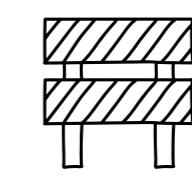
**Workstation assessments** to ensure the set up is right for you



Our managers will support you in applying for additional support through **Access to Work** should you need it



We will consider and offer **workplace adjustments** where we can that could help create a more accessible working environment



We can also work with **occupational health advisors** to help remove barriers to work

# Your voice matters

We provide several ways for you to feedback about your experiences of working here. This enables us to create stronger teams, better managers and a happier working life through understanding how we are all thinking and feeling. These include:

## Staff survey

Every year we have a staff survey. Think of it as a yearly temperature check to help us understand how people are feeling about working here, enabling us to identify what we're doing well, and how we can improve.

## 360-feedback

The management team at Barnwood seek 360-feedback each year to help understand their strengths and weaknesses from a variety of perspectives by requesting direct feedback from those whom they work closely with.

## Planning Doing and Reviewing - PDR (Appraisal)

PDRs include a section for providing feedback and comments to managers when reflecting on our progress against our priorities. This allows us to look back and learn before planning our next 6-months priorities that support the delivery of our goals.

**There are lots of other opportunities to share feedback and offer insights including regular 1:1s with your manager and team meetings.**



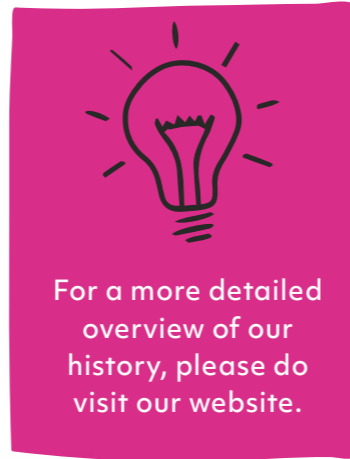


about

# Our history

Barnwood Trust has a long history with our roots going back to the late 18th century!

It's hard to summarise 230+ years in a few sentences so here are some milestones to give you a flavour of how the Trust has evolved over the last 200+ years.



## 1794

'Subscribers' start fundraising for the care of mental health patients. Barnwood House Hospital opens in 1860.



## 1970s

Barnwood House Hospital (by now a nursing home) and land owned by Barnwood is sold and the money is invested.



## 1980s

Barnwood Trust starts giving grants to people and organisations across Gloucestershire.



## 2011

Barnwood Trust continues funding and starts to create inclusive communities and opportunities for disabled people.



# Today

Barnwood Trust is based at Overton House in Cheltenham. Today, we don't run support services. We listen to people and make change happen on disability and mental health issues in Gloucestershire.



# Our strategy

Our strategy has also evolved over the years to ensure it changed with the times whilst always remaining true to our vision to make Gloucestershire a better place for disabled people and people with mental health conditions:

<b>2011</b> <b>Unlocking Opportunities</b>	Working alongside disabled people and people with mental health conditions to make the county a more inclusive and enjoyable place to live.
<b>2019</b> <b>Move to Overton House</b>	Our new accessible base in Cheltenham opened its doors.
<b>2020</b> <b>Keeping Strong</b>	Our response to COVID-19 in support of the people, community spaces and voluntary organisations of Gloucestershire.
<b>2021</b> <b>Involvement &amp; Participation</b>	We commit to listening and learning as a foundation for all our work. Our work became directly informed by experts by lived experience (EbLEs).
<b>2022</b> <b>Launch of Barnwood Circle</b>	A network of people who inform and guide our work to influence and make change in Gloucestershire.



# Our mission

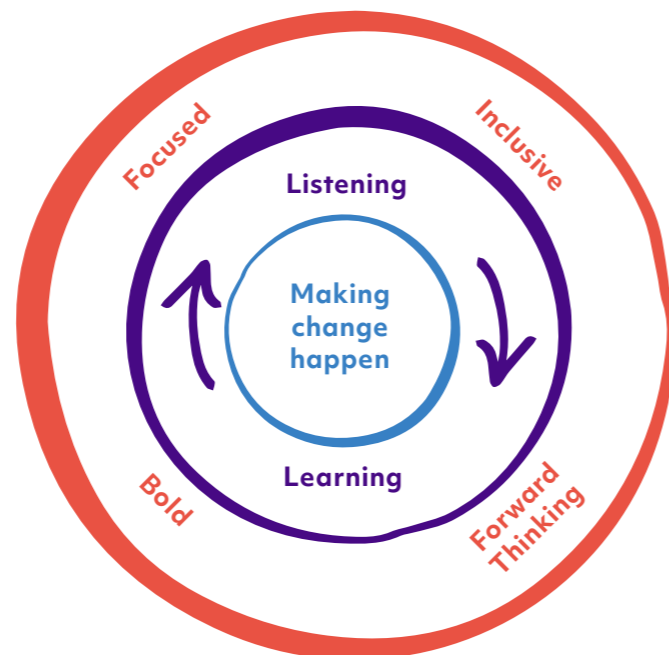
Barnwood makes a difference. We join with the people and communities of Gloucestershire to drive changes on disability and mental health, enabling people to have choice of opportunities, access their rights, and be included where they live.

## Our vision

We believe Gloucestershire will be a better place when disabled people and people with mental health conditions are equal, empowered and their rights are upheld.

## Our purpose

The Trust acts as an agent of social change, working alongside disabled people and people with mental health conditions to create that change.



# Our goals

## Opportunity

We want disabled people and people with mental health conditions across Gloucestershire to have choice of opportunities that meet their hopes and passions.



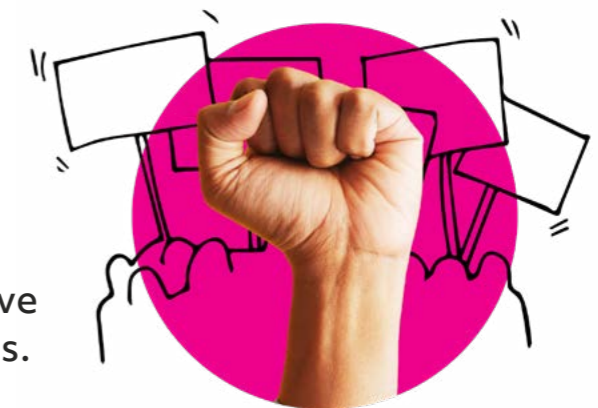
## Inclusion

We want disabled people and people with mental health conditions across Gloucestershire to be included and involved in their communities and the places they live.



## Rights

We want disabled people and people with mental health conditions across Gloucestershire to access their rights and see positive change on disability issues.





# A closer look

Barnwood is an independent charitable Trust. We get millions of pounds of funding out into the county every year. But money is only part of the story.

We join with the people, communities and organisations in Gloucestershire's disability and mental health movement – creating change so that disabled people and people with mental health conditions have choice of opportunities, access their rights, and are included where they live.

What do we do? We investigate the long-term, complex issues and barriers faced by disabled people and people with mental health conditions. We share research, develop projects, and run campaigns to influence the change that's needed. We partner with local organisations, involve people with lived experience directly in our work, and look for better ways to fund.

Barnwood Trust was set up over 200 years ago. Today, we are not your typical funder, and we don't work in isolation. Learning and collaboration run through everything we do. We bring people together for a different conversation and explore big ideas. We listen and add clout where we can, to help make changes happen – building belonging and making a difference in the life of the county.

# Being an anti-discriminatory organisation

Over the last couple of years, we have done a lot of work to focus on our attitudes and behaviours whilst at the same time, seeking to improve our organisational processes to support our commitment to being an anti-discriminatory organisation. This work has included:

- Undertaking learning to promote self-awareness e.g.
  - Developing and sharing Myers Briggs Type Indicators within and across the whole team to help us be more understanding of each other, communicate better and build more authentic relationships
  - Learning for managers about supporting the development of adult:adult interactions and behaviours in teams
- 6 month programme of learning as a team on what it means to be an anti-racist organisation
- Learning on using emotional intelligence to achieve the best outcome for all when having crucial conversations
- Embedding our organisational values in our day-to-day work
- Revising our recruitment policies and procedures to ensure they are inclusive, wide reaching and non-discriminatory
- Learning on understanding the impact of different disabilities, mental health and neurodivergent conditions
- Researching the origins of the Trust's financial wealth to understand and publicly acknowledge any historic links with slavery

Going forward, as well as continuing the work on promoting self-awareness, we will be working with a specialist diversity, equity and inclusion (DEI) consultancy to help us ensure that the work we do truly deepens our DEI practice, across all protected characteristics.

They will work with us to help us develop a coherent strategy and accompanying plan to clarify and direct our future work on diversity, equity and inclusion, that starts from where we are today and works with what we have already done.

team  
work



# Our teams

Teamwork is key to ensuring we all work together to deliver the vision, mission, strategic objectives and principles of the Trust. **This is how our teams are structured:**



## Board of Trustees

Our Trustees are volunteers from all walks of life, who are legally responsible for ensuring the charity is well run, solvent and able to meet its aims and purpose. Collectively they oversee the 'governance' of the Trust. Governance covers the systems and processes concerned with overall direction, effectiveness, supervision and accountability.

## The Chief Executive

The Chief Executive is responsible for ensuring that we deliver the overall vision and strategy that the Trustees have agreed for Barnwood and achieve the goals and objectives they have set.

## Chief Operating Officer

The Chief Operating Officer is responsible for ensuring that we have effective and efficient governance, financial and operational arrangements in place.

## Leadership Team

The Leadership Team have powers delegated by the Board of Trustees to do all that is necessary to ensure delivery of the Annual Plan across the Trust within budgets the Board has approved.

## Engagement Team

The Engagement Team engages with people in the county who want to drive positive change that benefits disabled people and people with mental health conditions. This is through marketing, communications, events and involvement work.

## Insights Team

The Insights Team's primary function is to generate actionable insights to inform and deliver the Trust's work to changing conditions impacting on disabled people and people with mental health conditions.

## Funding Team

The Funding Team's primary function is to distribute funds and manage learning relationships with organisations and individuals funded by the Trust in the county.

## Finance Team

The Finance Team's primary function is to manage and administer Barnwood's financial resources.

## People and Operations Team

The People and Operations Team's primary function is to support the administration and operations of the Trust.



# Learning & developing together

We want to invest in the skills, development and wellbeing of everyone who works at Barnwood. We realise that learning together and sharing knowledge is key to supporting our vision, values and goals and growing together as a team.

**Our organisational learning and development programme has 3 components:**

## The 'Disability and Mental Health Confident' Programme

We engage together in a programme of opportunities to become informed about and understand the impact of a wide range of disability and mental health challenges in order to enhance our skills to engage with disabled people and people with mental health conditions.

## The 'This is Me' Programme

We run a programme of activities to enable everyone to become equally familiar with, and confident in using, their own strengths, gifts, skills and capacity for self-reflection, to ensure everyone can contribute fully as themselves within Barnwood's activities as a whole and within their own teams.

## The 'This is Us' Programme

Linking with the learning from the 'This is Me' programme, we all contribute to building the relationships, identity and culture across the Trust. This includes team learning to support our active commitment to being an anti-racist, anti-discriminatory and inclusive organisation.





# Overton House

Overton House is our base in central Cheltenham. Our offices comprise of welcoming communal areas and meeting spaces as well as quieter working zones that can be adapted to suit your needs. The offices span 4 floors which are all accessible via a lift.

Ensuring that every employee, volunteer and visitor who comes to Overton House can do so independently and feels welcomed and considered is fundamental to ensuring we are able to carry out our work effectively.

We constantly need to work towards this, so in February 2022 we undertook an extensive Disability Access Audit at Overton House. The audit found that overall, Overton House is an accessible building, but of course, there is always room for improvement.

We now carry out regular internal audits to ensure we continue to follow the recommendations and that standards are upheld.



We're really open to feedback about accessibility so if you spot something that you think we could be doing better, **please do speak to our Workspace and Facilities Manager.**





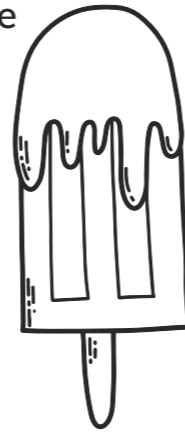
connect

# Celebrating together

## Individually organised celebrations

It's important that we remember to put some time aside for the things that are important to us as individuals. If there is a date in the calendar that is particularly important to you or an event you normally like to have a bit of fun with, we'd love to learn more about it and celebrate with you...and if there is food involved, even better!

Whether you want to share a success at work or home, mark a faith or culture-based event or you simply want to rejoice on ice-cream day (16th July in case you're wondering) no permission is required.



## Celebrations organised by the Trust

### Summer values event:

Each year we hold a summer event that celebrates our Values. The event is organised and managed by a self-nominated working group who plan the day from start to finish. It's a great opportunity to reflect on how our values show up in our work every day and help guide what we do.

It's also a purposeful pause to allow us to spend time together and have fun.

### End of year thank you celebration

The Leadership team host an annual end of year thank you celebration when we get together to look back on our achievements from the year and give thanks for the contribution everyone has made towards them.

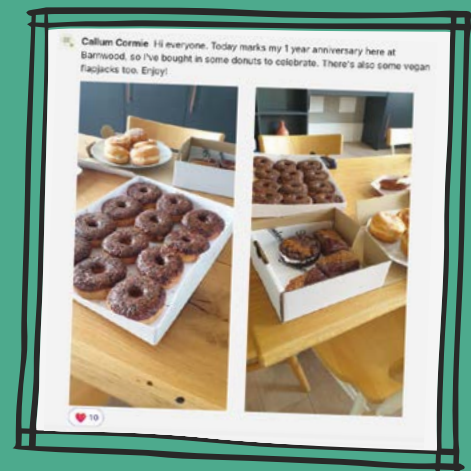
We also have a bit of fun handing out prizes and awards for the top successes of the year linked to our values. We decide on the winners by capturing monthly team successes through our 'success board' and then asking everyone to vote on their favourites.

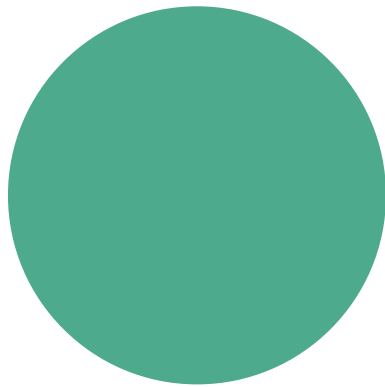
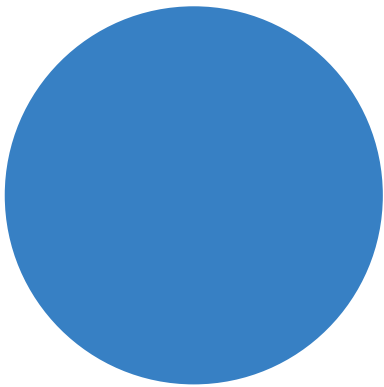
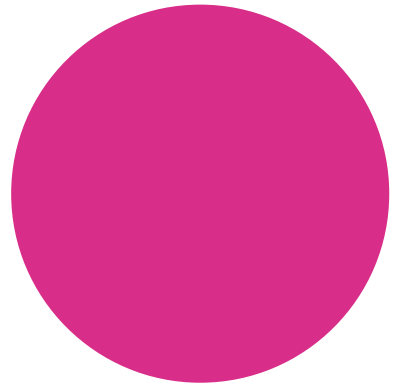
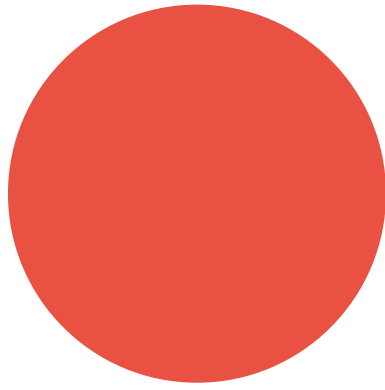
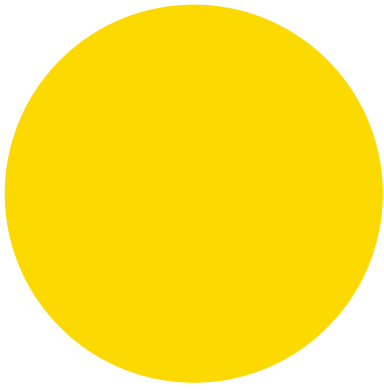


# Connecting & having fun day-to-day

It's always great to get together in person but sometimes it's also nice to be able to connect and cheer each other on from the side-lines.

Whether it's reading Barnwood Buzz (our monthly newsletter); sharing information or requesting support on MS Teams; or sending a gif or a thumbs up... all are great ways to stay connected and feel part of the team. I mean, nothing says happy birthday quite like a rainbow-coloured unicorn kitten, right?





Thank you for taking the time to read our Culture Handbook. We hope you will find it a useful resource that you can dip into whenever you need to. It's a handy way to remind ourselves of the things we do (big and small) that contribute to a positive culture at the Trust.

For new members of the team, we hope this handbook helps you to get to know us a little better.