

# Annual Review 2009

Believe in  
children



Barnardo's



### About Barnardo's

The work of Barnardo's has been changing lives for nearly 150 years. As the UK's biggest children's charity, we run more than 400 projects across the UK. We run schools, vocational training courses and restaurants staffed by our young people. We provide support for families and children leaving care, adoption and fostering services, and much more. Barnardo's also campaigns on behalf of children, bringing vital issues to the attention of both the public and the Government. We do this because we believe in children.

Barnardo's vision is that the lives of all children and young people should be free from poverty, abuse and discrimination.



## Welcome from Zainab a Barnardo's service user

About 12 months ago I first went to Barnardo's Missing Service in Huddersfield, West Yorkshire. The service helps children who go missing from home, to stop them getting involved in anything dangerous like drugs or crime. Before Barnardo's, I didn't feel like living and thought the world would be a better place without me. I was angry and unhappy at the time. I felt unloved and hated everything and everyone around me.

I left home and made a few dangerous moves, and I got involved with the police. But luckily for me, I then got referred to Barnardo's.

Going to Barnardo's for counselling has been a very good experience for me. It's given me someone to talk to, someone who

was interested in me; someone who listened to me because they wanted to and not because they had to.

I feel much better now and all thanks to Anne Gill, the Barnardo's worker who was there for me. I don't know what I would have done without her and where I would be today.

Now I have a bright future ahead of me and one day will hopefully become a lawyer. I will be in my school sixth form this time next year and again all this is thanks to Anne and because of Barnardo's.

Zainab

Zainab, aged 15  
Missing Service,  
Barnardo's Yorkshire



## Welcome from Martin Narey

In hard times, it is those with the least who suffer the most. That is why Barnardo's work has been more important than ever in 2008/09.

Over 100,000 children, young people and families have benefited directly from our work in their communities around the UK. Thanks to our supporters and statutory partners, we have opened over 30 new projects to reach more of the most vulnerable children – including those affected by domestic violence, living in deprived communities, young people at risk of offending – and families in crisis (see page 4).

And while our projects work locally to transform people's lives, our national campaigning work has continued to make those in power listen. A great example is the pressure we have put on the

Government to end child poverty. A highlight of this was the Keep the Promise rally in Trafalgar Square in October 2008 (page 12), attended by more than 2,000 Barnardo's staff, service users and supporters.

We raised our profile further with a successful TV advert, Break the Cycle (page 6). This powerful campaign led to a 33 per cent increase in spontaneous awareness of Barnardo's.

Our fundraising successes included the Barnardo's Big Toddle (page 9), which attracted more than 400,000 children to take part. Our partnership with the Royal Mail Group (page 9) also flourished and our Retail and Trading arm doubled its profits on last year.

Another success has been our volunteer internship scheme (page 11), now known as the Pathway Volunteer Scheme, helping young people on to the career ladder. Over

the next two years, the scheme will be jointly funded by Lloyds Banking Group and volunteering organisation v.

As we approach the final year of the *Barnardo's Business Plan 2007/10*, we are in good shape to achieve the goals we set ourselves in 2007. Our objectives for 2009/10 include:

- making our work with children and young people more effective
- hitting our target of 20 improvements to the Government's family and child policy by 2010
- supporting as many of the most disadvantaged children as our resources allow.

We're well on the way. Here's to a great year.

Martin Narey  
Martin Narey  
Chief Executive, Barnardo's

## Our work with children

Thanks to our supporters, last year Barnardo's helped more than 100,000 vulnerable children, young people and their families in 415 projects in local communities across the UK...

### New projects

Last year, the number of Barnardo's projects rose from 383 to 415.



with children affected by domestic violence, and Havering Young Carers, which helps children who look after a family member.

Barnardo's continues to grow the range of family support services we deliver in local communities, which prevent families breaking down and children going into care. The Leeds Intensive Family Support Service was created to work with families in crisis and we launched Manchester Family Group Conferencing, which allows families to plan for how they will support a child with a Child Protection Plan.



We extended our reach into new areas of the UK and expanded the range of services we deliver for children across the age ranges.

In Buckinghamshire we secured £3.5 million to provide 11 Children's Centres in the county. Barnardo's also increased the number of training projects we deliver. These include Barnardo's Works Highlands and Islands, which opened in August, to help young people overcome barriers to employment through work-based placements and personal support.

Other new services included Defuze in Coventry that works

### Cutting-edge work

Barnardo's is committed to exploring new ways to bring out the best in children. Last year, we extended our pioneering parenting work with fathers through the new Camden Dads project. A new service in Glasgow, Promoting and Achieving Change, works with teenagers at risk of running away from home and getting involved in offending and substance misuse.



*When youngsters tell you they would be dead were it not for Barnardo's, how could you stop fundraising?*

Liz Singer, volunteer, Appeals Advisory Board Chair

### Winning new work



One of Barnardo's biggest strengths is our ability to provide a rapid response to children and families in need. In 2008/09 we secured a £1.5 million contract in Dorset to deliver parenting work to enable the most disadvantaged pupils to have full access to educational opportunities. Barnardo's also saw the number of services we deliver to disabled children and their families increase. Our BARN service in Yorkshire, which delivers community support for disabled children, was successful in winning work to deliver holiday activities in East Riding.

### Helping children fulfil their potential

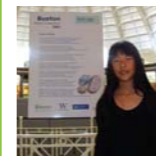
Creating new services is just the beginning. Our ethos is to believe in children and help them fulfil their potential. We are proud of everything our service users achieve, including:



John Joe Burns (16) and Tracey Lane (17) beat off competition from across the whole of Ireland to be awarded first place in the Ability Awards section at the annual catering exhibition, CATEX. They are both training at Dr B's restaurant in Belfast, a Barnardo's training project.



A film made by young people from Fife who attend Barnardo's Levenmouth Links service scooped first prize at a film awards ceremony held in London. The film *Doodle Disaster* was nominated in the Best Fantasy Adventure category at the Activision First Light Movies Awards.



Chess Law won the Barnardo's category in the 2009 Buxton Poetry Competition. The 11-year-old, who attends Barnardo's Young Carers Service in Northern Ireland, won the category with her poem *Stone of Silver*, which was showcased at the Buxton Festival in July.



Luke Smith and Luke Wells, both 16, are trainees at Barnardo's Lincs Training Service. Their mentoring of local school children was rewarded with a Special Judges' Commendation at the annual Young Builder of the Year Awards at the House of Commons.

## Record breaker!

Barnardo's further raised its profile with a successful 2008/09 TV advert, Break the Cycle...

Barnardo's generated vital new awareness and support through our first advert for mainstream TV, Break the Cycle.

Initially shown from November to December 2008 and then run between June and July 2009, the award-winning advert highlights the cycle of poverty, abuse and discrimination that leads many children and young people towards troublesome or antisocial behaviour. The advert, and supporting Children in Trouble campaign activity, enabled Barnardo's to challenge the increasing demonisation of today's children and highlight how our work can help break the cycle of disadvantage.

'The advertising campaign successfully advanced Barnardo's positioning as a modern, relevant

and contemporary charity, that tackles today's most pressing issues for children and young people,' says Diana Tickell, UK Director of Communications.

### Life cycle

Key campaign achievements:

- a 33 per cent increase in spontaneous public awareness of Barnardo's
- numbers of people likely/very likely to donate to Barnardo's rising by 46 per cent
- recognition of Believe in Children as Barnardo's strapline rising by 51 per cent
- Barnardo's receiving more than 400 pieces of media coverage, including on BBC Radio 4's *Today* programme and BBC2's *Newsnight*.



*'You seek out the most difficult kids in the most difficult situations, usually after everyone else has given up, then pour out so much love and understanding that you manage to make a real difference to real lives.'*

Jeff Lynn, Barnardo's supporter (London Marathon runner)

### ■ ENGLAND

**'If I hadn't come here, I would be in the police station by now...'**

**Lewis' story: Intervening early to help children in trouble**

Lewis, 12, comes from a family of eight children. Four years ago, when Lewis was just eight, his father left the family home, leaving his mother to cope alone. Soon after, Lewis started misbehaving at school.

'I used to be bad – I got detention every day and was kicked out of three schools,' Lewis explains. 'I felt angry with the teachers and annoyed away from school.'

Lewis had been kept out of school for three years when he was offered a place at Barnardo's High Close School. Here, individual attention from the staff helped Lewis to settle down, which he wasn't able to do in the traditional school system. He is now a star pupil.

'If I hadn't come here, I would be in the police station by now because I was so naughty,' he admits. 'Barnardo's has helped me stay in class, stop swearing... they praise you for doing great stuff and that makes me feel very happy.'

**The work of Barnardo's projects like High Close School in Wokingham demonstrates how we believe in children, no matter what they have done.**



**Prizewinning project**

Barnardo's Time for Me project, which helps children affected by parental drug or alcohol misuse, won the Health and Wellbeing title in the national Health for Kids awards 2009. 'Time for Me offers the children a place to have fun, away from their day-to-day worries,' says Estelle Hamblett, project worker at the Midlands-based service.

*I have really enjoyed volunteering for Barnardo's. It has broadened my experience and it felt so rewarding to be giving something back.*

Will Stevens,  
Managing Partner,  
Academy LLP

## A fostering and adoption first

Barnardo's first Fostering and Adoption Week successfully attracted more carers to our family placement services...

Over 64,000 children are in care in the UK and there is an acute shortage of 10,000 carers. Barnardo's first Fostering and Adoption Week aimed to attract more carers to our family placement services, particularly to look after black and minority ethnic, and disabled children. Information sessions were held at Barnardo's stores to explain what is involved in becoming a carer and celebrity hairdresser Andrew Barton spoke of his experience of being adopted.



## Pop-up shops

Barnardo's Retail capitalised on demand for vintage fashion by opening a pop-up boutique on London's Carnaby Street. The temporary store raised over £33,000 between November 2008 and March 2009 and even led to another 1960s themed store being opened in June as part of The Mayor of London's 'Story

of London' festival. Meanwhile, the store was the perfect place for Heather Small, Mark Foster, Nicky Hambleton-Jones and Laura Bailey to get behind the counter to persuade more volunteers to help out at Barnardo's shops around the UK.



## Joining forces with the Royal Mail Group



Barnardo's partnership with the Royal Mail Group got off to a flying start with a host of fundraising and volunteering initiatives. From

decorating to gardening, teams of RMG volunteers demonstrated their commitment to bringing out the best in children by helping out

at our projects across the UK. Young people at Barnardo's projects were also given work experience at Royal Mail centres in Liverpool and Manchester. In Post Offices, customers could donate their foreign currency to benefit Barnardo's, while from June 2009, they were able to make a donation direct to Barnardo's over the counter. The partnership plans to raise significant funds for Barnardo's.

## Toddlers keep coming back for more

The UK's biggest charity event for under-fives continued to be a favourite fundraiser in 2009, with children across the UK registering to do a short sponsored walk as part of the Barnardo's Big Toddle. More than 400,000 children signed up for the thirteenth annual Toddle, which aimed to raise £1.54 million, nearly £250,000 more than the 2008 total. Sponsored by Fairy Non Bio Gel and with support from Organix, the 2009 Big Toddle also included more Barnardo's organised events than ever.



*The Royal Mail Group is proud to support Barnardo's and its vital work to transform the lives of vulnerable children and young people.*

Adam Crozier,  
CEO, Royal Mail Group

## High Close hero

Samantha Nosal, a teacher at Barnardo's High Close School, was named Special Needs Teacher of the Year in the South of England at the Teaching Awards 2009. She works with pupils who have learning difficulties.

## Ray of light

Barnardo's was pleased to benefit from the *Simply Madonna, Materials of the Girl* exhibition, which ran at London's Old Truman Brewery in 2009. One pound from the sale of every ticket went to Barnardo's.

■ SCOTLAND

**'Barnardo's has given me a fantastic opportunity...'**

**Barry's story: helping young people not in education, employment or training**

'Before I found out about Barnardo's things weren't very good for me,' says Barry from Dundee. 'I'd had a few small jobs but they didn't lead to anything. Things really nose-dived when my mum passed away suddenly. For a while I couldn't think about work or the future. Who knows where I would have been living long term?'

Barnardo's Works Dundee secured Barry a place on a meter-reading training scheme with Scottish and Southern Energy plc. Despite fears he was too shy to cope, the contact with customers brought Barry out of his shell, and has led on to an apprenticeship.

'Barnardo's has given me a fantastic opportunity. This apprenticeship means everything to me. I want my future to be happier. I want to have a normal life with a house, car and family. This is my chance to make it all happen.'

**Barnardo's Works Dundee is just one of our projects that helps young people gain the skills to find a job.**



**Volunteering internship scheme careers ahead!**

Barnardo's volunteer internship scheme recruited 98 young volunteers to work within Barnardo's on three-month placements. The interns helped our work with vulnerable children, and gained tangible work experience.

At the 2009 National Council for Work Experience Awards, Barnardo's again won Highly Commended in the category of best work experience provider in a charitable organisation.

The scheme has continued to attract more applications than

ever before and now features in the Government's new Graduate Talent Pool initiative as an opportunity to help graduates enter the charity sector.

Over the next two years, the scheme will be jointly funded by Lloyds Banking Group and volunteering organisation v and will be known as the Pathway Volunteer Scheme, to emphasise its aim to provide a clear pathway to employment through challenging and rewarding volunteering opportunities.

*To meet some of the people who work with Barnardo's children has been incredibly moving. It's just wonderful to see what Barnardo's does.*

Barnardo's President, HRH the Duchess of Cornwall



**Marathon marvels**

Over 160 fantastic people took to the streets for the Flora London Marathon to run on behalf of Barnardo's. Our runners spent months training and fundraising for the event. In all, they raised a phenomenal £325,000 for Barnardo's work.



**Banking on RBS**

Over £103,000 was raised for Barnardo's work by staff from the Royal Bank of Scotland Group in 2008/09. Our fundraising and volunteering challenges gave 1,700 RBS staff the opportunity to improve their teamwork skills.

## Standing up for vulnerable children

Barnardo's campaigning is extremely influential, securing actual changes to improve the lives of disadvantaged children...

### Putting on the pressure to end child poverty

In 1999, the Government made a historic promise to halve child poverty by 2010 and eradicate it forever by 2020. This year, Barnardo's piled on the pressure for the Government to keep to its 2010 target with a series of campaigning events and influential reports.

Events included the Keep the Promise rally in October 2008, which was attended by over 2,000 members of Barnardo's staff and supporters. Before the rally, the Prime Minister, the Rt Hon Gordon Brown, MP met with representatives from the End Child Poverty Coalition to re-state the Government's commitment to ending child poverty. We continued to press for more investment in the 2009 Budget towards this commitment, by projecting a giant



plea on to Marble Arch in the run up to the Budget (above).

Our lobbying was backed by the report, *Below the Breadline: A year in the life of families living in poverty in the UK*, which set out how families have to choose between heating and eating and depend on loan companies charging exorbitant rates of interest.

### Caring for the forgotten children

Barnardo's achieved six changes to policy and legislation in 2008/09. Notably, we achieved changes for children in care, including better support for them to go to university and a statutory requirement in the Children and Young Persons Bill for there to be a designated teacher in all schools for children in care.

“When children are born into troubled families or have their lives torn apart, Barnardo's is the first to reach out with a helping hand.”

Nina Wadia, *EastEnders* actress

#### ■ NORTHERN IRELAND

**‘I feel bad because my kids can't have what other kids have...’**

**Jane's family: Helping families in poverty**

Jane is bringing up five young children and feels that she has been forced into debt to support them. Jane would like to work, but can't afford childcare, so her family live on benefits and Jane relies heavily on a number of loans. Her lack of money and worry about debt often make her feel down, as she feels she is not offering her children the life she would want for them.

‘I watch every single penny,’ she says. ‘I've had times when I haven't had enough to buy food for me and the kids... I would have a slice of toast and give them the proper meal.’

Jane uses a Barnardo's family service for support, financial advice and a crèche she can afford for her children. She says her only real friends are the women and staff she has met there: ‘They're my lifeline... they keep me sane.’

**Barnardo's anti-poverty projects work in communities, offering everything from low-cost nappies to courses to help parents return to work. Parents who attend say they feel less isolated and more hopeful for the future.**



## Second chances

Barnardo's focused on improving opportunities for those young people not in employment, education or training.

The Education and Skills Act 2008 will require 16 and 17-year-olds in England to remain in education or training until their 18th birthday. In 2008/09 Barnardo's lobbied to ensure that the new law improves opportunities for vulnerable young people – many of whom are excluded from school, or leave at 16 or earlier, with few qualifications and poor prospects.

Barnardo's *Second Chances* report and DVD featured research with 75 young people attending Barnardo's services. These young people were overwhelmingly motivated to work, but were held back by barriers such as low self-esteem, caring for a child or housing difficulties.

Our lobbying paid dividends and among other changes, we won



an amendment to the Education and Skills Bill, introducing 'learning and support contracts' for young people who have unmet support needs that may undermine their participation in education and training.

## Challenging the rise in children in custody



The use of custody for 10 to 14-year-olds has increased by 500 per cent since 1996 and they are being locked up for less

serious offences. Barnardo's report, *Locking up or giving up?*, argued that custody for this age group is ineffective and expensive and that we should intervene earlier to support these children and their families. Martin Narey debated the issue with the Justice Secretary Rt Hon Jack Straw, MP at the 2008 Labour Party Conference.

Today, Barnardo's is still playing a vital role: as a campaigning organisation, influencing policy, and as a service provider.

Rt Hon Ed Balls, MP,  
Secretary of State for Children,  
Schools and Families



### ■ WALES/CYMRU

**'I like the environment here. It feels very welcoming...'**

**Saadia's story: Helping children, young people and families from diverse communities**

Saadia is a grandmother with a difference. She is a full-time carer for her grandson, Buraq, whose parents remain in Iraq. Saadia also cares for two-year-old Amani and eight-month-old Akram during the day, while their parents work. She arrived in Cardiff three years ago.

Saadia speaks no English, only Arabic, which made it difficult for her to take the children to playgroups. She found that some groups did not even want to put Buraq's name down. Fortunately, Barnardo's Neville Street Project offered them a warm welcome and an interpretation service catering for 19 languages.

'I am very happy at Neville Street,' Saadia says. 'The staff look after the children very well and teach them. I like the environment here; it feels very welcoming. Amani keeps asking me to bring her here.'

**The work of projects like Neville Street shows that we are committed to maintaining and developing our work with black and minority ethnic children.**

# Achieving our objectives

In our 2008 *Annual Review*, Barnardo's set nine specific objectives for the year ending 31 March 2009. Here we measure our success...

**1**  **'Increase the amount of income generated from statutory sources such**

**as local authorities and the Government by 4.5 per cent, so we can help more children.'**

We exceeded this target and increased income from Government and statutory bodies by 6.4 per cent, to £126,875,000.

**2**  **'Fundraising and retail operations will generate a net contribution of**

**£35.3 million to income, after the costs of informing the public about our work.'**

Some areas of fundraising suffered in the economic climate and the

target was not achieved. Retail and Trading, however, performed strongly and doubled its profits compared to 2007/08.

**3**  **'Increase our numbers of active volunteers, including younger**

**volunteers, by 5 per cent.'** The number of Barnardo's volunteers has actually grown by 14.7 per cent, with the number of younger volunteers growing by a remarkable 24.3 per cent. We now have over 12,600 volunteers.

**4**  **'Increase the performance of all our services.'** Performance has improved in all

the Barnardo's services previously regarded as being in the lowest 20 per cent, with their performance now only 3 per cent below Barnardo's average performance.

**5**  **'Achieve at least 20 changes in Government policy over the**

**next three years, including at least one each year in each of our priority campaigning areas and one each year that will improve outcomes for black and minority ethnic children.'**

In the first year of our plan we directly contributed to 10 changes in Government policy. In 2008, we achieved a further six changes, and are comfortably on target to achieve 20 changes by 2010.

**6**  **'Achieve sustained spontaneous awareness of Barnardo's**

**from 2008-2010.'** In November 2008, our first primetime TV advertising campaign achieved an impressive 33 per cent increase in spontaneous awareness of Barnardo's. It also increased the number of people who said they were likely to support us by 46 per cent.

**7**  **'Reduce costs at Head Office and our regional and national offices.'**

Our support costs have increased more slowly than the costs of service delivery, resulting in more income being spent on helping children.

**8**  **'Measure our environmental impact and set targets for improvement.'**

We have committed to changing our fleet of cars to low emission models and reducing the average amount of energy consumption per staff member.

**9**  **'Implement a race equality strategy throughout all areas of Barnardo's.'**

In May 2008 Barnardo's launched the race equality strategy *Enacting Our Vision (EOV)*. *EOV* will ensure that we work more effectively with children and young people from black and minority ethnic communities and achieve a greater racial diversity of both employees and volunteers.

## Barnardo's work across the UK

**United Kingdom**  
100,014 service users,  
415 services

**Northern Ireland**  
5,814 service users  
44 services

**Scotland**  
9,656 service users  
62 services

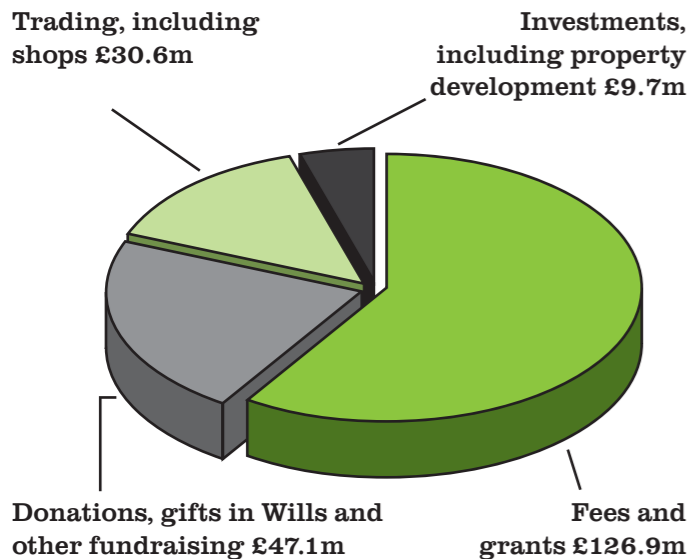
**Wales/ Cymru**  
8,597 service users  
43 services

**England**  
75,947 service users  
266 services

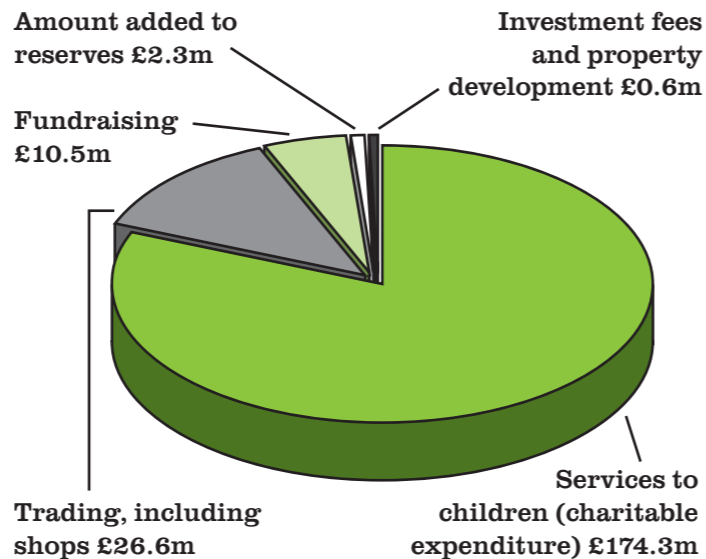
# Money matters

Donations continue to play a vital role in funding Barnardo's services. This, with the support of our statutory partners, is helping us continue to reach vulnerable and disadvantaged children. Voluntary income gives us the independence to meet needs that are unmet by statutory bodies.

## Total income £214.3 million



## Total expenditure £214.3 million



## Voluntary donations

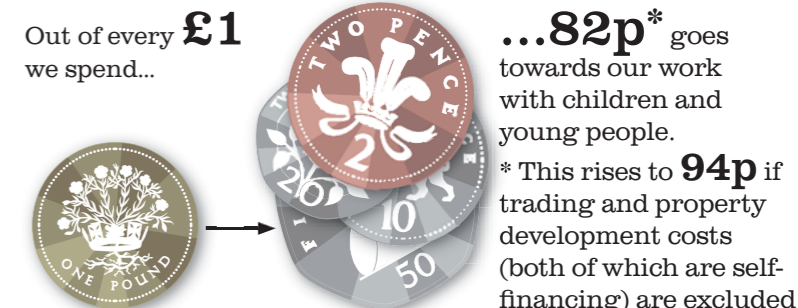


### Income and fundraising

Barnardo's total income was £214.3 million, coming from fees and grants, voluntary donations from fundraising, trading, property and investments.

After the costs of raising funds, income available for charitable purposes increased from £175.2 million in 2007/08 to £176.6 million. Of this, £2.3 million was added to our reserves, leaving £174.3 million to spend on our services. Of this income, fees and grants for the provision of services increased 6 per cent to £126.9 million. Retail

## Total expenditure



### Expenditure and costs

income also grew, with net income doubling to £4 million. Voluntary income and income from the sale of properties both fell during the year.

Total expenditure was £212 million, of which £174.3 million funded our

### Our reserves policy

Reserves reduced during the year as both investments and our pension fund fell in value. Unrestricted free reserves finished the year at £41 million, which represents a little over two months' annual expenditure.

### About this information

This summary financial information has been taken from the statutory Annual Report and Accounts for the year ended 31 March 2009, on which an unqualified audit opinion has been issued. Copies can be obtained from Barnardo's Head Office or at [www.barnardos.org.uk](http://www.barnardos.org.uk)

## 2009/10 objectives

During the last year of the *Barnardo's Business Plan 2007/10*, we will continue to build on the success we have already enjoyed in pursuing our six strategic objectives...

### 1. **Moving from good to great: making our work with children and young people more effective**

Barnardo's will increase our income from the Government and from statutory bodies by at least 6 per cent. Services which currently use the highest levels of voluntary funds will reduce their usage of voluntary funds by 5 per cent.

### 2. **Making our influencing work more effective**

By the end of the Business Plan, we will have achieved at least 20 changes in Government policy. Between 2009 and 2010, we will

specifically secure changes in each of our priority campaigning areas and a change that will improve outcomes for black and minority ethnic children and young people.

### 3. **Revitalising Barnardo's brand, image and advertising**

During 2009/10, we will achieve an increase in spontaneous awareness of Barnardo's that is consistently above 12 per cent.

### 4. **Adopting refreshed strategies for participation and volunteering**

Barnardo's will increase the number of registered volunteers

by 5 per cent in every region and nation – especially focusing on younger volunteers.

### 5. **Improving the effectiveness and value of support functions at Barkingside and the regions and nations**

By March 2010 we will reduce the proportion of funds spent on support functions at head office and at region and nation offices to 15 per cent. We will also continue to replace Barnardo's cars with low emission models and reduce the average amount of energy that Barnardo's consumes per member of staff.

### 6. **Increasing the net return from fundraising and meeting the challenge of the fall in legacy income**

We will achieve a net fundraising contribution of £31.5 million from donations, retail and trading, after the cost of informing the public about our work.



# Thank you

Barnardo's would like to thank all our supporters, especially those listed below, for their generous donations during the past financial year...

**Companies** Adam & Company plc ▪ AF International ▪ Aldi Stores Limited ▪ ARG ▪ Aspect Capital ▪ Barclays ▪ BBC ▪ BGC ▪ Boots UK ▪ Brindleyplace Estate Management ▪ BT Wales ▪ Burges Salmon ▪ CBI ▪ Channel 5 Broadcasting Limited ▪ Clinton Cards PLC ▪ DHL Automotive UK ▪ Field Fisher Waterhouse LLP ▪ GlaxoSmithKline plc ▪ Hallmark Cards ▪ Harvey Nichols ▪ ITN Mark Education ▪ Jessops ▪ Lindsay Ford (NI) ▪ Lloyds Banking Group (formerly Lloyds TSB) ▪ Mitchells & Butlers ▪ NatWest ▪ NEXT plc ▪ Oakapple Group ▪ Pannone LLP ▪ PricewaterhouseCoopers LLP ▪ Procter & Gamble ▪ The Royal Bank of Scotland Group ▪ Royal Mail Group ▪ SCA ▪ Scottish Enterprise ▪ Shepherd and Wedderburn LLP ▪ Speakeasy Telecom ▪ Taylor Wimpey PLC ▪ Tesco Personal Finance ▪ The Merchant Hotel ▪ Tobermore ▪ Tods Murray LLP

**Trusts** Alexander Moncur Trust ▪ Alice Ellen Cooper Dean Charitable Foundation ▪ Bartlett Foundation ▪ BBC Children in Need ▪ Bill Brown's Charitable Settlement of 1989 ▪ Bradbury Foundation ▪ Chapman Charitable Trust ▪ City Bridge Trust ▪ Comic Relief ▪ D C Moncrieff Charitable Trust ▪ Dinning Charitable Trust ▪ Edith Murphy Foundation ▪ Four Acre Trust ▪ Fowler Smith & Jones Charitable Trusts ▪ Fulmer Charitable Trust ▪ G J & S Livanos Charitable Trust ▪ Gerald Palmer Eling Trust Company ▪ Grantham Yorke Trust ▪ Henry Smith Charity ▪ J H Bartlett Charity Trust ▪ Jack Petchey Foundation ▪ John James Bristol Foundation ▪ Lloyds TSB Foundation for Northern Ireland ▪ Lord Barnby's Foundation ▪ May & Stanley Smith Charitable Trust ▪ Mickleham Trust ▪ Norman Family Charitable Trust ▪ Ratcliffe Charitable Trust ▪ Raymond and Blanche Lawson Charitable Trust ▪ Roger De Haan Charitable Trust ▪ Ronald Cruickshanks Foundation ▪ Stonewall Park Charitable Trust ▪ The 29th May 1961 Charitable Trust ▪ The Baily Thomas Charitable Fund ▪ The Barbour Trust ▪ The Batchworth Trust ▪ The Dumbreck Charity Trust ▪ The Elstow Trust ▪ The Eveson Charitable Trust ▪ The Gannochy Trust ▪ The J H McGregor Will Trust ▪ The Kempthorne-Smith Charitable Trust ▪ The Moffat Charitable Trust ▪ The Northwood Charitable Trust ▪ The Ofenheim Charitable Trust ▪ The Robertson Trust ▪ The Sir James Knott Trust ▪ The Sir James Reckitt Charity ▪ The Sir John Fisher Foundation ▪ The W David & Sons Ltd 1965 Charitable Trust ▪ The Waterloo Foundation ▪ The Zochonis Charitable Trust ▪ Trust for Education ▪ Walter Guinness Charitable Trust ▪ Wates Foundation ▪ William Allen Young Charitable Trust

**Gifts in Wills** The Estate of Malcolm John Redford ▪ Katherine Martin Charitable Trust ▪ William Belmer Rush Foundation ▪ Miss E A Pemberton-Barnes Will Trust



# And finally...

We are close to the end of the three years covered by the current Business Plan and are busy working on how best to continue our good work, extending it further: there still remain a very large number of vulnerable children whose lives Barnardo's wants to transform.

In this third year of the plan I'm pleased to report good progress towards achieving the six key objectives. These relate primarily to making our work more effective. But, as importantly, we feel challenged to make our influencing work more effective, to increase awareness of our belief in children, to grow our volunteer base, to raise more money and make all our support services more efficient.

In this review we have shown a snapshot of our significant progress.

For the future, I look forward to a refreshed and extended Business Plan, one that is driven by core business criteria, but never deviates from and always remains committed to its mission focus. By mission focus I mean being true to our values. We never give up on children; we will continue to bring out the best in each and every child; we will encourage all those we work with to fulfil their potential: children, staff, volunteers; and we believe we can make a difference – that a better future is worth striving for. We must exercise responsible stewardship of our resources and this means tackling our mission in a very business-like way.

Geoffrey Barnett  
Chair of Trustees, Barnardo's

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### Scotland

235 Corstorphine Road, Edinburgh EH12 7AR  
Tel: 0131 334 9893

### Wales/Cymru

Trident Court, East Moors Road, Cardiff CF24 5TD  
Tel: 029 2049 3387

**London, East and South East** –  
Tel: 020 8551 0011

**Midlands** – Tel: 0121 550 5271

**North East** – Tel: 0191 240 4800

**North West** – Tel: 0151 488 1100

**South West** – Tel: 0117 937 5500

**Yorkshire** – Tel: 0113 393 3200

# Support our work if you Believe in children



## Barnardo's

- Make a one-off or regular cash **donation**, either online, by phone or by post.
- **Volunteer** in a Barnardo's shop, office or project.
- Include a **gift in your Will**.
- Take part in a **challenge event** or join a **fundraising group**.
- Support our **shops** by donating your unwanted goods.
- Get your **company** to become a Barnardo's corporate supporter.
- Give a **Barnardo's Real Gift** as a birthday, wedding or anniversary present.

Find more ways to support our work at [www.barnardos.org.uk](http://www.barnardos.org.uk)

