

**IMPACT
REPORT
2020**

**WE BELIEVE IN
CHILDREN – NO
MATTER THEIR
CIRCUMSTANCES,
GENDER, RACE,
DISABILITY OR
BEHAVIOUR.**

CONTENTS

YOUNG PERSON'S FOREWORD

**Hello,
My name is Kells,
I'm about to turn 20
but as a non-verbal
quadriplegic, my
life really began
when I was 6, joined
the Barnardo's
community and
was introduced to
assistive technology.**

My eye gaze activated computer enables me to communicate, have an opinion and have my say on issues of the day – issues that impact upon my life.

“Various groups at Barnardo's have built up my confidence and taught me to be assertive.”

It was at Barnardo's that I first felt that someone wanted to hear my views, to listen to them and to take them on board. For the first time I could see a future for myself. In Barnardo's I feel very much part of a team moving forward together. Such has been my progress over the years, that last year, along with my friend, we gave a presentation using our assistive technology to some 300 delegates at the Barnardo's Northern Ireland AGM.

“Now I have an ambition to be a Barnardo's ambassador as I think it's so important to speak up for others who don't have the opportunity to speak up at all.”

It's important to be both heard and to listen to other people who – for whatever reason – are vulnerable. I have the t-shirt so I should wear it.

With the arrival of the coronavirus pandemic and lockdown most of the country suddenly experienced what life has been like for me.

“No control over the situation, fear for the future, having to think about the little things in life such as getting food, getting out and communicating with friends and family.”

I didn't feel isolated, more like abandoned, as service provision closed down, day centres closed down and care assistants ceased coming to the house. It was a dark place to be, as lockdown made us realise how quickly we became forgotten in society.

Then in the midst of the darkness the phone rang. My support worker from Barnardo's wanted to set up a keeping

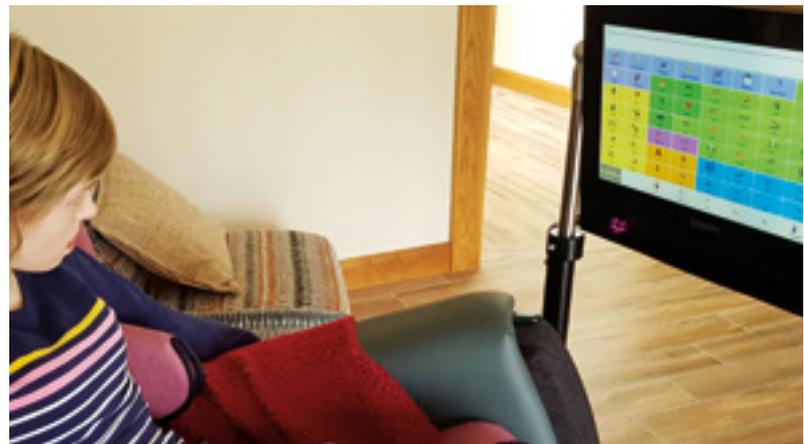
in touch group online. I could have snapped her hand off but I just said yes as I know the difficulty of living without working limbs.

“Once again Barnardo’s had turned the light at the end of my tunnel on again.”

I felt like a winning contestant on *Who Wants To Be A Millionaire* with technology my lifeline, and my three Barnardo’s friends, my ‘phone a friend’ group. Our friendship, built through Barnardo’s, has got stronger during this pandemic.

In the real world, everything comes at a cost. I would encourage those reading this report, who may be in positions of power or influence, to use that position to ensure the vital work of Barnardo’s is enabled to continue to benefit those less fortunate in society. Instead of a stairway to heaven, maybe consider a ramp, to give everyone access to equality of opportunity, the same opportunity that Barnardo’s has given to me.

Kells is a young person who for a number of years was supported by Barnardo’s Disabled Children & Young People’s Participation Project service in Armagh. Each year, twelve young people with a range of disabilities aged 14 to 19 are trained in peer mentoring. They then support each other in pairs for up to 12 months. By being paired with other young people who are experiencing similar issues, the group are able to support one another and improve their wellbeing. Kells has also been involved with the 6th Sense Group from when it started to the present day.



CHIEF EXECUTIVE'S FOREWORD

I'm proud to say that during 2019-20 we reached 358,800 children, young people, their parents and carers, through our services and vital partnerships with other agencies.



The end of this period coincided with the start of the COVID-19 pandemic, yet even before the crisis struck, we were operating in an extremely challenging environment. Children's mental health was already at crisis point, more and more children were coming into care, young people were facing ever more complex risks to their safety both on and offline, and after years of under-investment, statutory services were struggling to cope.

The system set up to support vulnerable children was not fit for purpose, and at Barnardo's we've been working to address that wherever we can. We're clear that 'recovery', back to the old broken system is not good enough. Instead, we need a 'resurgence'. As the UK's largest children's charity, with 154 years' experience, we have a responsibility to play a leading role in creating a better future for children and young people.

As we prepare for the 'new normal' and the post-COVID landscape, we're accelerating the progress begun in recent years, embracing new ways of working that we know are necessary

to deliver the impact vulnerable children need.

The pandemic has added new complexity to the challenges already facing many young people and families across the country. It's clear that no single agency has all the answers, and collaborating with partners, breaking down silos, and co-producing with our service users are now more vital than ever.

This is perhaps especially true in the context of support for children from Black, Asian and Minority Ethnic (BAME)¹ communities. COVID-19 has shone a light on the challenges they face, and the fact that they are too often 'hidden' from services that do not always have the knowledge and cultural sensitivity to meet their needs.

We have taken tremendous learning from the lockdown period, during which time we used digital technology in new ways, consolidating its role as a key part of the care continuum.

In addition to delivering excellent direct services, we have sharpened our focus on systems change, in order to achieve

the long-term, transformative change that improves children's outcomes.

We have also established the Barnardo's Foundation, which will help us to use our precious donated funds even more carefully and strategically than before, making sure we invest in the services that deliver long-term, lasting impact for the young people who need them most.

Amongst our important milestones this year, we launched our corporate university, The BU, a key step in realising our ambition to become a truly 'learning organisation'. I'm confident that this will help us greatly as we adapt to meet the new challenges that lie ahead for young people in a uniquely uncertain world.

Alongside the continuing COVID-19 pandemic, we now face a recession, and the impact of Brexit, all of which will have a profound impact on a generation of vulnerable children.

Our primary goal will always be to continue reaching those who need us most. We will harness our passion, knowledge and expertise;

our innovation and learning; and our partnership with other agencies, with supporters and donors, to deliver positive, long-term impact and ultimately to achieve better outcomes for more children.

**Javed Khan, Chief Executive,
Barnardo's**



Javed with Barnardo's service users at the Barnardo's Parliamentary Reception in July 2019

INTRODUCTION

In 2019 the world around the UK's children was already changing faster than ever before: from climate change, to the increasing use of technology, to the looming implications of Brexit.

One in eight children had a mental health condition², more than 4 million were growing up in poverty³, almost 100,000 were in the care system⁴, and exploitation and violence had affected too many young lives. It was against this backdrop that the global COVID-19 crisis struck.

The need to support the UK's vulnerable children and young people is greater and more urgent now than ever. Barnardo's – with our scale, reach and 154 years of experience – is well placed to help.

Our 10 year Corporate Strategy (2016-2025)

Our goal

Better outcomes for more children

Our strategic aims

Stronger families
Safer childhoods
Positive futures

Our priority areas

We invest our voluntary funding into six priority areas, to help us achieve our aims and overall ambition.⁵

1. Early support
2. Family support services
3. Mental health
4. Child abuse and exploitation
5. Looked after children (fostering and adoption)
6. Leaving care and accommodation support

Additional commitments from our 2019 Corporate Strategy Refresh

1. We'll understand and build on the experience of children and young people to drive change within governments, public services and society as a whole
2. We'll prioritise sustainable impact and preventing harm by working with partners across agencies, communities and volunteers
3. We'll invest our voluntary funds in programmes that demonstrate impact and rise to the challenges faced by vulnerable children and young people
4. We'll grow our income and pursue innovative opportunities
5. We'll invest in our people, both paid and unpaid
6. We'll become a digital, diverse and learning organisation

Our core priority programmes

1. Mental health and wellbeing
2. Child sexual abuse
3. Care experienced journeys

We know that the most vulnerable children often face entrenched disadvantages, which we can't fix by simply working with them and their families. To change their futures, we have to change the systems around them.

Our core priority programmes aim to drive transformational systems change, through understanding the needs of children, young people and families, co-developing innovative solutions, improving our direct support to service users, changing local systems through strategic partnerships, and (ultimately) influencing policy and legislation.

In this impact report we'll explore the needs of children, young people and families within the context of our goal to create better outcomes for more children through stronger families, safer childhoods and positive futures. Within each of these, we'll also look at the objectives of our core priority programmes.

We'll set out the current landscape, who our services have worked with and their outcomes, our approach to transformational change and what we've achieved towards that in 2019-20. The report also looks at what we've learnt and our role in influencing wider policy and practice.

The final sections of our report show how our ways of working help us change the lives of vulnerable children and young people, and their families and communities, giving them hope and helping them to realise their full potential.







OUR REACH IN 2019-20

In 2019-20 we supported work with **358,800** children, young people, parents and carers across the UK, thanks to our network of services, our partnerships and the expertise and commitment of paid colleagues and volunteers.

We delivered through one-to-one support, our own children's centres and family hubs, and our school-based programmes. We also delivered through our partnerships – in particular we supported work with 131,800 people through our Child and Family Wellbeing Service.⁶

Our reach – in numbers:


Over **800**
services


Across **4**
nations


7,822
paid colleagues


14,000
volunteers



We supported work with:

81,100
people through **one-to-one support**

100,700
through Barnardo's **children's centres and family hubs**

45,100
through our **school-based programmes**

131,800
through our **Child and Family Wellbeing Service (partnership)**

**IN 2019-20 WE
SUPPORTED WORK
WITH 358,800
CHILDREN, YOUNG
PEOPLE, PARENTS
AND CARERS
ACROSS THE UK.**



OUR REACH IN 2019-20

One-to-one support



Children's centres and family hubs



School-based programmes



Child and Family Wellbeing Service (partnership)



We worked with **320,300** around Stronger Families, **17,600** around Safer Childhoods, and **21,000** around Positive Futures.

Characteristics of those supported in 2019-20

70% Children

19% BAME⁸

13% Looked after children

7% Disabled people

5% Care leavers





OUR IMPACT IN 2019-20

For 2019-20 we developed a performance framework linked to our Corporate Strategy Refresh commitments, focused on how we maximise our resources to have a greater impact.

Service users who said they achieved a positive change in 2019-20⁹



Of our service users:



In 2019-20 we responded to opportunities to influence on a range of issues affecting the UK's children, including serious youth violence, online harm, domestic abuse and mental health.¹¹



91% of external stakeholders felt progress was made in our influencing goals



67% felt that Barnardo's had been very influential in helping to achieve change

We're currently reviewing our performance measures for 2020-21 so we can more confidently report on the impact we create for children, young people and families.

The background of the image consists of several broad, overlapping brushstrokes in various shades of pink and magenta, creating a textured, artistic effect. The strokes are diagonal, moving from the top-left towards the bottom-right.

**STRONG
FAMILIE**



GER

IS



INVESTING IN MENTAL HEALTH AND WELLBEING

We believe that families provide a nurturing environment that helps children to thrive, but sometimes they face challenges that prevent this. We aim to support families and to find solutions to challenges, so children have the chance to develop a positive sense of self, enjoy good wellbeing, and live their lives to the full.

Current landscape

Families can face many challenges and some of them are complex: here are just a few examples:

Poor mental health and wellbeing

Children, young people and families are more aware of their mental health than ever before, and are more willing to access help and support. However, in 2018-19, approximately a quarter of children and young people referred to specialist mental health services were not accepted into treatment.¹²



ONE IN EIGHT 5–19 year olds had a mental health disorder in 2017, and one in six 17–19 year olds.¹³

Rates of self-harm and suicide are also increasing. Over a quarter of young people aged 11 to 16 with a mental health condition attempted suicide or self-harm, rising to 47% of those aged 17 to 19.¹⁴

Adversity and trauma, including domestic abuse

Domestic abuse is the most common reason children are considered in need of support by their local authority, mentioned in 50% of assessments. But the problem is likely to be much bigger, with hundreds of thousands of children experiencing domestic abuse in their homes that we simply don't know about.



AROUND 830,000 children experienced domestic abuse in their homes in 2019.¹⁵

Access to specialist domestic abuse support can help children and young people to process and deal with the trauma and their emotions. However, a report by Safe Lives showed that less than half of families with children receiving support across Scotland, England and Wales had involvement from a specialist worker for children and young people.¹⁶

Other challenges

The many other challenges children and young people face include parental imprisonment, substance misuse, unemployment and financial difficulties, poverty and food insecurity.

According to a report by the Children's Commissioner:

- **397,749** children in England are receiving support because their families are experiencing multiple challenges including crime, anti-social behaviour, truancy, unemployment, mental health problems and abuse
- **472,000** children have parents who are dependent on alcohol and/or drugs
- **593,000** live in material deprivation and severe low income
- **2 million** children aged 0-14 experiencing food insecurity¹⁷

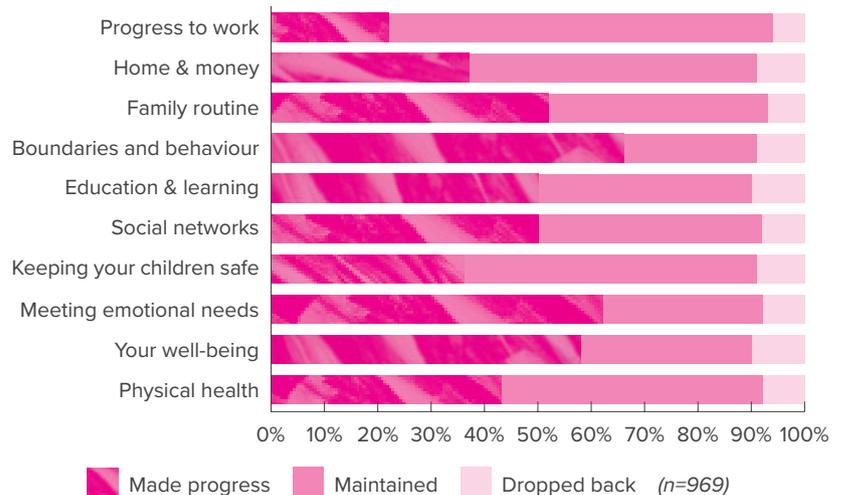
Our services

During 2019-20, we supported 55,000 people through our mental health services including 45,100 in school-based programmes and 9,900 in our other mental health services. We also supported 88,600 people through our early support services and 179,000 through our family support services.

In total, our children's centres and family hubs were accessed by 41,400 children and 48,200 parents. Our partnership with Essex County Council also supported a further 131,800 through our Child and Family Wellbeing Service.

Our family support services provide a huge range of support to children, young people, parents and carers. This includes support for mental health and wellbeing, relationships, and domestic abuse and parenting support, as well as support for young carers, those with a disability, asylum seekers and refugees and those with a parent in prison.

Figure A: Outcomes achieved by those supported through our family support services in 2019-20



We looked at the outcomes¹⁸ for 969 families who received support from our children's centres and family support services during 2019-20 across a range of domains. We agree with the family where they feel they are on a scale from being 'stuck' to 'independent' in each of the areas, and then assess their progress over time.

Of the 969 parents and carers, the biggest changes are in:

- Boundaries and behaviours
- Meeting emotional needs
- Their own wellbeing

Good progress was also made towards improving family routines, social networks and education and learning.



93%

of the families made progress in at least one outcome area.



87%

made progress in at least two outcome areas.



78%

made progress in at least three outcome areas.

How we'll get there

So we can meet our objectives, we focus on:

- prevention and early intervention through our family hubs
- weaving trauma-responsive practice through all of our work
- creating seamless support for children, young people and families by changing systems through our strategic partnerships – including with health and social care services
- influencing government, so we can shape policy and practice on the basis of what works, and what matters to the people who use our services

How we're achieving transformational change

We've created strategic partnerships

We've developed three strategic partnerships with local authorities in Scotland (Renfrewshire), England (North Tyneside) and Northern Ireland which aim to transform mental health and wellbeing support for children, young people and families.

With our partners, we've been working to re-design local systems and pathways from the bottom up, so they offer true wraparound support – with prevention and early intervention at the heart.

Our objectives for transformational change

We continue to focus on prevention and early intervention, because we know this is the best way to improve the lives of children and young people, particularly in terms of preventing mental health issues.

We want children and young people to have better life chances, improved mental and physical health and good general wellbeing – and because of this, the opportunity to realise their full potential.

We've embedded trauma-responsive practice

Our commitment to trauma-responsive practice is at the forefront of our work with all of our partners. Trauma-responsive practice recognises that trauma and adverse experiences impact on children, young people and families differently, so the support we offer has to be tailored to each different situation.

We're working to embed expertise in trauma – and how it impacts development and relationships – right across our workforce and through all of our services. That will sometimes mean cultural change and sometimes mean changing an entire approach. But we're committed to it, because we see the difference it makes.



In 2019-20, we:

- delivered conferences and learning events to more than 1,150 practitioners and partners, and 570 of our senior leaders
- developed an online learning portal in partnership with Psychotherapy Excellence which more than 850 staff have used
- created a reflective tool for our services, to help them embed trauma-informed practice principles across everything they do

We're very aware that in supporting so many children and young people who have experienced trauma, our staff may experience what's known as vicarious trauma themselves.

So we provided sessions in partnership with Oakwood Training about vicarious trauma, compassion fatigue and burnout to more than 3,360 managers and practitioners. The workshops encouraged people to reflect on the impact these things might have on their wellbeing and performance, and introduced techniques to manage them.

We've co-designed with children and young people

Listening and responding to the views of children, young people and families is a crucial part of our work.

It gives us a deeper insight into what our users need and any challenges they face in getting support. Co-design is also a core part of our three mental health and wellbeing strategic partnerships, with young people participating at every stage from design through to implementation.

In 2019-20, we've:

- worked with young people to redesign the mental health support offered through our strategic partnerships
- supported young people to share their thoughts about mental health service provision in Harrow, to more than 90 children's services professionals from across the UK
- worked alongside children and young people to develop services that better meet their needs, for example in our Helping Young People Engage (HYPE) service

SHARLINY



SHARLINY, 17, RECEIVED SUPPORT FROM HARROW HORIZONS

Harrow Horizons is an emotional health and wellbeing service for children and young people, run in the community by Barnardo's in partnership with the NHS, Harrow Council and local schools. It aims to support everyone assessed as needing support.

Sharliny said:

'I came to Harrow Horizons when I was at secondary school and going through quite a difficult period in my life.'

'Unlike a lot of other counselling services that I had already used, Harrow Horizons was different because it gave me a new-found confidence in myself and a sense of hope that I could come out of the situation I was in.'

'My entire family was grieving the loss of my father and although it happened several years ago, the impact of this was something that would continue to affect me and my family in different ways. I have always been a hard-working student, but the added pressure to perform well at school along with what my family was going through seemed to overwhelm me.'

'Harrow Horizons was so vital for me because it provided me with the time

and space to manage my own stress and to work out what really matters.'

Through Harrow Horizons, Sharliny began having regular one-to-one counselling sessions with Emma, a counsellor at the service.

'Before you open up about anything you need to be able to trust that person. Emma made me feel really comfortable and this meant I was able to share my feelings. She wanted to get to know me as a person and gave me the freedom and space to talk. She was more like a friend trying to listen than a professional with a title.'

Sharliny said: 'A lot of other services would just write you off and say "Oh you're not that bad, you don't need support", but Harrow Horizons showed incredible compassion and realised I needed help. They went out of their way to make sure I had support in school and gave me a contact number that I could call if I felt that I ever needed to speak to someone.'

We've learnt from our partnerships

We commissioned the Mental Health Foundation to help us evaluate and understand the impact of our strategic partnerships in North Tyneside, Renfrewshire and Northern Ireland. Their initial findings show our work has helped to:

- better understand the issues faced by children, young people and families
- encourage deeper reflection on how partners can work more cohesively and jointly adopt a more preventative and early intervention focused approach
- strengthen the voice and influence of children, young people and families in co-designing services and support
- implement evidence-based decision-making, using a range of research, data and intelligence¹⁹

We also act as a crucial independent voice, and can challenge, support and hold local authorities and NHS bodies to account, supporting them to work in a different way that best suits the needs of our users.

Influencing policy and practice

Better mental health support for children in care and care leavers

Our work with children, young people, families and carers in Scotland has shown us that children in care and care leavers are more likely to have experienced early adversity including neglect, abuse and loss than their peers.

They're also more likely to have a diagnosable mental health condition and to attempt suicide in adulthood, highlighting a need for support that takes trauma – and the individual's response to it – into account.

Our Care in Mind Paper 1²⁰ report looks at the experience children in care and care leavers' have when they access Child and Adolescent Mental Health Service (CAMHS) and get their initial assessment.

We made a number of policy recommendations in the report which include:

- embedding a more trauma-informed approach to support for children in care and care leavers
- including trauma-informed practice in the Scottish policy framework

- higher standards of mental health training across the workforce
- consultation and supervision arrangements with specialists, to make sure health assessments identify mental health and wellbeing needs properly

Barnardo's Scotland has acted as a thought leader in this area, in the media and through our policy and influencing work, and continues to press for a more radical and innovative approach to improving mental health and wellbeing support for children and young people.

Understanding the impact of social media on mental health

Social media is clearly contributing to poor mental health and wellbeing. In our *Left to Their Own Devices* report²¹, we asked Barnardo's practitioners across the UK about the impact of social media on the mental health and wellbeing of the children and young people they support.

They told us that while they see social media benefitting children and young people in a number of ways, there are potentially multiple negative impacts. For example four in five practitioners said children they work with

had experienced cyber bullying, in some cases leading to self-harm and suicide. It's clear much more research is needed about the impact of social media on children and young people's mental health and wellbeing, and in particular, the impact on more vulnerable children.

In July 2019, the Secretary of State for Health and Social Care, Rt Hon Matt Hancock MP delivered the Barnardo's Annual Lecture, on the impact of social media on children's mental health.

A diverse audience of influencers, partners and young people from Barnardo's had the opportunity to ask questions and share their experiences.

Putting mental health and wellbeing on Ofsted's radar

In October 2019 we launched our report *Overcoming Poverty of Hope*²², which calls for a review of school inspection procedures. We wanted to see:

- children's mental health and wellbeing prioritised, alongside academic achievement
- additional investment in mental health in education
- children and young people getting guidance on safe social media use

- a commitment to trauma-responsive practice in schools

Since we published our report, Ofsted has revised their school inspection guidance and there's now considerably more focus on mental health and wellbeing.

Recognising children as victims of domestic abuse

Our 2020 *Not Just Collateral Damage* report²³ shows that children who are exposed to domestic abuse experience increased levels of fear, inhibition, anxiety and depression compared to their peers.

School-aged children also experience poor self-esteem and low confidence. Young people experience higher rates of relationship breakdown with other family members, as well as increased risk of school truancy, early sexual activity, harmful sexual behaviour, substance misuse and youth offending.

requirement for public authorities to commission specialist domestic abuse services for children and young people (and the whole family), no matter whether they live in refuge accommodation or continue to live in the family home.

As a result of our direct work with senior Whitehall officials and a broad coalition of charities, the Government changed the definition of domestic abuse to recognise the direct impact on children – We're continuing to call for public authorities to have a statutory duty to provide community-based support to ensure that all children affected by domestic abuse have access to the vital support they need to recover – whether living in a refuge or in the family home.

“The psychological trauma that domestic abuse brings... they battle to deal with it perhaps for the rest of their lives.”

(Barnardo's practitioner)

Our policy recommendation, from our *Not Just Collateral Damage* report, was for the Domestic Abuse Bill to include a statutory

An aerial photograph of a coastline, showing a dark, forested landmass on the left and a lighter, sandy beach area on the right. The entire image is overlaid with a semi-transparent purple filter. The text 'SAFER CHILD' is printed in large, white, bold, sans-serif capital letters across the lower half of the image.

**SAFER
CHILD**



HOODS



TACKLING CHILD SEXUAL ABUSE

Every year, we work with thousands of children who have experienced child sexual abuse, within the family or outside the home. We're increasingly working with children who are experiencing other harms and adversity – such as criminal exploitation, sexual exploitation and online harm.

All children have the right to live safe from violence or abuse of any kind, so alongside our specialist one-to-one support, we integrate contextual safeguarding²⁴ approaches into our work, recognising that families, peers, schools, community spaces and online platforms all have a role to play in shaping the welfare and safety of all children.

Working with partner agencies, we take action as well as share information to disrupt all sources of harm, and provide support to children and young people so that they can start to recover from the impact of child sexual abuse.

Current landscape

Child sexual abuse is an urgent challenge within society. Most child sexual abuse remains hidden and is never reported to, or uncovered by, official agencies. While the true scale will always remain unknown, and it's widely accepted that estimates will significantly underestimate the actual number of children experiencing sexual abuse, studies suggest that:



**15%
OF GIRLS**



**5%
OF BOYS**

in England and Wales experience some form of sexual abuse before the age of 16.²⁵



Only ONE IN EIGHT children who've experienced child sexual abuse come to the attention of any protection agencies during their childhood.²⁶

Our services

In 2019-20, we supported almost 6,400 people through our child abuse and exploitation services. This included 2,900 in our child sexual exploitation services, 2,000 in our 'missing' services, 350 in our female genital mutilation services, 700 in our counter-trafficking services and 400 in our harmful sexual behaviour services.

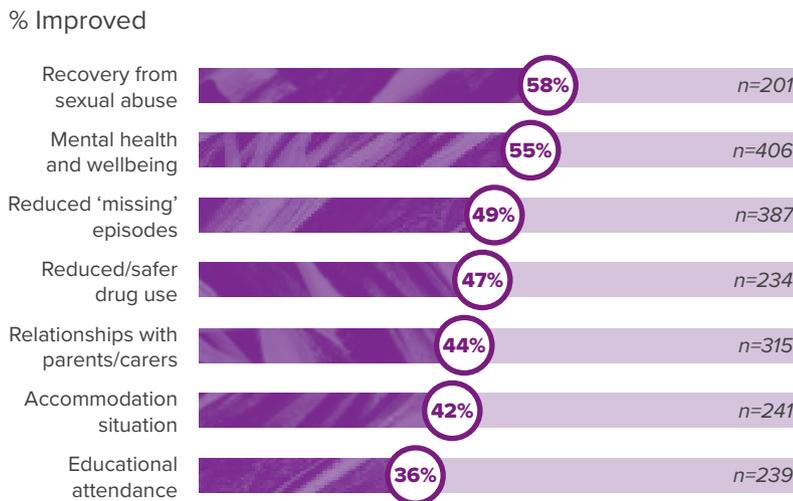
Figure B provides an overview of outcomes recorded for those accessing our child sexual exploitation direct support services, which use Barnardo's Outcomes Monitoring Framework to monitor outcomes.^{27,28}

The outcomes scores indicate that the biggest changes those accessing these services experienced were **'improved recovery from sexual abuse'** and **'improved mental health and wellbeing'**.

These figures demonstrate the complexity of our work. Many of the children we work with who've been impacted by sexual exploitation are likely to have been subject to other adverse childhood experiences, including associated forms of abuse and trauma. Many of these things are impacted by wider factors and processes, almost always outside the control of children or Barnardo's.

This is why we'll continue to refine our approaches to supporting children, trial new ways of working, and work at building capacity in wider systems. We're also developing improved, more meaningful ways to capture the impact of our work.

Figure B: Outcomes achieved by those supported through our child sexual exploitation direct support services in 2019-20



Our objectives for transformational change

Our objectives are to:

- disrupt and prevent child sexual abuse, so less children experience harm
- identify children and young people impacted by child sexual abuse, so more children can be made safe
- improve outcomes for children and young people impacted by child sexual abuse, so more benefit from better support and recovery trajectories

How we'll get there

So we can meet our objectives, we focus on:

- using research and evidence to improve the effectiveness of our practice
- improving our reach, and our support for the most marginalised children impacted by child sexual abuse
- increasing the influence that children with lived experience have on the systems and services that impact their lives
- developing our understanding of 'what works' in relation to prevention, intervention, and recovery from child sexual abuse

- identifying new and emerging threats to children earlier
- using our learnings to influence change – both in our own organisation and across wider systems

How we're achieving transformational change

This year in our child sexual abuse core priority programme, we've focused on understanding the breaks in the system which impact the identification of abuse and each person's ability to recover from child sexual abuse.

Analysing the insight and evidence we get from children and young people, research, practice, subject matter experts and other partners, we influence policy, improve practice, and drive change in wider systems to improve our collective response to child sexual abuse.

We've co-designed with children and young people

Co-design with children, young people, parents, carers, families, and communities forms the bedrock of our work. We work hard to make sure that children who we know are under-represented in the support services that exist for them, and children who have less

opportunity to have their voices heard are central in this co-design approach. This has included:

- working with **children under ten** (and their non-abusive parents and carers), to understand their experience of the gaps in the systems and the services offered to them, so we can improve the recovery pathways and support available
- working with **children from the Pakistani community** to look at how we could better identify the sexual abuse of children within this and other Black, Asian and Minority Ethnic communities and explore how support services can be more culturally appropriate
- working alongside **boys and young men** impacted by childhood sexual abuse and reflecting on their experiences, so we can improve the way we identify, assess and intervene in these cases

We've evolved our practice and services

We've invested in staff and practice development, to make sure we remain fit for purpose into the future and bring the best outcomes for children.

We've invested in complex abuse training

We've developed a 'complex abuse' training course for staff, bringing together our experience, theory, models, skills and approaches to create 21 modules to build on the expertise of our workforce. These focus on strengths-based, anti-victim blaming, inclusive, trauma-informed and responsive practice, bringing holistic and contextual approaches together.

Our Gobaith project

Our Gobaith project explores the support and intervention we need to put in place for children and young people who've displayed harmful sexual behaviour towards other children. We often see these abusive or exploitative sexualised behaviours towards others from young people who themselves have experienced neglect and abuse in the past.

Our focus is on developing and testing interventions that reduce harmful behaviours and grow young people's overall emotional wellbeing, their ability to recover from trauma, and their access to support networks.

Previously, we've explored what would represent an early or preventative approach, at the

start of a child's life. We've now started to explore appropriate trauma-based responses to children and young people with harmful sexual behaviours which improve their long-term outcomes in a holistic way – as well as what this means in terms of how we deliver our service.

Gobaith has helped us move towards a responsive, learning, evidence-based service in Wales, and will now continue to evolve and refine practice for all children and young people who require intervention and support.

Gobaith | Welsh: Hope |
Synonyms: prospect, hopefulness





SKYLAR

WE HELPED SKYLAR TO BUILD HOPE AFTER SHE WAS SEXUALLY ABUSED

Over the last year, Barnardo's Scotland has worked with other agencies to disrupt offenders of child sexual abuse, and support young people who have been sexually abused by adults from serious organised crime groups.

Skylar (15) was with her friend Ella when she first met Ella's boyfriend. He drove them back to a flat where they met a group of his friends (age 18-39). Soon the men were meeting Skylar and Ella most nights, picking them up to drive around, taking them back to a flat, and providing them with cannabis and alcohol. The men visited Skylar's parents to introduce themselves, leading them to believe they didn't pose any threat to the girls. The girls believed they were in consensual relationships with the men.

However, over time, the men began to control the girls. In addition to forcing Skylar into sexual acts, she was forced to carry Class A drugs to assist the men's drug dealing operations.

At around this time, police identified that members of a serious and organised crime group were associating with young people in the area. Skylar was identified as potentially being linked to the group. Police, social work, and Barnardo's approached Skylar to encourage her to share some accounts

of her abuse to help them understand how and where the abusers were operating, and identify other young people who may be also affected.

The girls were fearful about sharing information. Over time, information was gathered by Barnardo's, police, social care and other agencies, and seven girls were identified as likely victims, and at least eight men suggested to be involved in their abuse. Two adults were charged with a number of offences, including human trafficking and sexual offences including rape.

Skylar worked for a time with Barnardo's and her social worker. In addition to putting in place safety plans for Skylar, Barnardo's helped Skylar to understand that what had happened to her was abuse and exploitation, and supported her to consider the impact the abuse has had on her. Skylar is beginning to feel less shame and guilt about her abuse, and continues to work on understanding that she was not to blame for what happened to her, as she builds hopes for her future.

Influencing policy and practice

We use what children and young people tell us to drive change across systems, in policy and practice.

Evolving our child sexual abuse risk assessment

Our systems change work aims to make positive changes across the complex systems which operate around children. By working with children who have experienced sexual abuse, we work to improve these systems so they work for them.

Risk, and how to identify, assess, and respond to it in the context of child sexual abuse is a core feature of all systems around children. In the past, we haven't always critically reviewed these systems and how they work in making children safe.

Based on research, a review within our own services, collaboration across the sector, and by working directly with children and young people, we've seen that the tools, approaches, and frameworks in place often 'miss' or screen out children.

They can place blame on children for their abuse and try to make children change. In some cases, this can be a contributing factor

for children being referred across multiple services. They also haven't focused on the interconnected conditions of sexual abuse, the nature and many sources of harm facing children, and the protective networks and structures which need to work together to keep children safe and help them recover after abuse.

There's no quick fix in systems-level change, and we're right at the beginning in terms of understanding what needs to change for this to work better for all children.

Through this reflective work, we've established that there's a need for radical change in how we collectively operate, so that the systems around children prioritise:

- **the needs of children**, over the needs of organisations and fear of organisational risk
- **individual interactions and relationships**, over processes and tools
- **proactive engagement**, as well as reactive crisis response
- **sharing and collaboration**, over working in silos
- **flexibility and adaptability**, over fixed rules and rigid systems

- **caring and safeguarding in all activity**, and no allowance for blaming and shaming

As we make progress, we'll start to develop and test new approaches through collaboration and cross-sector partnerships, keeping children at the heart of everything we do.

Working towards a child sexual abuse strategy for England and Wales

As part of our ongoing calls for the UK Government to publish a child sexual abuse strategy for England and Wales with marginalised children at its heart, we hosted members of the Home Office's Child Sexual Abuse Strategy Team and invited them to meet with young people impacted by child sexual abuse, and their families.

The team held discussions with a range of children and families, including those from Black, Asian and Minority Ethnic communities, boys, children under 10, lesbian, gay, bisexual, transgender and queer young people, those with mental health difficulties, and disabled children.

Families shared their experiences of safeguarding systems and processes, and expressed views on what a better strategy for them would look like. The challenges they shared included:

- not receiving help early enough
- their struggle to get access to services
- the need for more support to be available
- sexual abuse being one of many issues or adversities they were dealing with, at the time they needed support

The strategy is due to be published in 2020 and we're continuing to work with the Home Office on how the strategy might further be developed in light of our ongoing learning. We're committed to remaining both a close partner and a critical friend to the UK Government in ensuring delivery against intended outcomes.

Amplifying voices

Our Tamkeen project works with around forty 10–18 year old young people from the Pakistani community, to better understand how our child sexual abuse services can be more culturally relevant, sensitive and appropriate.

Tamkeen | ان يَكفمت | Arabic: To give (someone) the authority or power to do something | Synonyms: empower, enable, commission, equip, authorise, delegate, entitle, accredit, emancipate

Over the course of our Tamkeen project, we heard overwhelmingly that the prevalence of the 'Asian grooming gang' narrative in the media and in public and political debate has resulted in children with Pakistani heritage having to navigate increasing harms such as hate crime, discrimination, racism, community violence and targeting by far right groups.

This work has informed our own practice, increased our understanding of key issues, and helped us better support children facing these harms. It also helped us provide evidence to the Independent Inquiry into Child Sexual Abuse in England about the impact of misleading narratives about specific ethnic communities and organised offenders, on children and families.

Influencing the online harms agenda

We believe that children and young people should be able to enjoy the social, educational and learning opportunities that

are available online, with all the protections that we would expect to be in place offline.

In autumn 2019, we used the 30th anniversaries of the World Wide Web and the UN Convention on the Rights of the Child to highlight this call at the party political conferences. The Education Secretary Rt Hon Gavin Williamson MP and Shadow Health Secretary Jonathan Ashworth MP were among the speakers at our high profile events.

We also published our report *Generation Digital*, highlighting the changes needed to keep children safe online, including the urgent need for new legislation to combat online harms.²⁹

Through our influencing work, we're aiming to shift the debate from an 'education' approach – where the onus is on children, young people and their parents and carers to restrict their online behaviour and spot potential harms online – to a 'regulation' approach, where society and tech companies have a responsibility to create safe online spaces, and prevent children and young people's exposure to harmful and exploitative content.



**“I THINK NOT
PUSHING ME TO
TALK MADE ME
TALK MORE.”**

As part of this work, we joined other children's charities in signing an open letter to Facebook in February 2020. We warned that their plans to introduce end-to-end encryption would undermine efforts to protect children from abusers online, and urged them to recognise and accept that children should not be put in harm's way – either as a result of commercial decisions, or design choices. The letter was widely covered by national media in the UK.

We also reach out to social media and wider digital platforms, to influence them to make constructive changes to protect children. We're seeing some positive action from them – for example using automated monitoring (or machine learning) to combat harmful content – but will continue to call for legislation to combat online harms, with strict sanctions for online providers that fail to protect children from harm.

The Centre of Expertise on Child Sexual Abuse

We host the Centre of Expertise on Child Sexual Abuse, which has a broad remit ranging from influencing policy at a strategic level, through to practice development. An evaluation of the centre's first three years concluded that:

- The centre has established itself as a hub of balanced,

independent, and trusted evidence related to child sexual abuse, and made demonstrable progress against its aims

- The centre has made a significant contribution to understanding the scale of child sexual abuse, and contributed to a cultural shift in the understanding of child sexual abuse, helping to ensure that child sexual exploitation is recognised as a form of sexual abuse, and doesn't eclipse the issue of child sexual abuse more broadly
- The centre's Practice Improvement Advisors have engaged thousands of practitioners, championing the evidence produced by the centre, as well as relaying evidence from their specific areas of practice into the centre's outputs.³⁰

The centre has generated almost 40 publications, distilling evidence into a concise format for a range of audiences. These include practice tools, effectiveness studies, and key messages from research.

The image features a background of a light-colored wood grain, possibly birch or maple, with a warm orange overlay that is darker in some areas, creating a textured, layered effect. The text is centered and occupies the lower half of the image.

**POSITIV
FUTURI**

The background of the image consists of several broad, diagonal brushstrokes in a vibrant orange color. The strokes vary in opacity and texture, creating a sense of movement and depth. The overall effect is a dynamic, textured orange field.

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SUPPORTING CARE EXPERIENCED YOUNG PEOPLE'S JOURNEYS

We want all young people to achieve their full potential in life, but know that care leavers and young people in care may need extra support to help them do this.

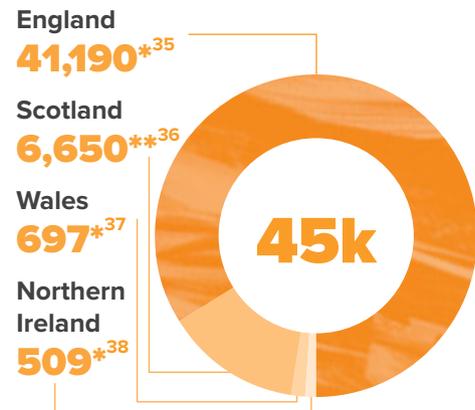
Our ambition is to ensure care leavers have the same opportunities to achieve their goals as other young people, who haven't had experience of the care system. In our work with care leavers, we put young people at the heart of what we do, listening to and co-producing services with them, and making sure they're involved.

Current landscape

 Just over **100,000 CHILDREN ARE LOOKED AFTER** across the UK – by 'looked after' we mean in the care system.³¹

 While the four nations collect information on children leaving care slightly differently, the latest data shows there are over **45,000 CARE LEAVERS**³² in the UK aged 16–21 years.³³

 Abuse and neglect has consistently been the main reason for children entering care over the years, with **50,000 CHILDREN AND YOUNG PEOPLE IN ENGLAND** (63% of those entering the care system) being referred for this reason in 2019.³⁴



*as of March 2019
**as of July 2019

We know that there's huge diversity in the experiences of young people in the care system. Factors such as family background, age on entering and leaving care, placement type, number of placements, and placement breakdowns all influence young people's individual journeys, and continue to shape their lives into adulthood.³⁹

While research suggests the majority of children in care experience positive outcomes overall⁴⁰, for some their journey into, throughout and leaving the care system can be disruptive and bring a sense of loss and instability – which in turn, can impact how they fare later in life. For example, a significant gap continues to exist between rates of employment, education and training for young people who've experienced the care system, and those who haven't.

Our services

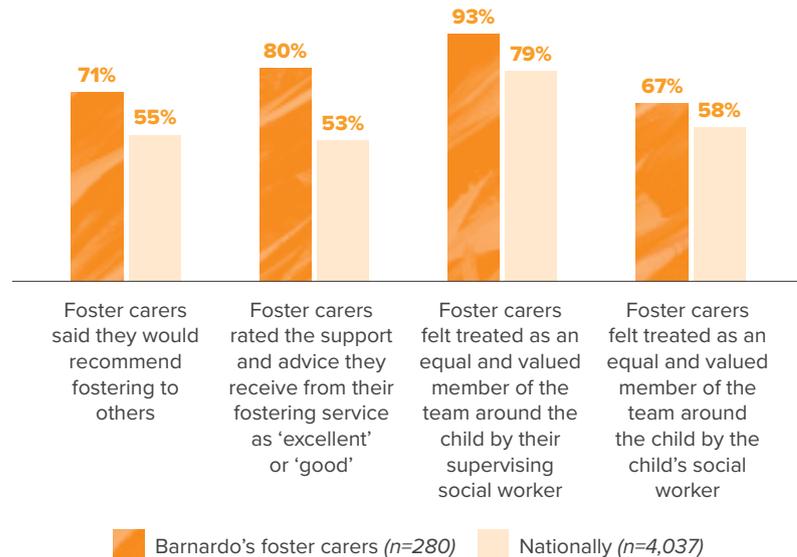
In 2019-20 we supported 3,700 people in our leaving care/ accommodation support services. This included 2,300 in our leaving care services and 1,400 in our housing and homelessness services.

We also support children and young people in care through our fostering and adoption services, advocacy and network of National Independent Visitors. In 2019-20 our adoption services placed 117 children with

adoptive families and our fostering services cared for 822 children.

The majority of looked after children are placed in foster care. In 2018–19, on average 72% of looked after children in the UK were in foster care placements⁴¹, including approved placements with relatives and friends as well as the approved foster carers from local authorities or agencies such as Barnardo's. Our annual foster carer survey allows us to compare the experiences of Barnardo's foster carers with the experiences of other foster carers, using the Fostering Network's *State of the Nation's Foster Care* report.⁴²

Foster carer satisfaction survey, 2019



Supporting care leavers towards independence

Supported lodgings services offer accommodation across the UK. The young people are supported to learn skills such as money management and practical life skills while in a safe environment. Supported lodgings are available for young people who:

- are leaving care
- are facing homelessness
- only have temporary housing
- have refugee or asylum seeker status

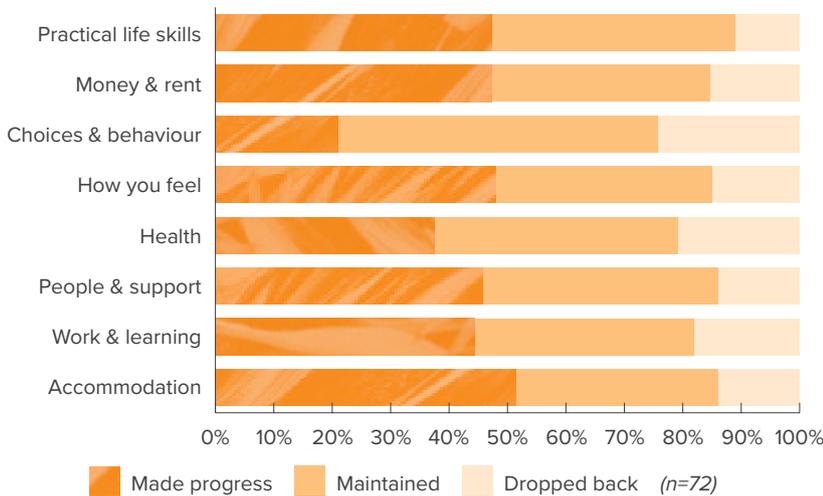
We looked at the outcomes⁴³ for 72 young people across four of our supported lodgings services, across a range of themes including practical life skills, health and money management.

We agree with the young people where they feel they are on a scale from being 'stuck' to 'independent' in each of the areas, and then assess their progress over time.⁴⁴

Of the 72 young people:



Outcomes achieved by young people in four supported lodgings services in 2019-20



Our objectives for transformational change

We're doing transformational work with care leavers. Our Care Journeys programme describes the vital work taking place under our corporate priority programme.

The overall objective of Care Journeys is to increase the number of care leavers aged 19–21 years who reach 'positive destinations'. This includes education, employment and training – but also counts other things that young people feel represent a positive step in their lives, for example being a parent, finding secure housing and being able to care for their family.

How we'll get there

So we can meet our objectives, we focus on:

- offering care leavers support with accommodation, parenting, education, employment & training and mental health, as they transition into adulthood
- listening to and co-producing services with care experienced young people, to make sure they're involved in decisions about their care
- changing systems through our strategic partnerships, to

provide integrated services for children in and leaving care, and improved opportunities into adulthood

- influencing wider governmental policy and practice based on our learning and what matters most to care leavers

How we're achieving transformational change

In 2019-20 we worked with 7,500 children in care and 2,700 care leavers across our services.

We've co-designed with children and young people

Triangles is an innovative new way to place the voices of two key groups of people at the heart of our work: care experienced young people and frontline staff they have a relationship with.

A 'triangle' is made up of two care experienced young people (we call them 'experts') and one frontline worker who they have a positive relationship with. In 2019-20 the first pilot year of eight triangles came to an end, and we recruited eight more triangles for year two. Our evaluation of year one⁴⁵ highlighted key learning such as success being tied to the feeling of doing meaningful activities, building a sense of family and improving worker-expert relationships.

We were pleased that some of our young people from year one came back to volunteer in the running of year two, like Jack: *"Jack was incredible over the first residential weekend and delivered excellent ice breakers and support, and was a valuable member of the team!"* (Triangles staff member).

Each triangle worked towards a mission to create transformational change in their local area – a mission that each triangle developed by themselves.

Three of the eight triangles from year one secured more funding to carry out their missions to:

- Advocate for care leavers in Cornwall to get free bus travel
- Support care leavers in higher education in the Black Country
- Create peer led support and research into the emotional health and wellbeing of care leavers in Manchester

Work placements for care leavers

In 2019, we launched a pilot scheme in partnership with the Department for Work and Pensions to provide enhanced work placements for care leavers in some Barnardo's shops.

Plymouth, Southwark, Wandsworth, Leeds, Lancashire

and Manchester were chosen for the pilot scheme as all have high numbers of care leavers, many of them not in education, employment or training.

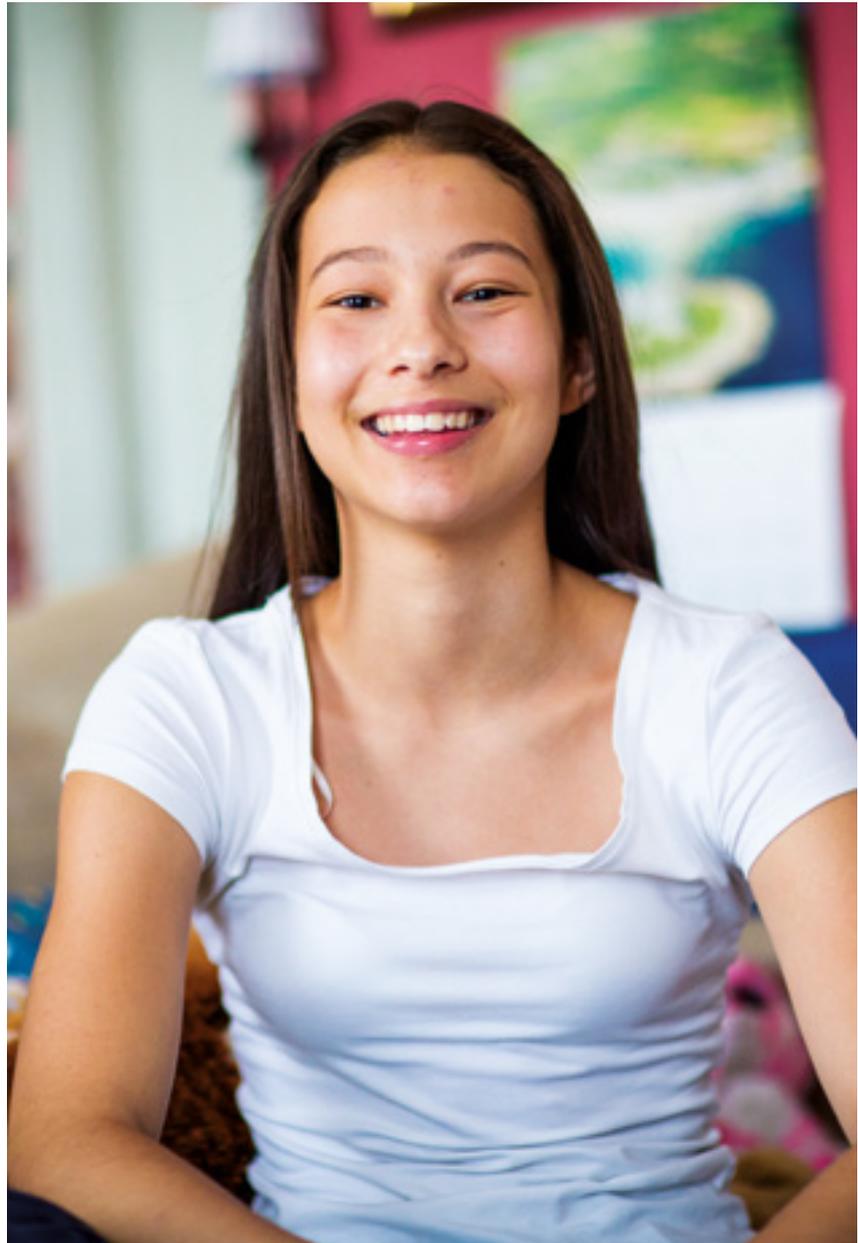
We recruited five mentors to support the young people through their work placements and received 25 referrals for young people who wanted to try the scheme – while we were pleased to end up offering placements to 13 of them⁴⁶, we acknowledged take up was limited and are looking at how to address the lessons from the pilot to re-examine future potential.

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We've developed our networks

In 2019-20, we ran two national networking events, attended by over 200 people from a range of sectors, right across the UK.

We co-produced these events with care experienced young people, including those involved in our Triangles programme, and our programmes in Brent and Plymouth. The young people also spoke on the day and facilitated workshop sessions, gaining valuable public speaking and leadership skills. They made valuable connections and were able to build their professional networks.



We've changed definitions with children and young people

In 2019-20, we worked with care leavers – as the experts in their own experience – to develop our understanding of a term we use a lot when talking about outcomes: 'positive destinations'. They told us that to them, this term describes the feeling of being in a good place in their lives and that they're using their time to do something they think is productive. This includes:

- training
- studying
- being in a job
- looking after your family

They told us that it's easier to get to a positive destination if you live in a place you like, feel empowered to live independently and – most importantly – if you feel happy and well.

We've created strategic partnerships

As part of our core priority programme, we're working with two local authorities in England, Plymouth and Brent, to build a movement to transform the care journey experience for children in and leaving care up to 2025.

We want to bring change to the care system and everything

that fits around it in Plymouth and Brent. To do this we've been collaborating with care experienced young people and professionals, doing discovery research and designing innovative services together – all with the aim of increasing the number of care leavers reaching positive destinations.

The Tavistock Institute is evaluating our work, to help us to learn and improve, and ensure we have a system-wide impact.

Some highlights of the partnerships so far have been:

- our discovery research in Plymouth, which led us to focus on reducing social isolation and loneliness, starting with three activities in March 2020: Wild Plymouth, Social Spatula and Day-by-Day
- our discovery research in Brent, which led us to focus on late entrants to care, unaccompanied asylum seekers, care leavers in custody and young people who've experienced a lot of family disruption
- providing holistic, co-produced support in Plymouth based on core values such as valuing relationships, shared language,

offering a safe space to fail and reducing paperwork. Examples of support has included AA driving lessons, wellbeing groups, education and employment support, digital development and advocacy

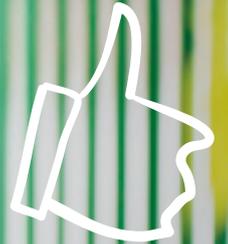
- engaging with care leavers in Brent and forming a movement of care leavers, to lead change in their area and co-produce services in 2020

We're developing our practice

We value the expertise of people with lived experience in our workforce and are investing in increasing employment opportunities for this group of people.

Many of our services already employ care leavers but we want to consciously put our commitment to getting more care experienced young people into employment front and centre.

In 2019 we asked Renaisi, a specialist inclusion charity, to help us put our plans into action and make recommendations about how we identify suitable positions; recruit, induct and support care leavers; and offer clear progression routes and opportunities for feedback.



JAY

JAY FOUND HELP AT ONE OF OUR CARE LEAVERS PROGRAMMES

Jay was referred to our Find Your Future programme for care leavers in Plymouth⁴⁷ as he wasn't in employment, education or training and suffered from anxiety.

His project worker first met Jay in a quiet public space outside, which Jay had chosen himself. Rather than filling out forms or doing a formal assessment, they used their meetings to build their relationship and find out what Jay would like support with – and how he'd like to get that support.

As well as wanting support getting a job, Jay wanted to move away from his history of drug and alcohol abuse, find new social groups and reduce his sense of isolation.

He'd already started doing some handyman jobs for his landlord and wanted to explore carpentry. An apprenticeship wasn't possible due to his age, so he got involved with many different parts of our work in Plymouth, including a residential trip, staff interview panels, developing an app, and discovery research.

This all led to him developing his relationship-building, teamwork, leadership and listening skills – all of which helped move him forward towards his dream of being a carpenter and gave him the new, supportive friendships he was looking for with other care leavers.

Jay later successfully applied to a carpentry course, which he started in September 2020: he's getting on well.

We've learnt from our partnerships

The University of Bedfordshire published the evaluation report⁴⁸ for phase one of our Children's Innovation Partnership with Leicestershire County Council, which aimed to improve outcomes for young people on the edge of care, and for those placed in care.

The evaluation has given us some important things to focus on, to help us develop positive partnerships at individual, service and systems levels. We know we need:

- to have the resources, time and drivers for change in place
- a clear vision, as well as clear governance, a shared value base and strong leadership
- to maintain a culture of trust, where uncertainty can be managed and people feel empowered to problem solve, try out solutions and learn from 'failure' without fear of blame

The Tavistock Institute began their evaluation of our strategic partnerships with local authority leaving care services in Brent and Plymouth in September 2019.

Their first scoping report, published in May 2020⁴⁹, tracked the development of the

partnerships and activities so far, as well as highlighting some areas for further development. These included:

- breaking down what stakeholders (including Barnardo's) mean by 'systems change' and collaboratively building a shared understanding
- developing our understanding of how those professionals working to support young people can be impacted by the trauma they encounter, and the effect that has on successful outcomes

Our strategic partnership programmes are complex and evolving. The Tavistock Institute is helping us develop the most appropriate data collection and outcome measurement tools to capture changes from the partnership and the impact these have on care experienced young people.

Influencing policy and practice

We've made progress towards the changes in policy and practice we know need to happen, to improve outcomes for looked after children and young people.

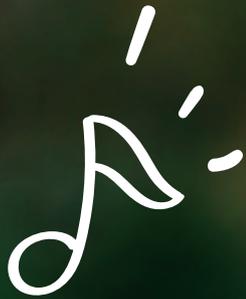
In October 2019, we produced the second *National Independent Visitor Data Report*⁵⁰, with key

findings and recommendations to improve the quality of – and access to – Independent Visitors for children in care.

In February 2020, led by Become (a specialist charity for looked after children and care leavers) we joined with 25 other charities to submit an open letter to the Secretary of State for Education, which urged the UK Government to move forward with its commitment to a broad and bold independent review of the care system.

The letter offered several recommendations, including the appointment of an independent chair and placing the voices of young people at the heart of the review. The Secretary of State has indicated that the UK Government viewed these recommendations positively.

The UK Government is due to review the care system in England in autumn 2020. We look forward to using the learnings from our strategic partnerships to influence the review, and call for systems change.



**IN 2019-20 WE
WORKED WITH
2,700 CARE
LEAVERS ACROSS
OUR SERVICES**

WAYS OF WORKING

We're building our capabilities as a charity through increasing our efficiency and effectiveness, on our journey to become a genuinely digital, diverse and learning organisation.

Digital

During the year we've developed our digital capability to drive innovation in children's services. We've developed new products and services for vulnerable children and young people, worked in collaboration with practitioners, commissioners, and other external partners, and given young people themselves a central role in the design process.

It's becoming increasingly clear that digital-first solutions are critical in reaching children 'where they are' and responding to their changing needs – a trend accelerated by COVID-19 and the resulting lockdown.

Looking to the future, we want to develop services that always have digital participation as an option for those who choose it, while recognising that face-to-face services also remain essential.

We're also transforming our use of data, so we can work more closely with partners such as the NHS to allow us to share data effectively and safely in a way that benefits children and young people.

At the same time, we're transforming the technology we use, to make it easier to work remotely if we need to and reduce administrative burdens on our frontline colleagues. Digital tools are also helping us work more collaboratively across the charity, sharing expertise so that we can learn from each other in 'real time'.

Diversity

Our commitment to equality, diversity and inclusion is at the heart of everything we do, and like many organisations we're on a journey.

We ran an internal communications campaign this year called 'No ifs, no buts, no excuses', to make clear that this is an expectation we have for everyone who works for Barnardo's.

Assessing where we are as an organisation is the first challenge, and we've made good progress this year in increasing the proportion of service users whose ethnicity, disability status, or sexual orientation are known to us.

At the end of 2019-20, we had data on 94.7% of service users' ethnicity, 92.1% of service users' disability status and information on 36% of service users' sexual orientation.⁵¹

All major decisions taken by the charity have to undergo an equality impact assessment (EIA) to avoid the risk of discrimination, or disadvantage towards particular groups.

After an intentional drive to increase diversity at the most senior levels of the charity, our corporate leadership team now consists of three women and two men, reporting to a BAME male CEO. In our wider corporate leadership group, 43% are women and 17% are Black, Asian or Minority Ethnic.

We were accredited by the UK Government as a Level 2 Disability Confident Employer in 2018, demonstrating our continued commitment to disability equality. We're currently working to achieve Level 3.

Learning

The BU (Barnardo's corporate university) was launched in October 2019, and its continued evolution and growth represents our commitment to being a true learning organisation.

It provides our people with the chance to grow and learn, and helps us to recruit, retain and develop a skilled workforce. We share our knowledge and expertise through The BU to deliver high

quality children's services, retail and business support.

The BU drives forward a culture of learning for colleagues, volunteers and our children and young people. We do this by developing a range of learning and development opportunities, through a dynamic curriculum offer, by capturing learning in all its forms, and by sharing best practice. The BU is committed to developing the world of digital learning and use of technology in Barnardo's.

2,576 colleagues are enrolled in The BU, and The BU online pages have had between 3,000 and almost 6,000 views each month.

The BU facilitates a number of initiatives for colleagues who want to develop and participate in leadership development and mentoring opportunities, including our in-house Emerging Leaders programme. We've started to develop a network of learning leaders, to support The BU's ambition to engage colleagues from all parts of the charity in active learning.

Our award-winning Reciprocal Mentoring programme focused on women's experiences this year. A new mentoring programme was delivered through our women's network, which brought together women from all parts of the

organisation to offer learning, support and development.

The individuals who took part reported greater confidence and professional growth.

The BU also supports our other strategic priorities, including our core priority programmes and strategic partnerships, offering opportunities for young people, meaningful learning and development opportunities and qualifications.

Engaging, developing and retaining our volunteers

Volunteers play a crucial role in our shops and frontline services. Without our volunteers, many of our shops and services simply wouldn't be able to operate.

In 2019-20 we were lucky enough to have around 14,000 people volunteer with us every month, giving us over 2.2 million hours of their time. In a satisfaction survey in 2019:

- 87% of volunteers said they received support and encouragement from colleagues
- 85% said they felt they made a difference by volunteering with Barnardo's

Our volunteers learn new skills, boost their qualifications and gain the confidence to move onto paid employment, if that's something they want to do. Volunteers who are looking to make this move tell us that giving their time in our shops helps improve their self-esteem, communication skills, team-working, problem-solving, organisational skills, and numeracy.

This year we launched a new pilot scheme, which offers care leavers work experience in our stores. This specially designed scheme helps these young people, who have often experienced adversity, take positive steps in their lives.

Using lived experience to drive systems change

We work to empower all children, young people and their families, especially the most marginalised. They're the experts we turn to for advice, our colleagues and our critical friends.

Our aim is to always work in equal partnership with children and young people: in our offices, in our services and in the external spheres where we try to influence decision makers and bring change.

We believe that systems change starts at home: the voices of children, young people and their families must inform – and continue to drive – what we do at Barnardo's, as well as the

wider systems and society we hope to change.

Here are some of the ways we worked with children, young people and their families to raise their voices and bring change in 2019-20:

- we hosted and co-facilitated the #itsourfuture event, which brought youth views to the UK Government ahead of the general election
- we ran workshops for staff who work outside of our Children's Services Directorate, to help them understand the principles of co-production and the value of partnerships with young people
- recorded a podcast of employees, who reflected on their lived expertise
- recruited a number of senior leaders in partnership with children and young people
- developed internal policies that support co-production and stress the importance of including the voices of young people, so we can always make sure our work is informed by lived expertise



**“BARNARDO’S
HAVE BUILT UP MY
CONFIDENCE AND
TAUGHT ME TO
BE ASSERTIVE.”**

LOOKING TO THE FUTURE

Even before the COVID-19 pandemic it was clear that the world was changing faster than ever before, especially for children and young people, and that we needed to change with it.

In 2019-20 we took some important decisions to help make sure we're fit for the future:

- We established The Barnardo's Foundation to improve transparency and accountability in how we spend our voluntary income, to make sure we maximise our impact for children and young people, and to capture what works and why
- We created a new Children's Services Development and Innovation Directorate to help us generate and realise new ideas, embrace digital delivery, drive systems change, and create the next generation of children's services
- We launched The BU, (Barnardo's corporate university), which will help us realise our ambition of becoming a truly learning organisation, and share knowledge and expertise across the charity

How we're responding to COVID-19

The pandemic is undoubtedly one of the most profound events in our 154 year history.

At times of crisis it's always the most vulnerable who suffer most and sadly, many more newly vulnerable families are likely to reach breaking point. The children and families we support have already experienced significant additional challenges, with those from Black, Asian and Minority Ethnic communities particularly affected.⁵²

At the same time, Barnardo's – like many charities and organisations across the country – has experienced an immediate and significant reduction in income. This 'perfect storm' of increased demand for our services and reduced resources is likely to become even more pronounced during the economic downturn.

The pandemic has led us to accelerate some of our plans to work collaboratively across teams and departments in Barnardo's, to develop our approach to service delivery, to develop new relationships

with partners and to adapt to changing needs. Our colleagues have worked tirelessly during the pandemic, ever determined to help and protect young people.

While the pace of change has been fast, we've remained committed to hearing the voices of the children and young people who use our services who are often not heard, and capturing evidence about how COVID-19 is affecting them. We've also listened carefully to the experiences of our practitioners who support them, as we've set about redesigning our current services and rethinking new ones. We're also capturing the learning about the difference this is making through case studies, and setting up new performance frameworks.

As well as being able to adapt our services quickly to make sure we could continue to support children, young people and families, we're pleased to be leading the new See, Hear, Respond programme, funded by the Department for Education. This consortium of more than 80 charities large and small, from across England, will identify and support children who were 'hidden' from schools and services during the lockdown. As of October 2020, we've also reached over 9,000 children and seen 149, 939 interactions with our See Hear Respond Hub.

As time goes on, more and more young people will be identified as

needing help and we're preparing for an increased demand on our services. And the repercussions of the pandemic could last for years to come, as many disclosures take time and won't be immediate. Our aim now is to be ready to support every child who needs us as this happens. We'll keep our promise to believe in every child and to help them not just to recover, but to thrive.

To be ready for the weeks, months and years ahead, we'll continue to innovate and rebuild to support every child that needs us. With a focus on far-reaching systems change and by forging bold new partnerships, we'll work to create sustainable change for children, young people and their families – for now and the years to come.

Find out more at [barnardos.org.uk](https://www.barnardos.org.uk)



ENDNOTES

- 1 Individuals may choose to identify themselves in different ways, including as Black, Brown, BAME, as 'people of colour' and/or as members of Global South Communities.
- 2 NHS Digital (2018) <https://digital.nhs.uk/data-and-information/publications/statistical/mental-health-of-children-and-young-people-in-england/2017/2017#key-facts>
- 3 CPAG (2020) <https://cpag.org.uk/child-poverty/child-poverty-facts-and-figures>
- 4 CoramBAAF (2019) <https://corambaaf.org.uk/fostering-adoption/looked-after-children-adoption-fostering-statistics/>
- 5 'Voluntary funds' refers to the income we receive from donors (fundraising), our retail business and any other additional income streams, minus the costs of running these departments.
- 6 This work is being reported separately as the partnership isn't able to report on work carried out just by Barnardo's, as it's attempted to in previous years. We are including 131,800 as Barnardo's and Essex County Council service users as this service was delivered through our key partnership with Essex, who contributed significant resources. In future years our strategic partnerships (understood as a defined and agreed high level collaboration with a plan and direction, and with a focus on outcomes, impact and systems change) where commissioners/partners are also investing significant resources can also be reported in this way.
- 7 In 2018–19 and 2017–18 Essex attempted to count 'Barnardo's work' only for the annual service user count, so this is not comparable to 2019-20.
- 8 Black, Asian and Minority Ethnic.
- 9 This year we collated our existing outcomes measures within services to calculate the percentage of service users who experience positive change as a result of our support in 2019-20.
- 10 Barnardo's (2020) anonymous pilot survey with 50 service users when closing support, across four services.
- 11 Barnardo's (2020) Survey of 36 key external partners and stakeholders across England, Scotland, Northern Ireland and Cymru.
- 12 Education Policy Institute (2020) *Access to Child and Adolescent Mental Health Services in 2019* <https://epi.org.uk/publications-and-research/access-to-child-and-adolescent-mental-health-services-in-2019/>
- 13 NHS Digital (2018) *Mental Health of Children in England, 2017* <https://files.digital.nhs.uk/A6/EA7D58/MHCYP%202017%20Summary.pdf>
- 14 Ibid
- 15 Safe Lives (2019) *Survey of Domestic Abuse Practitioners in England and Wales* <https://safelives.org.uk/sites/default/files/resources/SafeLives%20of%20domestic%20abuse%20practitioners%20in%20England%20&%20Wales.pdf>
- 16 Safe Lives (2017) *Whole Lives: Improving the response to domestic abuse in Scotland*. Accessed via: https://safelives.org.uk/sites/default/files/resources/Whole%20Lives_Improving%20the%20response%20to%20domestic%20abuse%20in%20Scotland.pdf
- 17 Children's Commissioner (2019) *Childhood Vulnerability in England, 2019* www.childrenscommissioner.gov.uk/report/childhood-vulnerability-in-england-2019/
- 18 Outcomes Star is an evidence-based outcomes measurement tool used to measure and support change when working with people. Many of our children's centres and family support services use Triangle Consulting's Family Star Plus to agree what level of need a family may be at.
- 19 Mental Health Foundation (2020) *Barnardo's Mental Health and Wellbeing Core Priority Programme Evaluation: Phase 0 Report for Renfrewshire, North Tyneside and Northern Ireland*
- 20 Barnardo's (2019) *Care In Mind Paper 1 Rejected Referrals: Looked After Children and Care Leavers' Access to Child and Adolescent Mental Health Services* https://www.barnardos.org.uk/sites/default/files/uploads/Care%20in%20Mind%20-%20Paper%201%20-%20Rejected%20Referrals%20-%202019_0.pdf

- 21 Barnardo's (2019) *Left to their own devices: young people, social media and mental health* www.barnardos.org.uk/sites/default/files/uploads/B51140%2020886_Social%20media_Report_Final_Lo%20Res.pdf
- 22 Barnardo's (2019) *Overcoming Poverty of Hope* www.barnardos.org.uk/sites/default/files/uploads/Barnardo%27s%20new%20report%20-%20Overcoming%20poverty%20of%20hope.pdf
- 23 Barnardo's (2020) *Not Just Collateral Damage* www.barnardos.org.uk/sites/default/files/uploads/%27Not%20just%20collateral%20damage%27%20Barnardo%27s%20Report_0.pdf
- 24 An approach to understanding, and responding to, young people's experiences of significant harm that recognises different relationships that young people form in their neighbourhoods, schools and online can feature violence and abuse.
- 25 See Parke, S. & Karsna, K. (2019) <https://www.csacentre.org.uk/our-research/the-scale-and-nature-of-csa/measuring-the-scale-and-nature-of-csa/>
- 26 Ibid
- 27 Based on 43 services, with outcomes recorded for 532 people.
- 28 Barnardo's Outcomes Monitoring Framework is an internally-developed distance travelled outcomes tool used to collect data on outcomes for those we support. The tool comprises 200 outcomes, from which individual services can select the outcomes most appropriate to their service provision, or which commissioners request reporting against. Outcomes are scored by practitioners in conjunction with those receiving our support, and used to track progress of service users throughout their engagement with us. The framework uses a scale of five to one, with a score of five representing the highest risk. These outcomes are often requested by service commissioners, so a number of our child sexual exploitation direct support services assess them.
- 29 Barnardo's (2019) *Generation Digital* www.barnardos.org.uk/sites/default/files/uploads/Generation%20Digital%20-%20report.pdf
- 30 Research in Practice & University of Bedfordshire (2020) www.csacentre.org.uk/about-us/the-csa-centre-evaluation/
- 31 CoramBAAF (2019) <https://corambaaf.org.uk/fostering-adoption/looked-after-children-adoption-fostering-statistics/>
- 32 The term 'care leaver' is a strict legal definition based on the length of time a person is in care and their age. This figure does not include children and young people who do not meet this criteria but are 'care experienced' i.e. they have been in the care system at some point in their lives and may benefit from extended support.
- 33 Wales & NI report 16-19yrs, England 17-21yrs and Scotland 16-22+yrs (see references 36-39).
- 34 Department of Education (2019) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/850306/Children_looked_after_in_England_2019_Text.pdf (table A.1)
- 35 <https://www.gov.uk/government/statistics/children-looked-after-in-england-including-adoption-2018-to-2019> (Tables F1 & F3: total care leavers as of March 2019 aged 17yrs, 18yrs & 19-21yrs).
- 36 <https://www.gov.scot/binaries/content/documents/govscot/publications/statistics/2020/03/childrens-social-work-statistics-scotland-2018-2019/documents/childrens-social-work-statistics-scotland-2018-19/govscot%3Adocument/childrens-social-work-statistics-scotland-2018-19.pdf> (p12, Table 1.7, total number of young people eligible for aftercare as of July 2019 aged 16 and over. Scotland is unique in that any looked after young person (regardless of their placement type or the legal route by which they became looked after) who ceases to be 'looked after' on or after their 16th birthday is a 'care leaver').
- 37 <https://gov.wales/sites/default/files/statistics-and-research/2019-10/children-looked-after-local-authorities-april-2018-march-2019-964.pdf> (p8, Table 6, total number of care leavers as of March 2019 aged 16-19yrs).
- 38 <https://www.health-ni.gov.uk/sites/default/files/publications/health/nicl-18-19.pdf> (p4, combined total of care leavers as of March 2019, combining young people who left care aged 16-18yrs and those who turned 19yrs during the year ending 31 March 2019).
- 39 Baker, C. (2017) *Care leavers' views on their transition to adulthood: A rapid review of the evidence* [www.coramvoice.org.uk/sites/default/files/999-CV-Care-Leaver-Rapid-Review-lo%20\(004\).pdf](http://www.coramvoice.org.uk/sites/default/files/999-CV-Care-Leaver-Rapid-Review-lo%20(004).pdf)
- 40 Burch, K., Daru, J. and Taylor, V. (2018) *Analysis of outcomes for children and young people 4 to 5 years after a final Care Order* Oxford: Institute of Public Care.

- 41 Average calculated based on percentages of foster placements from each region:
- https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/850306/Children_looked_after_in_England_2019_Text.pdf
- <https://stats.wales.gov.wales/Catalogue/Health-and-Social-Care/Social-Services/Childrens-Services/Children-Looked-After/childrenlookedafterat31march-by-localauthority-placementtype>
- www.gov.scot/binaries/content/documents/govscot/publications/statistics/2020/03/childrens-social-work-statistics-scotland-2018-2019/documents/childrens-social-work-statistics-scotland-2018-19/childrens-social-work-statistics-scotland-2018-19/govscot%3Adocument/childrens-social-work-statistics-scotland-2018-19.pdf
- www.health-ni.gov.uk/sites/default/files/publications/health/child-social-care-18-19.pdf
- 42 Fostering Network (2019) *State of the Nation's Foster Care* www.thefosteringnetwork.org.uk/sites/www.fostering.net/files/content/stateofthenationsfostercarefullreport.pdf
- 43 Outcomes Star is an evidence-based outcomes measurement tool used to measure and support change when working with people. Some of our supported lodgings services use Triangle Consulting's Young Person's Star to agree what level of need a young person may be at.
- 44 While our supported lodgings services operate in various locations across the UK, the outcomes included here cover only four of these services, which are based in England and Wales.
- 45 Sawhney, S. (2019) *Triangles Evaluation 2018–19: Results from the pilot*
- 46 Barnardo's (2020) *Joint Partnership Barnardo's and DWP (Department of Work and Pensions) Pilot Evaluation July 2010–April 2020*
- 47 Find Your Future is one of the activities within Plymouth Care Journeys, providing immediate support for care leavers aged 19-21yrs. Its aim is to engage care experienced young people with education, employment and training.
- 48 Harris, J. (2020) University of Bedfordshire *Leicestershire County Council and Barnardo's Children's Innovation Partnership: Phase One Evaluation Report*
- 49 The Tavistock Institute (2020) *Barnardo's Care Journeys Core Priority Programme Evaluation. Scoping Report for Plymouth & Brent*
- 50 Jordan, R. & Walker, S. (2019) *National Independent Visitor Data Report*
- 51 For services that record on our own case management system.
- 52 Public Health England (2020) *Beyond the data: Understanding the impact of COVID-19 on BAME groups* https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/892376/COVID_stakeholder_engagement_synthesis_beyond_the_data.pdf

**WE'LL KEEP OUR
PROMISE TO BELIEVE
IN EVERY CHILD AND
TO HELP THEM NOT
JUST TO RECOVER,
BUT TO THRIVE.**

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