

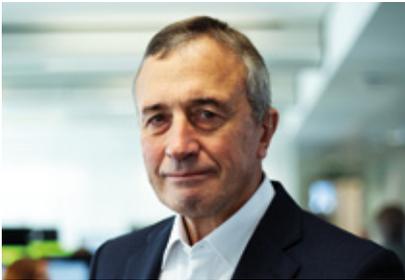
IMPACT REPORT 2020-21

Believe in
children
 Barnardo's



**WE BELIEVE
IN CHILDREN**

CHAIR'S INTRODUCTION



This report covers an extraordinary year for Barnardo's, for the UK and for the world.

I am extremely proud of the charity's achievements in 2020-21, which are a testament to its strength and resilience, but also to the tremendous commitment and creativity of our people.

Throughout its long history, Barnardo's has always supported vulnerable children when they are most in need, including at times of crisis, and when COVID hit, I can say with confidence that we rose to the occasion.

It quickly became apparent that the economic and social effects of the necessary lockdown measures would take a heavy toll on children's education and their wellbeing, both in the short term and potentially for months and years to come.

We were deeply concerned that the pandemic would give rise to a 'perfect storm', with children and families at even greater risk, while statutory services faced being overwhelmed, and charities like ours took a huge hit to their income.

Our response to this unique situation was to think differently about how we could use our experience and expertise to meet the demands of the day. Importantly, we were clear that we would achieve far more in partnership than we ever could alone, which is why we worked

with the Department for Education to develop the See, Hear, Respond programme, through which we led a partnership of more than 80 charities and community-based organisations to reach over 100,000 children and young people who were not accessing statutory support, but who were struggling as a result of the pandemic.

Through all of this, hundreds of our colleagues continued to work face to face throughout the lockdowns, supporting the most vulnerable children. Thousands of other colleagues transformed their ways of working overnight to use phone, messaging apps and video calls to continue reaching children and young people at risk of harm and those struggling with their mental health. Additionally, thanks to the generosity of the British public and our corporate partners in supporting our Coronavirus Crisis Appeal, we were able to provide thousands of families with food parcels, help paying for their bills, and vital technology, so that children could stay fed and warm, and continue with their schoolwork.

Like many other organisations, COVID had a significant impact on our income in 2020-21. In particular, the closure of our retail shops during periods of lockdown, combined with a severe impact on our fundraising, meant that overall our income was £61m less than originally projected (gross). However, the charity has worked hard to address this challenge, whilst protecting our vital frontline work, and I am confident that we are now in a strong position.

Looking forward, despite the varied challenges presented by the pandemic, there are many reasons to be optimistic. Amongst them is the fact that

adversity clearly gave rise to invention, with Barnardo's embracing both hybrid physical and digital ways of working and developing partnerships with others, to a greater degree than ever before. I believe this ability to flex our approach will serve us, children, families and communities, especially well in the years to come.

I would like to record my thanks, on behalf of the Board of Trustees, to the outgoing Chief Executive Javed Khan, for his significant contribution during more than seven years at the charity. We are particularly grateful to Javed and the whole leadership team for successfully steering Barnardo's through the COVID pandemic, with the unwavering support of our colleagues and volunteering right across the charity.

The events of the last year have demonstrated that Barnardo's vital work is needed more than ever before, especially as the true impact of the pandemic on children and young people becomes apparent.

Finally I want to say a special thank you to my fellow Board Trustees, all of whom devoted much time and effort to the charity through this challenging period. As we look forward to Barnardo's next chapter, we are confident that we have the foundations required to continue achieving long-term, positive change for vulnerable children across the UK.

**John Bartlett, Chair,
Barnardo's**



**“WITHOUT
BARNARDO’S
I WOULD FEEL
VERY ISOLATED
AND HELPLESS.”**

JOINT CHIEF EXECUTIVES' INTRODUCTION



We are incredibly honoured to take on the role of interim co-Chief Executives and to lead Barnardo's at this critical time.

Having spent the first part of our careers on the frontline supporting children and young people, before serving in leadership roles, we are acutely aware of the impact of the pandemic on families across the UK. For all children, but especially for the most vulnerable, the Covid period has been deeply disruptive and traumatic – affecting everything from school to friendships to access to sports. It has also created a strong sense of uncertainty and insecurity, that is likely to continue for some time to come.

We are extremely proud of how our amazing colleagues and volunteers across Barnardo's responded to the unique and unforeseen challenges we faced in 2020-21, and which we continue to face today. Our people are truly our most precious resource. We would always say that colleagues in our vital services go above and beyond what is expected, but when the first lockdown began, the outpouring of generosity, self-sacrifice and creativity was unparalleled, as they worked to reach all those who needed our help.

Looking forward, just as we start to look tentatively to the

next stage in the pandemic, and seek to restore some sense of normality to the experience of childhood in the UK, we now have thousands of evacuee families from Afghanistan who face profound and multiple challenges, which as a society we must seek to address.

At Barnardo's, the challenge ahead is clear: our services have never been more needed by so many, at a time when our income, like that of many others', has taken a significant hit.

But we also know that the world has changed, and that Barnardo's must change with it. More children and families are facing significant and complex challenges, needing support with their mental health and wellbeing, to help keep them safe, and to address poverty and disadvantage.

We have already taken vital learning from recent months and begun building on it to make sure we are in the best possible place to meet the challenges of tomorrow. This means fully embracing technology to maximise the reach and effectiveness of our services; embedding equality, diversity and inclusion deep into the heart of our charity; and continuing wholeheartedly on our journey towards becoming a truly learning organisation.

It also means harnessing the power of partnership working – joining forces across the charity sector, with Government, with business and beyond, to deliver the best possible outcomes for children and young people. Through strategic partnerships focussed on innovation and system change, through national centres of expertise and through

local delivery partnerships, we will continue to evolve and respond to existing and emerging needs across the four nations of the UK.

In reflecting on our work during the pandemic, we are mindful that the support we provided to children and young people was only possible thanks to our partners, donors, and the generosity of the British public. We want to take this opportunity to record our sincere thanks to everyone who has contributed to our work during this critical period. With rising need and a challenging external environment, your support is needed more than ever before.

In leading Barnardo's, we are custodians of the charity's legacy, but also of its future. Between us, we have already served the charity for 42 years, and we look forward to building on this experience and on our profound commitment to the mission and purpose, vision and values, as we move forward.

As female leaders in a field where the workforce is overwhelmingly made up of women, we also hope to inspire others, and to demonstrate that at Barnardo's, opportunities are available to everyone.

Finally, we are very grateful for the support of the wider leadership team, and of the Board of Trustees, and are excited to enter this new chapter in the spirit of collaboration and partnership, working with hope and a fundamental belief in children at the heart of all we do.

Lynn Perry MBE and Michelle Lee-Izu, Co-CEOs (Interim), Barnardo's

**“I CAN JUST
SAY I’M FINE
AND NOBODY
CAN DISAGREE
BECAUSE THEY
DON’T KNOW.”**



IMPACT REPORT: PROGRESS AGAINST OUR CORPORATE STRATEGY

“
This year we reached the mid-point in our 2016-2025 Corporate Strategy, which sets out our goal to achieve better outcomes for more children. In the face of unprecedented circumstances, we continued to deliver on our aims, by creating stronger families, safer childhoods and positive futures.

Included in the report of the Board of Trustees is the Strategic Report and the Directors' Report.

CONTEXT

In our 2016-2025 Corporate Strategy, we set out our goal to achieve better outcomes for more children, building on our achievements over more than 150 years. We have been doing this by creating stronger families, safer childhoods and positive futures, building on our core aims. Beyond this we want to achieve long-term, meaningful change for vulnerable children. This means that wherever possible, we want to step in early and prevent challenges from occurring in the first place – tackling the causes as well as the symptoms. Central to this ambition is working in partnership with national and local government, agencies and other charities, to change children's lives and the systems around them for the better.

In this section we outline how our activities during the last year served to meet our objects, including by promoting the health and wellbeing of children and young people.

In the Summer of 2020, it was clear that the world had changed beyond recognition as a result of the Covid-19 pandemic. **Like many other charities, we were hit very hard by the pandemic. While our contractual income mostly held up, our fundraising was severely affected, and the closure of our retail shops had a devastating impact on our income. As a result, in 2020-21, our income was £61m less than originally projected.**

Although the fundamentals of our Corporate Strategy remained relevant, we decided that to continue achieving our aim, we had to change the way we operate.

This was in response to the twin challenges of growing demand for our services, and a significant reduction in income, which together create the potential for a 'perfect storm'.

We therefore published our *Revised Corporate Strategy: Towards Resurgence 2020-23*.

It sets out that during this period, we will focus on three objectives, which are:

- 1. To focus our resources on our core mission – supporting vulnerable children and young people through our front-line services**
- 2. To generate as much net income as we can, to invest in our vital services**
- 3. To work with partners to improve the system surrounding vulnerable children and young people**

This approach recognised that to achieve our aim of better outcomes for more children, we would need to narrow our focus for a period of time, directing our efforts towards our core purpose to support vulnerable children and young people. During this period, we will need to reduce our operating costs and stop some of our current activities. Despite this, we are clear that our intention is not simply to 'get through' this period of difficulty, but to 'bounce back' as soon as possible and to do so stronger, more innovative, and better able to meet the increasingly

complex needs of vulnerable children and young people.

The impact of Covid-19 on children, young people and families

Evidence suggests that by Winter 2020, Covid-19 had driven some 690,000 more people into poverty. This is despite Government interventions, including the temporary increase in Universal Credit¹. By October 2020, 67 per cent of Barnardo's frontline workers were supporting someone in poverty or at risk of being in poverty (up from 47 per cent in April 2020) and 77 per cent were supporting young people or families experiencing reduced earnings².

By July 2020 this had increased to 64 per cent. The most common issues connected to the pandemic were anxiety and difficulties sleeping.

The pandemic had a severe impact on every aspect of education. There is evidence that, by Autumn 2020, children had experienced two months of 'learning loss'. The impact on schools with high levels of pupils from deprived backgrounds was about 50 per cent higher than in schools with the fewest pupils from deprived backgrounds⁴.

In October 2020, more than half (53 per cent) of Barnardo's frontline staff who were supporting children not attending school, said families had not been provided with enough support to help children to learn from home.

Children being out of school, together with services and support which were either withdrawn, paused, or taking place remotely, resulted in reduced oversight of children during the first national lockdown. This placed many children at increased risk of harm, including neglect, abuse and exploitation. Reduced social contact and lockdown restrictions meant that there were fewer opportunities to escape unsafe home environments and access help and support.

The impact of Covid-19 is not uniform. Black people were four times more likely to die of Covid-19 than white people, the number of children suffering anxiety or stress in lockdown increased by 11 per cent for Black, Asian or ethnic minority children, compared to 3 per cent for white children⁵.

Covid-19, and the measures to contain it, also had a significant negative effect on children and young people's mental health. Official data from July 2020 suggests that one in six children aged 5 to 16 probably had a mental disorder, up from one in nine in 2017³.

In April 2020, 48 per cent of Barnardo's frontline workers were supporting children reporting an increase in mental health issues because of the Covid-19 pandemic.

“I've been applying for so many jobs but the only ones going right now are like delivery drivers and I can't drive, and supermarket work and I can't do that because of my physical health.”

Female, aged 22, Care leaver

1 Legatum Institute (2020) Briefing: Poverty During the Covid-19 Crisis. London: Legatum Institute. Available from <https://li.com/wp-content/uploads/2020/11/Legatum-Institute-briefing-on-poverty-during-the-Covid-crisis.pdf>.

2 Barnardo's Quarterly Practitioner Survey launched in June 2019 to capture emerging issues and impacts on children and families, directly from Barnardo's service staff. To date, nine waves of the survey have been undertaken, each completed by an average of 559 practitioners.

3 NHS Digital (2020) Mental Health of Children and Young People in England, 2020: Wave 1 follow up to the 2017 survey. NHS Digital. Available from <https://digital.nhs.uk/data-and-information/publications/statistical/mental-health-of-children-and-young-people-in-england/2020-wave-1-follow-up>.

4 Department for Education (2021) Understanding progress in the 2020/21 academic year. Interim findings. London: Department for Education. Available from https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/962330/Learning_Loss_Report_1A_-_FINAL.pdf.

5 Kooth (2020) Week 14: How Covid-19 is Affecting the Mental Health of Young People in the BAME Community, June 2020.

In 2020-21 Barnardo's and partners reached **382,872** children, young people, parents and carers.



We supported work with:

103,057

vulnerable children and young people through our **Covid-19 response programme, See, Hear, Respond⁵** (see page 11)

81,792

people through **one-to-one support**

159,984

through 62 Barnardo's **children's centres and family hubs** including 105,400 through our Essex Child and Family Wellbeing Service (partnership)

38,039

through our **school-based programmes**



791 services and partnerships throughout the UK

Northern Ireland **90** services | Scotland **157** services | Wales **57** services | England **487** services



7,338 colleagues⁶



10,400 volunteers⁷



650 retail shops

Our reach in 2020-21

5,294 Child Abuse and Exploitation

2,071 Leaving Care

51,398 Early Support

1,171 Looked After Children

250,425 Family Support Services

48,500 Mental Health

⁶ See, Hear, Respond data may include duplicates, and therefore cannot be compared to previous years' Service User Counts.

⁷ Full time, part-time and as and when staff

⁸ Number of volunteers on 5th May 2021

PROGRESS AGAINST THE OBJECTIVES IN OUR REVISED CORPORATE STRATEGY 2020-23

Objective 1: Focus our resources on our core mission – supporting vulnerable children and young people through our front-line services.

In 2020-21 we had to rethink how we deliver services, focusing on supporting the most vulnerable children, and innovating to provide services differently. While more than 500 frontline colleagues continued to provide face-to-face support throughout the national lockdowns (in line with Government guidance), many of our services had to move quickly to operate differently, providing support by phone, messaging apps, and video calls. Towards the end of 2020-21 an anonymous feedback survey found that 93 per cent of service users said that they always felt listened to, 95 per cent said that they always felt respected, 88 per cent said that they felt that they always had a say in decisions that were made about their support, and 87 per cent stated that the support was always helpful⁹.

As the Covid-19 crisis hit, we launched the Barnardo's Coronavirus Crisis Appeal, which raised vital funds, as well as awareness of the needs of vulnerable children and families during the pandemic. This enabled us to:



deliver 7,207 food parcels for children, young people and families living in food poverty



deliver 7,260 mental health and wellbeing packs to children, young people and families we support



make 1,350 emergency fuel payments for families and young people, courtesy of the Energy Savings Trust



buy 1,383 laptops/tablets and 218 mobile phones to connect with online learning and family and friends

In 2020-21 Barnardo's also provided a number of national services delivering direct support to vulnerable children and young people.

“My support with young people has become more creative. Through Facetime and WhatsApp some have been showing me how they are keeping busy.”

Support Worker, Forth Valley

⁹ Anonymous pilot survey with 146 service users when closing support, across 20 services between 18th December 2020 and 24th March 2021.

See, Hear, Respond

See, Hear, Respond was a unique and innovative programme, reaching **103,057** vulnerable children, young people, parents and carers struggling as a result of the pandemic, between June 2020 and March 2021. A further 360,000 benefited from the online advice hub. Feedback from around 3,000 families collected by delivery partners showed that 98 per cent felt listened to, 95 per cent felt respected, 89 per cent felt they had a say in their support, and 98 per cent said the support was helpful.

Funded by the Department for Education and led by Barnardo's, See, Hear, Respond was delivered through interdependent partnership with 87 charities and community-based organisations – large and small, national and local, to support children who did not qualify for statutory support, and were 'hidden' from professionals during the crisis.

Together, we provided:

- an online support package to make sure children and families had accessible, interactive support
- online and telephone triage by trained professionals who sourced tailored support from charity workers within the partnership
- online counselling or therapy for those experiencing mental health issues that can be safely addressed online
- youth work and face-to-face crisis support, particularly for those at risk of or experiencing exploitation

An independent evaluation of the first phase (between June – November 2020) by Cordis Bright¹⁰ concluded that the programme demonstrated the role that the voluntary and community sector can play to support children and young people, working as part of a coordinated network of partners. This included the important role that delivery partners played in engaging communities as well as the value of a diverse offer of support. It found that See, Hear, Respond was able to achieve this due to:

- being collaboratively designed and established rapidly
- identifying children and families requiring support
- effective delivery of support
- good quality support
- exit planning



¹⁰ Cordis Bright, (2021) See Hear Respond Final Evaluation Report.

Caitlin, aged 13, is a Year 8 pupil who received support with her confidence and to help her re-engage in education, through See, Hear, Respond. Her mother has health issues and was experiencing financial hardship during this period. Caitlin described the challenges of caring for her mum coupled with a lack of appropriate technology to continue her education during lockdown until Barnardo's provided her with a computer:

It's definitely stressful, getting supplies for the house... Even before COVID, Mum didn't go out, but then online shopping was tougher to access. I couldn't access the [school] work during quarantine [... because] I had issues with my computer. But then they gave me a new one.

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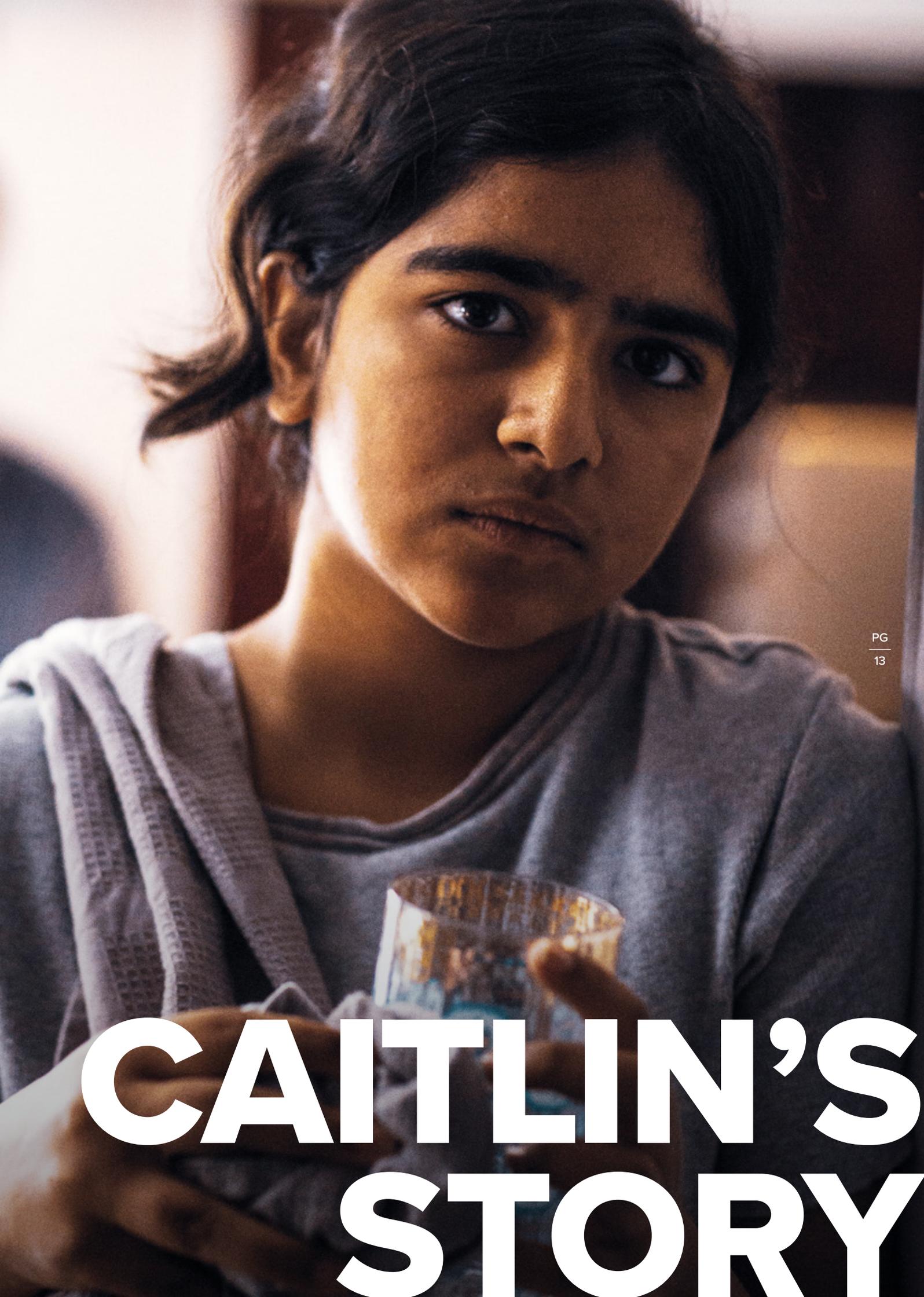
Caitlin described how the support she received from her support worker has helped to alleviate some of these challenges:

Talking to [my support worker], it's different to talking to my Mum.. I can relate with [her].... [She] always says if I'm upset, I can just call her.

The support worker also worked with the family to address some of their financial challenges around outstanding bills, as well as working to improve Caitlin's mental health and wellbeing. Caitlin's mum described their experience:

This was the best and quickest help we've had. It's not just about financial support – when someone also takes care of your mental health, it's so important.





CAITLIN'S STORY

See, Hear, Respond Celtic Nations

We also received funding from the National Emergencies Trust (NET) to extend some aspects of See, Hear, Respond to Scotland, Wales and Northern Ireland, to respond to unmet needs in these countries. See, Hear, Respond Celtic Nations offered therapy through a helpline which supported children, young people and their carers experiencing distress, trauma or mental health difficulties and who could be worked with safely online. Barnardo's supported people to reflect on and understand their difficulties, develop coping strategies, build wider support networks, and manage feelings during this period. As well as providing online therapy to young people and families, See, Hear, Respond Celtic Nations referred children and families to relevant agencies and services, to make sure they can access wider forms of support. Between 30 September 2020 and 31 March 2021, a total of 1,429 children and young people and parents or carers were referred to the service.

Boloh

Barnardo's is committed to reaching out to children from all communities who need our help. As described in the context on page 10, children of Black, Asian and Ethnic Minority heritages are disproportionately affected by the pandemic in many ways. Unfortunately, other services have not always been accessible or able to meet their needs. In some cases, this is about language and so Boloh services were available in a range of languages but for many children and families, speaking to someone from their own community, who understands cultural norms or traditions, can feel safer and easier.

"I am grateful for the emotional support provided and it has helped me to be a better parent. I have told my friends about Boloh and recommend that they make contact if they need support."

45-year old mother from West Africa, Boloh helpline user

Barnardo's was funded by the National Emergencies Trust to provide Boloh, a UK-wide telephone helpline and web chat facility for Black, Asian, and ethnic minority children, and their families, who have been affected by Covid-19. Our Boloh advisers have helped vulnerable children and parents with issues including an overwhelming number of deaths, unemployment, increased stress, mental health difficulties and poverty. The helpline is providing a lifeline by reaching the neediest and providing them with vital support. Alongside helpline support, where callers require further, specific, or more intensive support, Barnardo's also provides therapy. Between 30 September 2020 and 31 March 2021, 897 children, young people and parents/carers contacted the Boloh helpline. The most common reason for accessing Boloh support was financial problems (including unemployment and furlough, debt and need for food vouchers, and the need for computers), followed by the need for mental health and well-being support due to lockdown.

"I couldn't have expected a better service and I feel elated I chatted with you from the get go although I'm rushed with baby I feel your patience and understanding."

Arabic speaking mother,
Boloh helpline user

Independent Child Trafficking Guardians

Barnardo's is one of the few organisations in the UK which provides direct, specialist support to children who have been trafficked. We help children and young people cope with the practical and emotional trauma of being trafficked and exploited. Our specialist support workers help them to understand and navigate complex processes in order to engage effectively with social care services, the police and immigration – helping them to understand and navigate complex processes. We are commissioned by the Home Office to run specialist Independent Child Trafficking Guardianship Service (ICTGS) services across locations in England and Wales that:

- build trusting relationships with trafficked children to help them build a positive future
- help children navigate the criminal justice, immigration, and social care systems
- give practical support, such as help with housing, medical needs and education
- give emotional and psychological support
- train professionals working with children so they can spot the signs of trafficking and know how to support trafficked children

The ICTG service now covers two thirds of local authorities across England and Wales; an important milestone in the National Referral Mechanism Transformation Programme and the commencement of Section 48 of the Modern Slavery Act.



Objective 2: Generate as much net income as we can, to invest in our vital services

2020 was a challenging year for fundraising across the charity sector with retail stores closed and activity such as face to face fundraising and events unable to continue during lockdowns. However, it also presented new opportunities to engage our supporters and we adapted our plans to find innovative ways to continue generating income. From late March 2020 to the end of March 2021, with the help of our generous supporters, including donations from members of the public, and in-kind contributions from our corporate partners, other organisations, and local businesses, the Barnardo's Coronavirus Crisis Appeal raised £2.4million.

We are grateful for the ongoing generosity of all our supporters, not least our individual donors who have continued to give to us during this challenging time. In fact, in 2020-21 our supporter retention improved by almost 10 per cent in comparison to the previous year. In addition, thousands of new and loyal supporters gave to the Crisis Appeal, and our seasonal appeals raised 8 per cent more than in 2019-20.

Online Retail

Ecommerce was one of the areas that profited from the closure of the high streets during the pandemic restrictions and Barnardo's online shop was no exception.

- turnover rose from £91,653 in 2019-20, to £330,097 in 2020-21
- over the last year the online shop attracted more than 292,000 new visitors, compared to 61,000 in the previous year
- the number of transactions increased by over 460 per cent
- the online shop's conversion rate also saw a healthy increase of over 16 per cent, rising to 3.16 per cent of website visitors making a purchase in 2020-21 from 2.70 per cent in 2019-20

Our eBay operation saw an increase in revenue from just over £1M in 2019-20, to £1.44M in 2020-21 despite suffering from a lack of donated stock due to store closures¹¹. eBay sales during lockdown benefited from additional new goods being

introduced to the channel, and a large volume of gift in kind products coming through the doors.

Challenge Events

During 2020, lockdowns and social distancing measures meant that many of our regular outdoor and indoor fundraising challenge events were cancelled. We had to find a way to keep hundreds of supporters engaged and actively fundraising throughout the year, so the Challenge Events team worked quickly to identify, promote and deliver a range of do-it-yourself or home-based fundraising activities which included Barnardo's Dance Challenge – a weeklong Dance-athon that brought supporters from all ages together (virtually) to show off their moves and dance to make a difference. One hundred and two people took part in our pilot event and raised over £8,000. iTRI was held in March 2021 and saw a twist on the conventional triathlon where participants could swap out swimming for their own choice of activity. From open water swimming to paddle boarding, participants came up with amazing alternatives to beat lock down restrictions and still take on the challenge. Nearly 200 people took part in our third iTRI raising almost £20,000. Do Your Own Virtual Challenges was our most popular activity in 2020-21 with over 300 people climbing, running, cycling, and walking to take on their own



¹¹ These figures include sales of new goods, gift in kind and gift-aided transactions.

challenge in their own way and raised £96,000. £20,000 of this was raised by people taking on The 2.6 Challenge that was created by the mass participation events industry.



Kidsmas

Kidsmas is Barnardo's flagship Christmas fundraising and awareness campaign. Based on a successful trial the previous year, Kidsmas 2020 had been in the planning for months when the pandemic struck. Every fundraising team across Barnardo's had to look at their plans and adapt quickly to make sure our supporters, audiences and partners could still engage with Kidsmas during a time of uncertainty and lockdowns.

Kidsmas 2020 was a great success for Barnardo's. We were able to:

- raise over £410,000 for our work
- reach over 700,000 people on social media, and create over 250m opportunities for people to engage with Kidsmas via media and online promotional activity
- create a range of engagement activities including fun packs, mailings, virtual events and a range of Kidsmas-themed jewellery sold in Barnardo's stores
- launch Kidsmas Live – an online showcase for Kidsmas, sponsored by Vodafone

Many opportunities were created for participation, for example, over 50,000 people attended the online Kidsmas event which featured our President Natasha Kaplinsky and performances by children and young people from across the UK.

Trusts

The Westminster Foundation

In response to the Covid-19 crisis, The Westminster Foundation generously awarded Barnardo's £315,895 in 2020-21 to help us develop the Barnardo's Education Community (BEC), a free online 'one stop shop' where professionals working in the education sector can go for trauma-informed resources, support, and advice about how to help children and young people cope with feelings of loss, grief, and bereavement (including the impact of trauma). By protecting mental and emotional wellbeing throughout and after the pandemic, children can use their time in school to focus on their education and reach their full potential.

Alongside this, the Foundation also funded the provision of mental health and wellbeing packs for 1,250 vulnerable young people across London during the early stages of the pandemic. These packs provided tailored support for children already struggling with their wellbeing and the increased pressures of lockdown, taking their mind off the stresses of the pandemic and promoting the development of good mental health.

The People's Postcode Lottery

Our relationship with People's Postcode Lottery goes from strength to strength. Over the last year, we received £2.56m to support a wide range of our services in Positive Futures, Safer Childhoods and Stronger Families across the UK. This includes our life-changing RISE project in Scotland which supports young people dealing with the trauma of sexual abuse and exploitation, and our Family Space service which started in 2020 in response to the growing crises facing families affected by COVID19.

In summer 2020, we were notified of an additional gift of £2.5m, which is being used to support our existing services and to kick-start some exciting new programmes of work around housing for care leavers, health and wellbeing of young people and creating better outcomes for Black and Asian children and young people. As we look forward to 2022 and beyond, we are thrilled to have been selected in the highest category for People's Postcode Lottery's new Children's Trust, which will provide £3m per year over the next three years to continue this amazing work. We are very grateful to People's Postcode Lottery and their players for their fantastic commitment to Barnardo's.

Corporate Partnerships

We're grateful for the ongoing support of our Corporate Partners who worked with us to respond to the crisis, adapt our plans and continue to support vulnerable children and young people. Here are some examples of what we achieved together in 2020-21.



Vodafone

We worked closely with Vodafone through its Great British Tech Appeal to support families and young people by tackling the 'digital divide'. This involved asking the British public and businesses to provide pre-loved donated devices, along with connectivity, to people who might otherwise not be connected. By the end of March 2021, we had distributed 2,716 donated devices via this project.

IKEA

2020 saw the beginning of our third year in a national partnership with IKEA, a partnership that aims to improve the lives at home for care leavers across the UK. In September we embarked on a number of key activities to support care experienced young people as they move towards independent living. This included a bespoke piece of research that highlighted young people's experiences of accommodation when they left care, and an innovative digital platform where care experienced young people could learn independent living skills. IKEA also funded the development of the Discover Digital programme, ensuring vulnerable young people could get the digital skills they need.

In response to the COVID-19 crisis, IKEA generously donated 7,500 wellbeing packs for vulnerable children and their families, and were there for 500 care leavers by providing Life at Home packs, that contained everything a young person would need to set themselves up in their homes.

IKEA also allocated £180,000 of funding for Barnardo's services, split across care leavers services and services that support children and young people with their mental health and wellbeing, in the local communities of IKEA stores. In total, this funded the equivalent of 13,700 hours of support.

Amazon

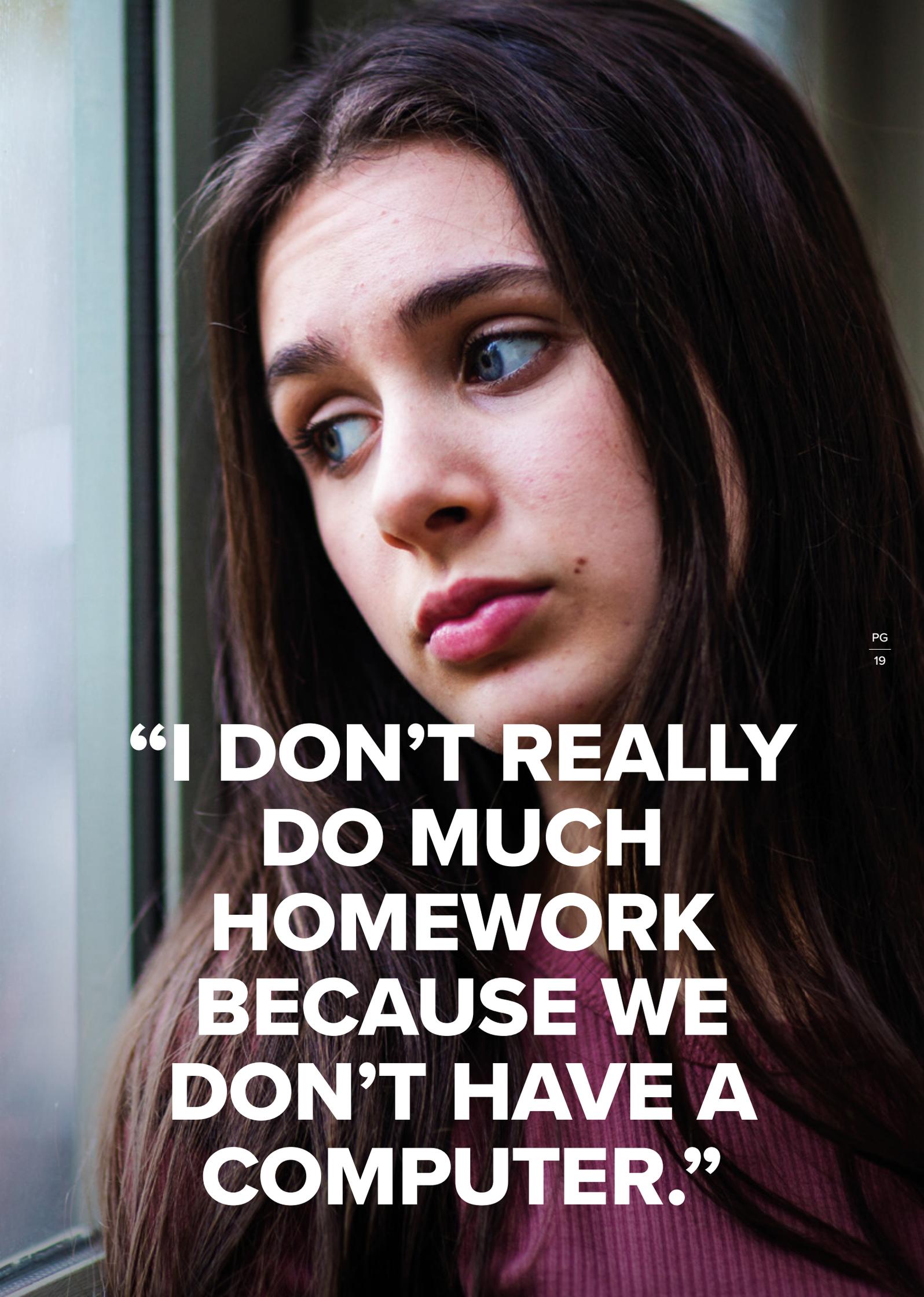
Barnardo's partnership with Amazon included launching an employability programme pilot in Tilbury, Essex which focused on supporting vulnerable young people, including care leavers, to overcome challenges to find work, including with Amazon. The first eight young people have completed the programme, with all of the young people getting a job. Plans are in place to grow the initiative in 2021 and beyond. Amazon also supported over 1,000 Barnardo's beneficiaries through our Kidsmas campaign, providing festive cheer through Kidsmas parties and donations of food and toys to help families after such a challenging year.

QA

Barnardo's launched a new charity of the year partnership with QA, aiming to raise £50,000 to support our work across the UK. Barnardo's and QA are also working together on projects to support vulnerable young people in securing a career in the digital sector – including embedding QA's Teach the Nation to Code sessions across our employability services across the UK. QA employees got involved in the Kidsmas campaign and a virtual challenge from Slough to San Francisco to raise crucial funds.

Saint-Gobain

Barnardo's partnership with Saint-Gobain delivered important opportunities for young people leaving care during 2020, including the launch of Barnardo's first two Gap Homes in Renfrewshire, Scotland funded by Saint-Gobain. The homes provide supported accommodation for care leavers on their journey to independent living, with the first two young people completing their placements and moving onto positive destinations at college and into their own homes. The partnership was recognised at the Business Charity Awards – winning the Community Impact Award.

A young woman with long, dark, wavy hair and blue eyes is looking out a window. She has a thoughtful or slightly sad expression. The background is a window with a view of a building. The text is overlaid on the lower half of the image.

**“I DON’T REALLY
DO MUCH
HOMEWORK
BECAUSE WE
DON’T HAVE A
COMPUTER.”**

Objective 3: Work with partners to improve the system surrounding vulnerable children and young people

The challenges facing the most vulnerable children and young people during the crisis (and even before) are too complex to solve by working directly with their families alone. We recognise that many issues are structural and involve the complex systems around children and young people. We have a growing range of strategic partnerships throughout the UK. In our experience, the most successful partnerships are achieved through shared values, when everyone works together to include children's and young people's voices to design new ways of working.

Leicestershire

Over the last two years, work has been undertaken through our Children's Innovation Partnership with Leicestershire County Council (LCC) to understand the need for residential and edge of care services, bringing together the expertise of many professional disciplines to provide young people and their families with a high level of therapy and tailored attention when and where they need it.

The strategic partnership co-designed a new residential care model where LCC capital investment purchased buildings and Barnardo's will be the service delivery partner for the residential homes.

Frontline staff across both Barnardo's and the Local Authority were actively involved in helping to shape a new model for care homes through a range of consultation events and individual feedback sessions relating to current provision.

This collaboration worked to provide more children with:

- a reduction in the number of placement breakdowns
- a return to birth families where this is safe and appropriate
- a long term / permanent sustainable home where a child/ young person needs to remain Looked After

This will be achieved by providing intensive therapy to individual children and to their families by our team of workers, supported by three specialist workers and a wider multi-agency team.

Children and young people are important participants so they have been influential in the design of the model. As work on each of the new homes makes progress, children will be supported to continue to make an important contribution to their development.

The Strategic Partnership with LCC has demonstrated a completely new way of working and commissioning services based on being trustworthy and respectful when collaborating on new ways of providing support to children, young people and their families.

Plymouth

Our Strategic Partnership with Plymouth City Council focuses on loneliness and social isolation as its main theme. We worked with Plymouth City Council to design several services together so care experienced young people in Plymouth can connect with and support each other. In 2020-21, the partnership worked together to develop several new projects such as wellbeing workshops, where young people can meet other care experienced young people on a range of topics from mindfulness, to budgeting, to internet safety. Lifelabs, is an online portal where care experienced young people have made video blogs to support others to build their skills and knowledge around independent living, which has been developed in partnership with a





NOMINET

local design agency called LEAP and funded by IKEA. Nominet have funded Project Acorn which is an innovative project to test young people's own ideas to reduce loneliness. They

are currently developing peer to peer support, where care experienced young people will offer a group work programme that helps care leavers connect with each other as they enter adult life.

Brent

We are working in partnership with the London Borough of Brent to test new ways of designing services based on research evidence and working with young people with experience of being in care.

Research shows that the needs and experiences of young people who first come into the care system as young adults (16 or older) are not well understood and there is currently little tailored provision for this group. In Brent over 40 per cent of young people coming into care do so aged 16+ and this number is growing.

Brent Alpha Lab started at the end of February 2021, in lockdown. Our group is made up of up to ten care-experienced young people from Brent, Barnardo's youth workers and one service designer. We are open to a range of professions in developing the workshops and use pre-recorded interviews, drop in attendance and pre-agreed 'phone a friend' arrangements to improve young people's experience.

Our co-designers are a diverse group of young people. Some are studying or working, some are caring for their families, some have experience of the criminal justice system, while others have recently arrived in the UK as unaccompanied asylum-seeking children (UASC). What they share is an experience of coming into care in Brent as an adolescent, a passion for improving the children's social care system in Brent, and a history of not having their voices heard.

It's important to us that we design services in close collaboration with others, especially young people. About 40 care experienced young people in Brent have been actively involved in some complex phases of service design. An example of the work they have led includes an online seminar devised and delivered during lockdown about the impacts of the pandemic on their mental health. These insights included experiences of acute isolation, inpatient care, and substance misuse. We are inspired by our vision to work in partnership with young people to achieve the changes they need.

Renfrewshire

The Strategic Partnership between Renfrewshire Council and Barnardo's was launched in January 2019 with a focus on children and young people's mental health and wellbeing, for children and young people aged 5-15. In 2020-21, the partnership has been testing to see what improvements and changes work best. Improvements that have been tested include peer support, direct support, support to strengthen parents and to support staff. Work planned includes a 'partnership hub' which could involve peer support with a community mental health and wellbeing focus.

Developing/sharing Expertise

Centre of Expertise on Child Sexual Abuse

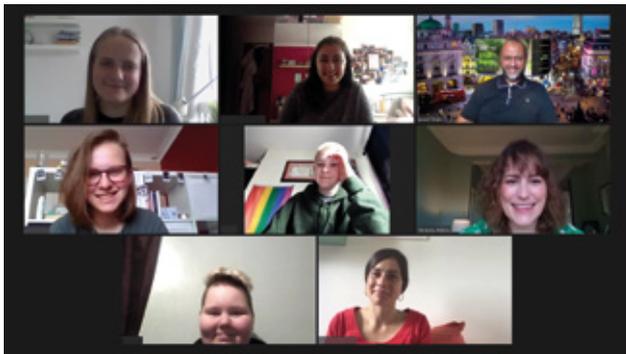
Since 2017 Barnardo's has hosted the Centre of Expertise on child sexual abuse (CSA Centre) which aims to reduce the impact of child sexual abuse across England and Wales through improved prevention and better response.

The CSA Centre believes that to truly tackle child sexual abuse, we must understand its causes, scope, scale and impact better. Working alongside researchers, policy makers and practitioners, the CSA Centre makes sure an evidence-informed approach is used to improve our understanding and responses to child sexual abuse at all levels. In the CSA Centre's recent external evaluation (March 2020) it was found to have directly contributed to a cultural shift in the understanding of child sexual abuse. In the past year, this has included training at least 2000 practitioners online and presenting at over 30 dedicated local and national events. The CSA Centre has published 10 new reports in the last year, on topics including: sibling sexual abuse, adults who commit child sexual abuse, and the response to the sexual abuse of Black, Asian and minority ethnic children. This is in addition to its existing body of work of more than 40 publications spanning: practice tools, effectiveness studies, and key messages from research which distills existing evidence into a concise format.

A recent survey exploring the impact of the CSA Centre, completed by around 100 stakeholders, affirmed its role as a 'centre of expertise' with:

- 94 per cent believing the CSA Centre was a reliable source of information and expertise
- 70 per cent agreeing that the CSA Centre had helped improve practice by enabling organisations to place a greater focus on child sexual abuse
- 81 per cent stating their engagement with the CSA Centre had helped them improve their policies and strategies to better respond to child sexual abuse.

Overall, since its establishment in 2017, the CSA Centre has grown as a trusted hub that enables commissioners, policy makers, academics, and professionals to access the latest information, resources, and training on child sexual abuse. Its significant contribution to national policy is best seen in the recent inclusion of research published by the CSA Centre in the UK Government's *National Tackling Child Sexual Abuse Strategy 2021*, alongside its role supporting the development of the *Wales National Action Plan, Preventing and Responding to Child Sexual Abuse*. The CSA Centre is committed to supporting these strategies to improve results for children and young people experiencing, or at risk of child sexual abuse. You can find out more about the work of the CSA Centre and the resources, training and research it provides by visiting csacentre.org.uk.



Making children's voices heard: influencing Governments across the UK

In addition to supporting children, young people and families directly during the pandemic, we've worked with our partners, governments, and other decision makers across the UK to implement policy measures to support vulnerable children and families. Despite the unique circumstances, in 2020-21 Barnardo's continued to make strides in achieving vital policy change.

Westminster Highlights

- Running Barnardo's first ever series of virtual conversations with children and young people we support talking directly to six Ministers and senior MPs.
- Hosting our first public webinar on children and young people's mental health with Nadine Dorries MP, Minister for Mental Health, and over 300 attendees.
- Working in partnership with other children's charities and women's organisations, we secured a change in the Domestic Abuse Act, so that, for the first time, children are recognised in law as victims.
- Securing a commitment from the Government to consult on a duty to provide community-based domestic abuse services, so that support is available before families reach crisis.
- Playing a central role in the developing Government policy for early years and early intervention, and our Newcastle East Community Hub was featured in *The best start for life: a vision for the 1,001 critical days*.

Celtic nations highlights

- Winning the Scottish Charity Awards 2020 "Cracking Campaign" category for work on Equal Protection from Assault, and shaped Youth Jobs Guarantee scheme.
- Being highlighted in the Northern Ireland Government's Anti-Poverty Strategy.
- We were pleased to be able to lead on developing guidance for schools on harmful sexual behaviour as well as ensuring that our 'Lessons from Lockdown' report was embedded in guidance for schools on supporting vulnerable learners.

**“MY HOME IS
A PLACE TO BE
WARM AND CALM
AND SAFE AND
NOW IT FEELS
LIKE A PRISON.”**

CORPORATE STRATEGY ENABLERS

Digital

This year we have continued to focus on developing products and services for colleagues, volunteers and young people. Following our rapid response to the challenges posed by the pandemic, we have focused on our technical foundations, to make sure we are prepared for the move towards hybrid face to face and digital working and delivery in the future.

For example, Journey, our app originally conceived for care leavers, has been developed into a platform suitable for any area where children and young people need a 1:1 line of communication with a worker, and is currently being tested in a wide range of services. Over the next year, the Journey platform will be forming the foundation for blended physical and digital service provision across several core areas of Barnardo's services, including integrated health and social care.

“I have found that support has become more open speaking through Facetime as there are very few distractions. Some young people are really comfortable with Facetime calls and we have been talking about their worries and they have been more open and willing to talk for longer periods of time.”

Support Worker, Forth Valley

“Thanks so much, the Support Line has helped me feel less isolated and given me space and time to talk about how I can support my children through Covid. A lot of the supports my daughter had in place have been taken away just now and I'm worried that I can't support her alone. Talking to you has helped increase my confidence and improved my relationship with my daughter.”

Support Line user, Falkirk

We have also made good progress in strengthening our capability to achieve insight from our data. This includes investing in a case management system for our NHS-funded mental health contracts, which allows services to streamline their data collection so that they can report quickly and efficiently to the national Mental Health Services Data Set. We are using data to help Barnardo's plan and scale interventions where they are most needed, and continuously measure the quality and impact of our work, as exemplified by our Covid-19 response programme, See, Hear, Respond. We are now building a strong data-led approach to working effectively and measurably towards systems change.

We are also making sure that our people have the right technology to support our ambition to be a 'charity without walls'. Colleagues now have modern equipment and tools to better support collaboration while enabling reliable remote and mobile working.

Diverse

We are clear that diversity is not just a moral imperative, but also an operational necessity. In an increasingly diverse society, we are clear that we must reflect and represent all the children, families and communities we serve.

We continue to focus on understanding the ethnicity, disability status, and sexual orientation of our service users. As of the end of 2020-21, we had data on 91.2 per cent of service users' ethnicity, 88.4 per cent of service users' disability and 67 per cent for sexual orientation¹².

This was an extraordinary year for equality, diversity and inclusion. The disproportionate impact of the pandemic on Black and Asian communities in the UK coincided with the unlawful killing of George Floyd in the USA, which sparked a global movement.

Building on our existing Action Plan, we published specific commitments in the of Summer 2020, which included:

- Anti-racism learning & listening to colleagues from minority communities
- A specific fund to invest in support for disadvantaged minority communities
- An audit of our partners and suppliers to ensure they share our values and commitments

We have also provided leadership in the sector, speaking openly about the internal challenges we faced in a particular Department, and the actions we took to address them.

Our Women's Network responded to the pandemic by setting up a virtual 'staff room' to support members who missed their usual work connections, giving them a space to share experiences of lockdown and cover relevant topics such as 'carer's guilt'. Following the death of Sarah Everard in London in March 2021, we moved quickly to explore how, as a charity and an employer, we could play a more active role in keeping women safe and are working on a project to offer 'safe places' in our communities.

Throughout 2020-21, we continued to conduct equality impact assessments (EIAs) in all relevant areas of our work and completed 12 screenings. Through our colleague networks and thanks to the leadership of our Corporate Director 'Champions', we remained strongly focused on the impact of the pandemic on specific groups.

For instance, we worked to raise awareness of the impact on LGBT+ young people who moved back to family who may not have been understanding of their identity.

We also responded to the challenges facing families of disabled children who could no longer access 'short breaks' support.

Barnardo's is proud to be accredited as a level 2 Disability Confident Employer under the Department for Work and Pensions. In achieving this status, Barnardo's has demonstrated that we;

- actively attract and recruit disabled applicants into roles within the organisation
- provide an inclusive and accessible recruitment process which includes offering interviews to disabled people who meet the minimum criteria for the job
- are flexible when assessing people so that disabled job applicants have the best opportunity to demonstrate that they can do the job
- proactively offer and make reasonable adjustments as required
- encourage suppliers and partner firms to be disability confident
- ensure that employees have appropriate disability equality awareness
- provide the opportunity for disabled employees to network and are consulted appropriately

We are committed to Disability Equality and are working towards becoming Disability Confident Level 3 leaders.

¹² These figures cover our internal data only. We are also working to increase our understanding through external systems, through which we currently know 35 per cent of the service user's ethnicity and 55 per cent of the service user's disability status.

Learning

We are firmly committed to equipping and empowering our workforce through The BU, Barnardo's corporate university. In 2020-21, colleagues enrolled in a total of 13,629 courses through the BU and we are in the process of providing the same level of access to our volunteers.

The BU also facilitates progression, including for women, and for minority colleagues, and we have 20 colleagues on our Emerging Leaders programme and 12 senior leaders being mentored by colleagues in our Reciprocal Mentoring programme. We have also continued our partnership with Rolls Royce, hosting the Learning Leaders meeting with them.

The case for investment in our people's learning has become even stronger during the pandemic. We have had to embrace new ways of working overnight, to be more flexible and to share learning at pace – mostly through digital means. The BU set up a series of learning interventions to support colleagues working from home, our Work from Anywhere strategy and in support of colleagues' mental health and well-being. To support new members of staff, we set up monthly Learnings Cafés with the Chief Executive and the Dean of the BU. We also supported new services which emerged during the pandemic, such as the Boloh Helpline, by developing programmes of learning for the new team. The BU co-designed a suite of courses to support our anti-racist commitments.

Over the last 12 months the BU has developed a clear outcomes framework based on four key aims that are being measured:

Learn – The BU offers a range of exciting learning opportunities and experiences that engage, support and expand our learning capabilities to ensure we are skilled in practice and eager to learn more.

Develop – The BU invests and connects all colleagues, partners and young people, to develop personally and professionally as part of a true learning organisation within Barnardo's that will evolve and be ambitious in its reach.

Innovate – The BU actively promotes and encourages a culture that empowers innovation and experimentation. This will influence positive change to benefit children's lives and the systems around them.

Share – The BU grows and nurtures a community of sharing of practice, experience and reflection to ensure that the learning and development we do today prepares us for tomorrow's world.

WORKING WITH OUR VOLUNTEERS

Volunteers play a crucial role in our retail shops and frontline services, as well as supporting our fundraising. Without our volunteers, we would be unable to operate in the way we do today.

Our digital platform (Vol1) now manages all aspects of the volunteer journey, from recruitment, learning, communications and recording of hours and numbers. As one of the leading charities to be completely digital, we can for the first time record accurately the correct number of active volunteers supporting Barnardo's. Our data records now only include active volunteers, reflected in lower numbers being reported than previous years. Vol1 also allows us to ensure our volunteers are fully trained and supported through safe practices.

In 2020-21 we had around 11,000 volunteers in retail and frontline services, giving us a total of 2,325,000 hours in donated time. In our annual satisfaction survey in 2020, 89% of volunteers said they received support and encouragement from colleagues and 91% said they felt they made a difference by volunteering with Barnardo's. In addition, we benefit from 31 Barnardo's Helper Groups who collectively raised £101,803 in 2020/21.

Volunteering is very attractive to people aged under 25 and over 30% of our volunteers are now within this age group. We are one of very few charities that work closely with the Duke of Edinburgh Award scheme offering young people the opportunity to support us as part of their award programme.

Our volunteers benefit from learning new skills, gaining qualifications and building the confidence to move into paid employment. Job-seeking volunteers regularly report that giving their time at a Barnardo's retail shop helps improve self-esteem, communication skills, team-working, problem-solving, organisational skills, and numeracy.

Our three year Volunteering Strategy running until 2024 focusses on 3 themes: our people, our reach and our perception. We aim to be the charity of choice by offering a first class volunteering experience to everyone who supports us in Retail and Children's Services.



**“MY SUPPORT WITH
YOUNG PEOPLE
HAS BECOME
MORE CREATIVE
THROUGH
FACETIME AND
WHATSAPP.”**



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