



Better outcomes for more children

Barnardo's Strategy
2022

**Believe in
children**
 **Barnardo's**

Foreword

For more than 150 years, Barnardo's has brought care, support and love to some of the most vulnerable children and young people in the UK.

Today we are proud to be the largest national children's charity, supporting over 380,000 of those who need us most.

As 2022 gets underway, we know there are extraordinary challenges ranging from the long-term impact of the pandemic on young people's mental health, through to the rising cost of living and what it will mean for parents struggling to make ends meet.

At Barnardo's our goal is clear – to achieve better outcomes for more children. This means helping families – where possible before problems reach crisis point. It means keeping children safe from sexual abuse and exploitation, while supporting victims and survivors to recover and rebuild. It also means addressing children's mental health and wellbeing, especially when so many have experienced trauma.

With the world changing faster than ever before, we have continued to develop our Strategy, ensuring it is fit for purpose and equal to the demands of the day.

Importantly, at Barnardo's we now see ourselves as a children's health and social care charity. Historically health and care have often been seen as separate, but we know that for children, their health, wellbeing and safety are all inter-connected, and they only want to tell their story once.

We also know the reality of children's lives is constantly shifting – and so are the difficulties they face. Whether it's threats online, criminal exploitation by gangs, or the needs of children arriving in the UK as refugees, we will be ready to respond and stand ready to help those most in need of our services.

Key to this is our vision and ambition, championed by our founder Thomas Barnardo, to help create a world in which no child is turned away from the help they need. Within this is an enduring message of inclusion and a belief that help must be accessible to all children, regardless of their background or circumstances.

The pandemic has demonstrated that we can only ever achieve so much alone, and we will continue to work closely with our partners across the statutory, voluntary and business sectors to help influence systems, so they are fairer, kinder, and better able to meet children's needs.

Foreword

We are also extremely grateful to the supporters, donors and corporate partners, whose generosity and shared interests mean we can continue our essential work.

Central to everything we do must be the voice and experience of the children and young people we support and represent, and we will continue to listen and learn from those who need our services, as well as working to amplify their voice and provide opportunities for them to speak directly to decision makers.

We are committed to responding to young people's priorities, and to give just one example, we are developing a strategic approach to improving the charity's environmental sustainability.

Our ways of working will continue to evolve to reach children and parents where they are – embracing hybrid delivery of physical and digital services,

and improving our data and insights so we can better understand and meet children's needs.

To achieve the core aims of our Strategy – stronger families, safer childhoods, and positive futures for children across the UK – we must also invest in our colleagues and volunteers. That's why this is a renewed focus for us in 2022 as we deliver a People Strategy focused on continuing on our journey towards greater equality, diversity and inclusion, professional development and being a learning organisation, through The BU, Barnardo's corporate university.

At the heart of our Strategy will always be Barnardo's values, which continue to endure even after more than 150 years. Central to these values is 'working with hope' and our unshakable belief that with the right support, every child can thrive.



John Bartlett
Chair



Lynn Perry MBE
Co-CEO
(Interim)



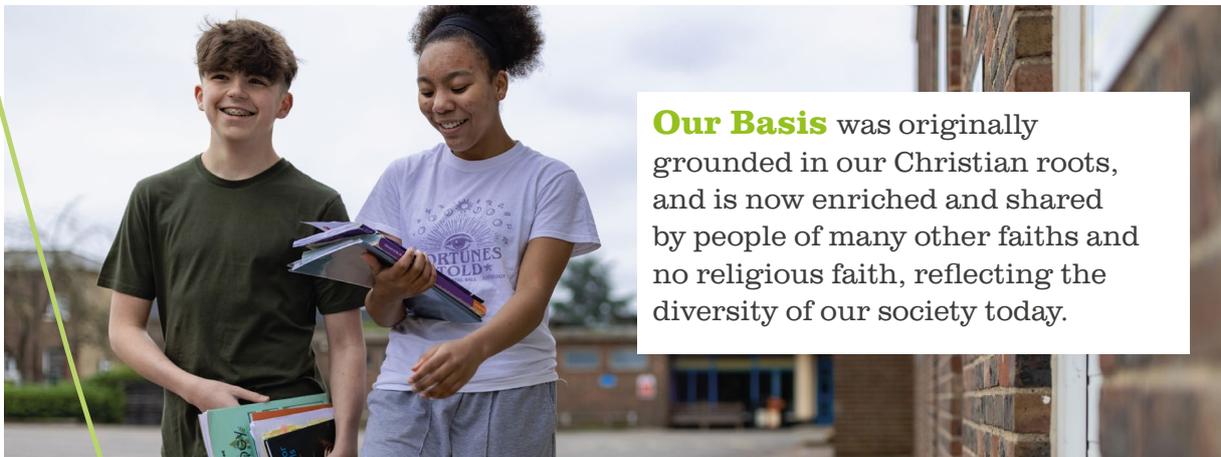
Michelle Lee-Izu
Co-CEO
(Interim)

About Barnardo's

We believe in children, regardless of their background or circumstances.

Our Vision, established by our founder Thomas Barnardo, is a world in which **no child is turned away** from the help they need.

We work towards this vision in partnership with others across all sectors, and we will continue this work for as long as there are children in need of support.



Our Basis was originally grounded in our Christian roots, and is now enriched and shared by people of many other faiths and no religious faith, reflecting the diversity of our society today.

Our Values are:

- Respecting the unique worth of every person
- Encouraging people to fulfil their potential
- Working with hope
- Exercising responsible stewardship



Our Strategy

Our 10 Year Strategy* has developed in recent years, informed by our work and adapted to the changing needs of children and young people. The Strategy lives today with a consistent goal of achieving **better outcomes for more children** by working to build:

Stronger Families • **Safer Childhoods** • **Positive Futures**

We have three **enablers** which we know are essential to supporting our people to achieve the aims of our Strategy. They should inform and enrich all our activities and ways of working.

We will be:

- **Digital & data-driven**
- **Equal, diverse & inclusive**
- **Committed to learning** – driven by the BU, Barnardo's corporate university.



*Published in 2016.

Better Outcomes for More Children



**Stronger
Families**

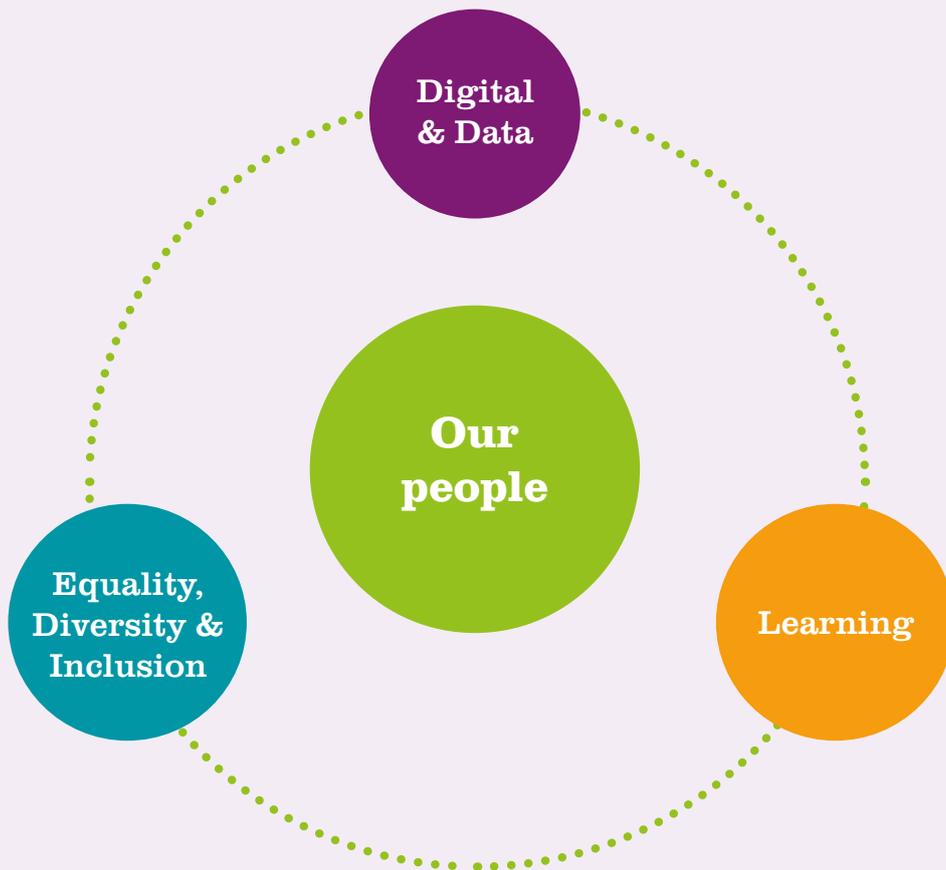


**Safer
Childhoods**



**Positive
Futures**

Guided by the voice of children and young people



**Respecting the
unique worth
of every person**

**Encouraging
people to fulfil
their potential**

**Working
with hope**

**Exercising
responsible
stewardship**

Our Objectives

Objective 1: Focus our resources on our core mission

Supporting vulnerable children and young people through our vital front-line services addressing their health, wellbeing and safety needs.

We will:

- Continue to deliver services that achieve Stronger Families, Safer Childhoods and Positive Futures, focusing on:
 - Early years and early intervention for families
 - Mental health and wellbeing
 - Child sexual abuse and exploitation
 - Children in and leaving care

With a cross-cutting focus on children and young people from Black, Asian and other ethnic minority communities.

- Respond to new and emerging challenges facing vulnerable children and families, and to changes in the external environment.



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

We will:

- Continue to grow and diversify our voluntary income, alongside our commissioned work.
- Actively seek opportunities to deliver integrated health and social care work.
- Actively pursue new 'for profit' trading and commercial opportunities to help drive funds directly into service delivery.
- Maximise the net income from our Retail stores; with a sustained focus on reducing costs and improving our margin. This includes developing new Superstores.
- Focus our fundraising on what delivers significant and measurable benefits in generating income and creating new supporters – for today and for tomorrow.
- Run efficient support systems and processes, that help to maximise the charity's effectiveness whilst minimising operating costs.

We will focus on using our income strategically, measuring outcomes, and ensuring we are accountable to our donors, partners, and most importantly our service users, through the Barnardo's foundation.



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

The scale and complexity of the challenges facing vulnerable children and young people is too great for single organisation to address alone. We know that to achieve better outcomes for more children, and to work towards our vision of a society in which no child is turned away from the help they need, we must work in partnership with others.

We will:

- Form strategic partnerships, including in the health sector, to achieve long-term sustainable change for vulnerable children.
- Invest our funds strategically in services, programmes and partnerships that deliver measurable results.
- Create an expectation of external match funding from partners.
- Inform and influence national and local decision-making, based on evidence from our services, and amplify the voice of vulnerable children and young people.



Objective 4:
Invest in our people to become an 'employer of choice' in the sector

It is imperative we keep pace with a fast-changing world where the demand for our services and support to vulnerable children and young people has never been greater. Barnardo's positive and life-changing impact through the services we provided is enhanced by the expertise, passion, dedication and commitment of our colleagues and volunteers. It is vital that we nurture and invest in our people, providing new opportunities to strengthen and deepen the skills and experience they need, and to shape a workforce which is equipped to deal with the challenges ahead.

We will:

- Provide opportunities for continuous learning, development and progression, supported by managers and The BU, Barnardo's corporate university.
- Develop ongoing and frequent opportunities for engagement and dialogue with our colleagues across the charity and use this information and feedback to inform decisions.
- Continue to work towards our goal of being a truly inclusive charity, which values the unique qualities of all our colleagues and volunteers, as well as the children, young people and families we support.
- Develop and enrich our volunteer experience enabling us to attract and retain a diverse group of volunteers who reflect the communities in which we serve.

Our Enablers

In achieving all these objectives, we will be:

Digital & Data-Driven

- Improve our data recording systems and strengthen our analysis so we can better understand the needs and experiences of the children and families we support.
- Continuously innovate to develop new approaches to delivery – meeting the changing needs of our service users. This includes continuing to move towards hybrid physical and digital models.
- Embrace new ways of working, including digital tools to minimise the administrative burden on the frontline and optimise our time spent on direct work.



Equal, Diverse & Inclusive

- Ensure our vital services are accessible to and meet the needs of all children, young people, parents and carers who need our support, regardless of their background or circumstances.
- Work closely with partners to make sure children from all communities are identified and supported, in order to improve outcomes.
- Deliver on our commitment to anti-racism and to tackling discrimination of all kinds.

Committed to Learning

- Draw on lessons from the Covid pandemic about how best to reach and support the vulnerable children and families who rely on us.
- Share best practice across our own services throughout the UK and externally with our partners.
- Invest in learning opportunities for our colleagues, providing everyone with the chance to grow and develop – as well as acquiring the new skills and knowledge necessary to thrive in today's world.



The Strategy should guide all the work we do at Barnardo's, with our values, objectives and enablers acting as a 'green thread' that runs through all our plans, across every team and department.

Our environment is constantly changing, as are the needs and experiences of the children and young people we support. Therefore, Barnardo's Board of Trustees will review this document and publish an updated version in early 2023.



Barnardo House, Tanners Lane, Barkingside,
Ilford, Essex IG6 1QG | Tel: 0208 550 8822

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