

# IMPACT REPORT 2021-22

Believe in  
children  
 Barnardo's

The background is a solid, vibrant green color with a dynamic, textured pattern of diagonal brushstrokes. The strokes vary in thickness and intensity, creating a sense of movement and energy. The overall effect is a modern, artistic, and energetic visual.

**WE BELIEVE  
IN CHILDREN**

# CHAIR'S MESSAGE



This report covers the second year of the Covid-19 pandemic, which brought unprecedented challenges for the children, young people and families we support.

***“Throughout this extraordinary 12 months, we continued to adapt to meet the changing needs of those who rely on our vital services, and I am deeply proud of the difference we have been able to make in communities across the UK.”***

As children and families continued to struggle disproportionately with the effects of the pandemic on their learning, wellbeing and mental health, Barnardo's worked with partners to provide essential support, reaching over **357,000** children, young people, parents and carers.

Despite the external environment, our reach has increased significantly in recent years, up from just under 250,000 in 2015. This is in part, due to new ways of working and especially, our decision to embrace partnerships – believing that together we can achieve more for vulnerable children.

After taking tough and prudent decisions at the height of the pandemic, we are now seeing the benefits. Our income in 2021-22 was significantly higher than the previous year, and a little higher than anticipated in our budget. Thanks to this effective approach by the Executive, at a uniquely uncertain time, I can now say, cautiously, that we are in a positive financial position.

This means we can invest funds in line with our priorities and to deliver on our key objectives, as set out in our Strategy, so that we can continue to achieve better outcomes for more children. The Board of Trustees and Executive are clear that we will focus this resource on our vital frontline services; improving

our systems so they are fit for the future; and also on investing in our people, who continue to show immense resilience and commitment to our core mission.

In February 2022, as we were beginning to forge a new normal, and learning to ‘live with Covid-19’, the world faced yet another crisis in the form of the Russian invasion of Ukraine.

Building on Barnardo's long history of supporting children and families seeking sanctuary in the UK, in response to the arrival of many thousands of refugees from Ukraine, the charity has once again taken action to meet the demands of the day by launching a new helpline and making available a specific fund so that we can respond to their immediate and longer-term needs. We are clear that this support will extend to those arriving from other countries too – now and in the future.

At the end of such an eventful year, I am delighted that in March 2022 we appointed Lynn Perry MBE to the permanent role of Chief Executive. As a Board we are extremely confident in Lynn's ability to lead the charity, navigating an uncertain external environment, and acting in the very best interests of the children and families who rely on our services.

I want to pay tribute to Lynn, and to all of our colleagues as well as our thousands of volunteers, for their hard work, expertise and dedication to our cause. From those who worked directly with vulnerable children throughout the pandemic, to those working to raise the funds that make this vital work possible, our people make Barnardo's the brilliant charity it is today.

I also want to thank my fellow Trustees who generously volunteer their time, sharing their wisdom and experience to help drive the charity forward.

As we publish this Annual Report, we are acutely aware that families across the UK are struggling with the cost of living crisis, and it is clear that our services are as necessary today as they were 156 years ago. We continue to live in immensely challenging and uncertain times, and Barnardo's will do everything we can to help children and young people to hold on to hope, and to work towards the positive future we know they deserve.

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

**“IF SHE HADN’T  
NOTICED, LISTENED,  
AND GENUINELY  
CARED, I DON’T THINK  
I’D BE HERE NOW, I  
GENUINELY DON’T.”**

# CHIEF EXECUTIVE'S MESSAGE



It is an honour and a privilege to be appointed to serve as Chief Executive of this fantastic charity, especially at such a critical time for children, young people and families.

During 2021-22, children and young people continued to face uncertainty and disruption during the pandemic. They often missed periods of school, and in many cases struggled with their mental health and wellbeing.

***“Our colleagues also experienced significant challenges in the second year of the pandemic, both personally and professionally, as we worked to adapt our service delivery and the way we ran our shops in response to changing restrictions and requirements – ensuring as always that the safety of children, families, customers and supporters was front and centre.”***

In this context, I am especially proud of what we achieved during this time, through our: direct delivery of vital services for children, young people and families across the UK; creative and innovative approach to partnership working and to raising precious funds; and our unflinching commitment to making sure children's voices are heard and their experiences reflected in public debate.

The pandemic shone a powerful light on issues such as online safety. In response, we have played a key role in driving vital legislative and policy change. Meanwhile, the Independent Review of Children's Social Care in England, closely following a similar review in Scotland, provided a unique opportunity

to make the case for a fundamental rethink of the support available to some of the most vulnerable children in the UK.

Throughout this 12-month period, Barnardo's was constantly adapting to meet the demands of the day, culminating in the launch of a new fund to support children and families seeking sanctuary in the UK – including from Ukraine.

***“Looking to the year ahead, we know that the legacy of Covid-19 lives on for many of the families we support. On top of this, more and more families are now struggling with rising living costs, and are unable to afford the very basics.”***

We have an immense task ahead, but I am confident that our talented and committed colleagues and volunteers will continue to rise to the challenge. One of my key priorities for 2022-2023 is to make sure we're supporting our staff and are providing an even more effective, ambitious, inclusive charity where everyone feels heard, respected, and able to thrive. Most importantly, I want to continue achieving meaningful, positive change for children, young people and their families.

I'm deeply grateful for the continued support of my leadership team, our Chair and Board of Trustees, who have all gone above and beyond in recent times.

Finally, I want to thank our supporters, partners and donors for sharing our values and commitment to working together to achieve better outcomes for more children.

**Lynn Perry MBE**  
Chief Executive,  
Barnardo's

**“I LIKE HAVING A PLACE I CAN CALL MY OWN – ONLY IF FOR A SHORT TIME – AND INVITING FRIENDS ROUND TO SEE ME WHEN I WANT.”**



# HOW WE MADE A DIFFERENCE IN 2021-22

**In 2021-2022, we continued to deliver against our Strategy – despite the extraordinary circumstances of the Covid-19 pandemic.**

## CONTEXT

During this financial year, we reached 357,276 children, young people, parents and carers through 794 services and partnerships.

Children and young people continued to face significant challenges:

We remain deeply committed to our purpose to achieve better outcomes for more children. This means creating stronger families, safer childhoods and positive futures.

To do this, we continued to focus on our three key objectives in 2021-22:



**1.7 million**  
children in England were persistently absent from school in autumn 2021<sup>1</sup>



**One in six**  
children in England were likely to have a mental health disorder, for the second year in a row<sup>2</sup>



**3.9 million**  
children (27%) in the UK were living in poverty<sup>3</sup>

PG  
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- 1. To focus our resources on our core mission – supporting vulnerable children and young people through our frontline 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**

In February 2022, recognising the unique toll the pandemic had taken on our people – both personally and professionally – we felt it was right to add an additional objective:

- 4. To invest in our colleagues to become an ‘employer of choice’ in the sector**

Since adding this fourth objective to our Strategy, we’ve made the decision to award employees a 5 per cent pay increase in 2022-23. We will report further on progress against this additional objective in our next Annual Report.

<sup>1</sup> <https://www.childrenscommissioner.gov.uk/2022/06/15/the-childrens-commissioner-publishes-voices-of-englands-missing-children-report>

<sup>2</sup> <https://digital.nhs.uk/news/2021/rate-of-mental-disorders-among-children-remained-stable-in-2021-after-previous-rise-report-shows>

<sup>3</sup> <https://researchbriefings.files.parliament.uk/documents/SN07096/SN07096.pdf>

## BETTER OUTCOMES FOR MORE CHILDREN



### *Our objectives are:*

To focus resources on our core mission – supporting vulnerable children and young people

To generate as much net income as we can to invest in our vital services

To work with partners to improve the system surrounding vulnerable children and young people

To invest in people to become an 'employer of choice' in the sector

### *We will be guided by:*



### *Our values are:*

Respecting the unique worth of every person

Encouraging people to fulfil their potential

Working with hope

Exercising responsible stewardship

# 357,276

children, young people, parents and carers were reached by Barnardo's and its partners in 2021-22

## We supported:<sup>4</sup>



### 82,442

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



### 220,958

people through our 71 **children's centres and family hubs**



### 53,876

people through our **school-based programmes**

## In 2021-22, we supported:<sup>5</sup>

**6,333** through our child abuse and exploitation services

**1,112** children in care

**89,647** with early support

**2,788** care leavers

**168,342** with family support

**50,081** with mental health support



## 794 services and partnerships throughout the UK

Northern Ireland **84** services | Scotland **162** services | Wales **58** services | England **490** services



**7,427** colleagues



**15,585** volunteers



**605** retail shops

<sup>4</sup> 132,791 service users in Children's Centres and Family Hubs were from the Essex Child and Family Wellbeing Service which is a partnership with Virgin Care. The count of users reflects the number of people worked with by the service as a whole.

<sup>5</sup> The total count shown in this table, 357,432 does not match 'Total service users' due to service users who received multiple categories of service being counted once in each category.

## PROGRESS AGAINST OUR OBJECTIVES

### Objective 1: Focus our resources on our core mission – supporting vulnerable children and young people through frontline services.

In recent years, we have significantly increased our reach. In 2021-22, we supported over **350,000** children, young people, their parents and carers – up from just under **250,000** in 2015. We have also increased our individual, or one to one support, from **71,400** in 2015 to over **80,000** in 2021-22.

These figures are not directly comparable, because since 2019 we've included the numbers of children and families reached through our partnerships. In 2015, we didn't include this data in our figures. We're clear that to deliver on our Strategy, it's important to work with others to create the services children need. This will help us to change health and social care systems for the better.

Our overall reach in this financial year was lower than the year before. This is largely due to the conclusion of the Government-funded Covid-19-response programme, See, Hear, Respond, which supported children struggling as a result of the pandemic who did not qualify for statutory support.

Together with our partners, this year we reached **357,276** children, young people, parents and carers. This includes:

- **82,422** people through one-to-one support
- **220,958** through **71** children's centres and family hubs in **18** local authorities, including 132,791 through our Essex Child and Family Wellbeing Service
- **53,876** through our school-based programmes

We reached:

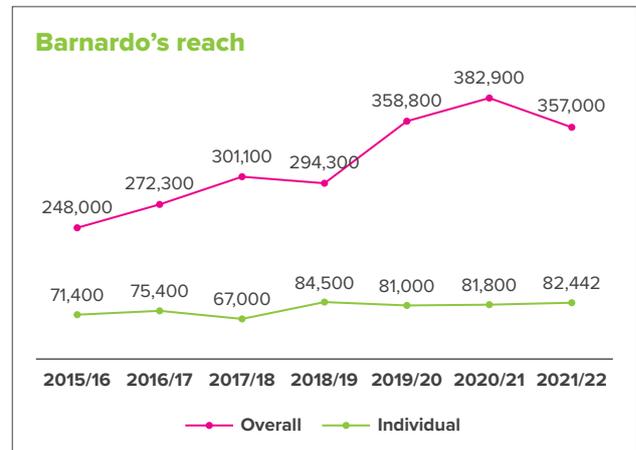
-  **6,333** through our child abuse and exploitation services
-  **1,112** children in care
-  **2,788** care leavers

 **89,647** through early support

 **168,342** through family support

 **50,081** with mental health support

During this period we also placed **124** children with adoptive families and supported **976** young people to live with our foster carers.



### Helping children, young people and families seeking sanctuary in the UK

During 2021-22, events around the world forced children and families to flee their homes and seek safety in the UK.

As well as the continued arrival of families from Syria, Summer 2021 saw the arrival of over 12,000 refugees from Afghanistan. In early 2022, the Russian invasion of Ukraine forced families to move away from the war zone there.

Barnardo's has supported these very vulnerable children and families in different ways:

- Our helpline supported people arriving in the UK, including **702** children and young people with mental health needs.
- We ran individual stay and play sessions in designated refugee accommodation, for example in London and Warwickshire.
- Through our partnerships with Vodafone and Raspberry Pi, we distributed electronic equipment to families who needed it to communicate with authorities in the UK and relatives at home. We also supported refugee children's learning and education by providing them with computers and tablets. By the end of March 2022 we had provided **850** mobile phones with six month's credit, **750** tablets and **200** computers to families.
- Through our Home Office contract we supported Hong Kong families relocating to the UK under the British Nationals Overseas scheme. Our helpline was used by **200** families during a six month period (this includes around 40 families before the end of 2021-22).

When Russia invaded Ukraine, we set up a specialist helpline to support refugee families and UK hosts with the settling-in process. This opened in mid-March 2022 and supported around **6,500** people in its first three months. We have helped refugee families to register with schools and doctors, and made sure they have toys and learning support for their children. Moving forward, we are working to help safeguard refugee families, offer therapeutic support to recover from trauma, and assist with finding accommodation.

### Independent Child Trafficking Guardians

We provide specialist support to thousands of children who have been trafficked into, out of and within the UK.

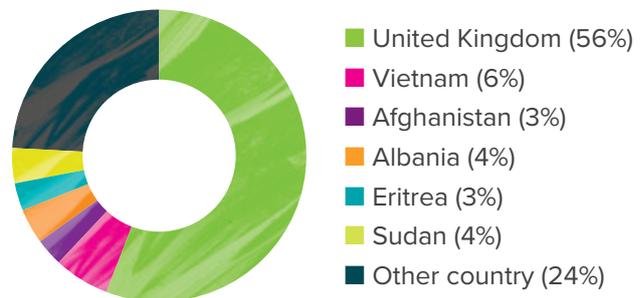
We support these children who have often suffered significant trauma by:

- building trusting relationships
- helping them navigate the criminal justice, immigration and social care systems
- providing practical support, such as help with housing, medical needs and education
- providing emotional support and assisting with access to specialist mental health services
- training and supporting other professionals working with children so they can spot the signs of trafficking and take the action necessary to keep children safe

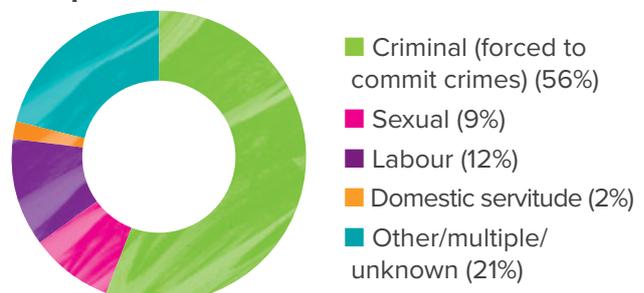
Barnardo's is commissioned by the Home Office to provide the Independent Child Trafficking Guardians (ICTG) service in two thirds of local authority areas across England and Wales. It's underpinned by Section 48 of the Modern Slavery Act 2015. This work plays an important role in the National Referral Mechanism, which identifies potential victims of trafficking in the UK, so that they can be supported and protected.

In 2021-2022, we expanded and extended the provision of the ICTG Service to 2/3rds of local authority areas across England and Wales. This includes piloting support for young people turning 18 and providing additional support for children with exceptional needs. During the year we supported over **1,400** children who have been trafficked from more than **40** countries. We are calling on the government to roll the ICTG service out nationally.

#### These children were from:



#### These children had suffered the following types of exploitation:



## AMARI'S STORY

Amari fled Eritrea at the age of 13 for fear of being recruited into the army, and has dreams of becoming a paediatric nurse. Amari was exploited on her journey to the UK and it continued when she arrived.

At the age of 16, Amari was identified as a victim of trafficking and referred to the ICTA service. After a move from another part of the UK, Amari eventually settled in Greater Manchester. It took a lot of gentle and consistent work to build a trusting relationship with Amari. Her traffickers were still in contact and had a strong influence over her for several years.

Through the support of Barnardo's independent guardian, Amari slowly began to build the resilience she needed to be able to focus on herself. She also started engaging in work that would help her develop the skills she needs to fulfil her dreams.

Amari spoke of her wish to be an independent woman with an education, a good job and her own home. Her independent guardian worked closely with the professionals around Amari to create a safe and nurturing environment, which gave her the space and support to become independent. Amari was given a say in where she wanted to live and study, and the level of support she felt she needed. The professionals listened and responded, and this gave Amari a feeling of empowerment.

Now Amari is in college, and working towards a health and social care qualification. She has her own flat and is truly independent. She has the confidence, strength and resilience to help her build the life she has dreamed of.



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

The second year of the pandemic continued to be challenging for the charity sector, particularly fundraising. While shops were largely open, it was challenging to adapt to Covid-19 regulations and safety measures. Meanwhile, face-to-face fundraising and events remained largely impossible, so we had to rethink our fundraising approach.

The Barnardo's community has been remarkable throughout the pandemic. A wide range of supporters have continued to donate, and increase their contributions, to the charity.

**We are deeply grateful for the enormous generosity of all our supporters, who in these difficult times enabled us to fundraise and meet our target of £41.5m (£32.7m net), including legacies.**

This tremendous result for children and young people was driven, in particular, by fantastic ongoing support from our regular givers and increased supporter retention which improved by **5.2 per cent**.

### Inspirational trusts and foundations

On behalf of the children, young people and families we support, we want to thank all the philanthropic individuals, trusts and foundations who supported the charity during this year. Their continued belief in Barnardo's allowed us to deliver vital support when it mattered most.



### The People's Postcode Lottery

Our landmark partnership with the People's Postcode Lottery (PPL) contributed **£2.56m** to Barnardo's in 2021-22. The funding was distributed across vital services and played a specific role in:

- our work to improve outcomes for Black and Asian children and young people

- helping us to develop new, innovative services to support children's health and wellbeing
- our GAP Homes initiative, which is about improving accommodation for vulnerable young people leaving the care system

Our long-term partnership with PPL has helped us respond in an agile and responsive way to the changing needs of children and young people. We are delighted to be receiving another £3m per year over the next three years through the partnership. We look forward to working together to achieve our shared aims.

### The Katherine Martin Charitable Trust

The Katherine Martin Charitable Trust has been generously supporting Barnardo's for over 60 years. In 2021-22 we received £175,000 to support children, young people and families in and around North East Lincolnshire. This wonderful gift went towards our Safe Harbour service, which provides therapy for those who have been abused or neglected.

Our Head Start service also received funds to help provide mental health support in schools in Hull. The remaining donation was allocated to our Lincolnshire Leaving Care service, which helps young people leaving care to live independently in the community.

### The Moondance Foundation

The Moondance Foundation is one of Barnardo's leading charitable supporters in Wales. We were delighted to be awarded £210,000 in 2021-22 to support young people in Swansea and Denbighshire who have been in care. The grant allowed our teams at the Bays+ and Cyfle services to be flexible and tailor support to individual needs. The money was used to cover the cost of housing and employment support, as well as group activity days and gift vouchers at Christmas.

### Community fundraising in extraordinary times

Throughout 2021-22, the pandemic continued to pose huge challenges for face-to-face fundraising, with large events being cancelled, moved, or severely reduced in number. The 'go to' fundraising activities that supporters can usually get involved in were impossible to organise.

That said, we were bowled over by the tenacity of our supporters like 12-year-old Nelson Fraser. He spent the last 12 days of Christmas playing his trumpet outside 12 different hospitals to raise an inspirational **£3,988.14** for Barnardo's.

The resilience and commitment of our network of volunteers was exemplified by the Suffolk Barnardo's Helper Group. They organised tennis competitions across the county, drinks and lunch receptions, and a Christmas Fayre for the second year running.

Everyone in the charity sector was thrilled that the TCS London Marathon was able to take place, albeit later in the year. This year, runner Rich Morgan earned the title as our highest fundraiser, raising an extraordinary **£13,335**. A huge thank you to all of our amazing marathon runners.

We tested a number of new fundraising activities this year, both online and face-to-face. This included Race Santa with 523 people running and walking 24 miles in 24 days in the run up to Christmas. Also, 2,969 people came on board to knit, stitch or crochet for Crafty Kidsmas.

As we move into the post-pandemic world, we're building a programme of fewer, better, bigger fundraising campaigns, with a focus on creating even better opportunities for supporters to get to know Barnardo's.

**Transformational corporate partnerships**



**Amazon – delivering positive futures for young people leaving care**

In 2021-22, we set up The JOBS Project in partnership with Amazon. This supports vulnerable young people, including those leaving care, to overcome challenges and secure employment, including with Amazon. It includes a 10-week programme called The Journey of Becoming Successful, which we designed with 15 young people. The programme was piloted in Tilbury with three further locations added for 2022-23. Over the next five years, another six locations will be added.

Over the financial year 2021-22, Amazon contributed over £2.5m to Barnardo's through a range of activities including; Amazon Smile, Kidsmas parties, product

donations and The JOBS Project; a joint initiative to help young people learn employability skills, build confidence and provide positive routes into employment or further education.

**Enterprise Rent-A-Car – driving healthy futures**

Launched in 2021-22, Barnardo's partnership with Enterprise Rent-A-Car promotes healthy cooking on a budget. The car hire company has funded the training of over 120 Barnardo's colleagues to run cooking workshops in local communities. Enterprise has also donated **£100,000** of food vouchers for those most in need. We've also produced a set of resources with the British Dietetic Association for Barnardo's Family Hub. This includes, cooking videos featuring Enterprise colleagues and starring Ruby Bhogal of *Great British Bake Off* fame.



**IKEA – no place like home**

Barnardo's partnership with IKEA delivered transformative impact for care experienced young people in 2021-22, with the publication of our No Place Like Home report. This was based on new research, led and informed by young people who had left the care system, about the challenges they and others like them face when transitioning to adulthood.

The report made seven key recommendations, five of which were reflected in the Independent Review of Children's Social Care in England.

Our partnership has also brought to life two GAP Homes for vulnerable young people leaving care, and helped us to refurbish countless Barnardo's services. With IKEA's support, we will shortly be launching the next stage of our Life Labs programme supporting care leavers to gain life at home skills. In recognition of all this work, the partnership was highly commended at the Business Charity Awards.



### Saint Gobain – building positive futures for young people in care

Our partnership with Saint-Gobain overcame all of the odds imposed by lockdown to raise an incredible **£140,000** for Barnardo's during 2021-22 through events including the Jewson Monster Walk and Pedal for Pounds.

Employees from across Jewson jumped on bikes at their sites across the UK in a battle to see who could travel the furthest whilst raising money for Barnardo's. The funds raised supported the Barnardo's Construction Academy in South London helping vulnerable young people, including care leavers to secure employment, and to support our GAP Homes project and Children's Emergency Appeal. This year, our work together was highly commended at the Business Charity Awards in the category of Project of the Year.



### Vodafone – Great British Tech Appeal and Discover Digital

In 2021-22, Vodafone's Great British Tech Appeal supported thousands of families and young people across the UK who didn't have access to a device at home. The appeal asked customers and the public to donate their old devices, with over **10,000** people benefiting from mobile phones, tablets and computers.

***“The first tablet I distributed went to a young boy who is currently in care. The device enabled him to catch up on school work. He's now having video contact with his parents on a regular basis.”***

Barnardo's Edge of Care Project Worker

Together, we've also helped **2,474** young people gain crucial digital skills to help them find jobs. The tremendous impact of our work together has been recognised with a Better Society Award for the category Partnership with a National Charity – Children.

## Retail and trading

Total sales across our retail estate grew **158 per cent** year-on-year to **£78m**, driven heavily by lockdown measures easing and the re-opening of the high street.

Ecommerce sales (ebay and our online shop) continued to grow healthily in 2021-22 to **£2.1m**, up **79%** year-on-year, as donated stock levels increased following the Covid-19 lockdowns. This helped to achieve a **65% increase** in the net income that helps us deliver vital services to children and families across the UK.

### Introducing Barnardo's Superstores

During 2021-22, we successfully opened our first of three superstores in Coventry, Bradford and Bournemouth. This was especially welcome following the forced closure of our shops during the first Covid-19 lockdown.

A superstore differs from our standard shops, firstly in terms of size and scale but also because of location. They're situated in out-of-town sites such as retail parks.

With the average size of a superstore being 10,000 square feet, we're able to sell a range of products including furniture, white goods and refurbished bicycles. We've also increased the amount of donated products we sell.

This has helped to increase the number of customers coming into the stores as they know they can buy great quality items at affordable prices. As a result, our superstores are bringing in around **three and a half times** more income a week than one of our standard stores.



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

### How do we change a system?

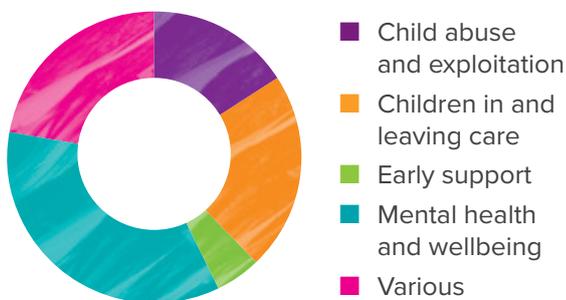
Systems thinking describes a way of looking at and tackling problems which are often messy and difficult. It's about finding out which parts make up a system, how they affect and interact with each other, and suggesting how altering one or more of these parts might create change. The end goal is to act on this and create lasting and significant change to the way things work. This is known as systems change. It's important that the end goals are agreed and clear, for example, **specific improved outcomes for children and young people**.

### Barnardo's Foundation

The Barnardo's Foundation was launched in Spring 2020 to achieve better outcomes for children and young people. Voluntary funds are invested in projects that focus on innovation and learning – and have long-lasting change.

In its first full financial year, Barnardo's Foundation invested almost **£9m** in **20** exciting projects across the UK. These projects test innovative ideas, and replicate and scale successful programmes. New evidence is collected and shared as best practice.

### Projects funded



One of the projects funded through the Barnardo's Foundation is pioneering 'social prescribing' – which is where health professionals refer children and young people to a range of local, non-clinical services, such as sport and recreational opportunities. Based in Cumbria, the project aims to reduce children and young people's anxiety, stress, social isolation, and loneliness. Our

funding will enable this work to become the largest social prescribing project for children and young people in England and with the evidence we generate, it will help influence practice on a national scale by demonstrating the difference this approach can make to improving mental health and wellbeing.

As part of our charity-wide commitment to becoming an anti-racist organisation, we've dedicated funds to reduce the level of systemic racism faced by children and young people, and to help mitigate its effects. By the end of March 2022, the Barnardo's Foundation committed **£0.5m** to this work with another **£1m** committed in the first half of the following year.

Our commitment to evidence and learning means every project we fund is given dedicated support to enable them to track the impact they are having on children and young people, and provide accountability to our generous funders and supporters.

We also set up an Advisory Board drawn from experts outside Barnardo's, with an emphasis on people with 'lived experience' to help guide our thinking and strategy.

### Strategic partnerships

We're committed to improving children's outcomes through high-quality services and by working collaboratively with partners to support, protect and empower young people.

To achieve this we work to form strategic partnerships, which are different from traditional, transactional relationships between commissioners and delivery partners. Based on shared values and goals and a strong sense of trust, the aim is that when a strategic partnership comes to an end, children and young people will continue to receive a better service, and a more child-centred approach to meeting their needs.

### Rethinking the care journey in Brent

We are midway through a strategic partnership with the London Borough of Brent. This has involved working with **193** young people who've been in care to help them create change in their local area.

Over **40 per cent** of young people coming into care in Brent are 16+, which is linked to a national trend whereby, on average, children are coming into care at an older age.

The programme uses what we call a 'dandelion' approach to planting, nurturing and embedding systems change:

- bringing care experienced people into professional spaces through a whole range of roles, including employment, tailored to individual needs
- achieving meaningful buy-in from the local authority, in spite of the acute pressures they, and many others, face
- helping to base more social care practice on relationships

Young people involved in the programme have:

- improved confidence to learn and try new things, as well as a feeling of having real influence
- solidarity with each other and feel less lonely
- greater maturity and an ability to build connections
- improved self-esteem and a sense of pride

### A fresh approach to mental health in Renfrewshire

Launched in 2019, the strategic partnership between Barnardo's and Renfrewshire Council is focused on systems change to improve outcomes for children and young people's mental health and wellbeing.

Barnardo's investment in the partnership has been aligned with additional funding streams to create an ambitious programme of work, with a focus on children and young people aged five to 24. To date, this resulted in access to psychology-led drop-in sessions for **145** families, and training for **254** staff.

The interventions being tested form a 'no wrong door' approach that works around the needs of children, young people and their families. Funding is allocated to a range of interventions, including digital and peer support and outdoor and creative activities, co-designed with children and young people. The partnership has invested in capacity building across the workforce with training, supervision, and implementation support across a range of psychologically-led interventions.

In February 2022, the partnership launched a new digital platform, providing young people, families and professionals with a first point of contact to receive information on the support available and how to access it.



### Transforming mental health provision in North Tyneside

A strategic partnership between Barnardo's and North Tyneside Council launched in 2019 to improve the mental health and wellbeing of children and young people aged five to 15.

The partnership has focused on improving early intervention and prevention for 100 families who don't meet clinical thresholds for Child and Adolescent Mental Health (CAMHS) services. This includes setting up a sleep clinic to provide community based interventions to the high number of children and young people presenting with sleep disorders across North Tyneside.

At the end of 2021, North Tyneside launched a new five year Children and Young People's Mental Health and Emotional Wellbeing Strategy, which was strongly influenced by the partnership and co-branded between the council, clinical commissioning group, Barnardo's, and Northumbria Healthcare.

### Improving infant mental health in Northern Ireland

Attachment, Bonding and Communication Parent Infant Partnership (ABC PiP) is a partnership between the South Eastern Health and Social Care Trust (SEHSCT) and Barnardo's in Northern Ireland. We're also working with TinyLife, which provides support to families with premature babies. The ABC service launched in January 2019 with three main aims:

1. To review infant mental health services and identify what is working well and any gaps in local provision.
2. To offer a specialist infant mental health service for families experiencing difficulties.
3. To increase the skills of infant mental health workers through education, training and support.

The work is supported by the Parent Infant Foundation (PIF), which develops specialist parent-infant relationship teams across the UK.

To date, the programme has supported over **300** families and has provided **600** training opportunities for professionals working in infant mental health.

The partnership has been driving long-lasting change for families by raising the profile of the service, both regionally and nationally. The Barnardo's lead for the service is also the chair of the Association for Infant Mental Health Northern Ireland. They've been working collaboratively with a range of partner organisations to influence the policy agenda.

The Stronger from the Start (SFTS) Alliance is a collaboration between the Association for Infant Mental Health Northern Ireland and organisations from across the community and voluntary sector. They're working together to amplify relevant issues in Northern Ireland and to campaign for meaningful change in policy and practice. The SFTS Alliance launched its manifesto in February 2022, calling for all political parties to commit to action to improve infant mental health.



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

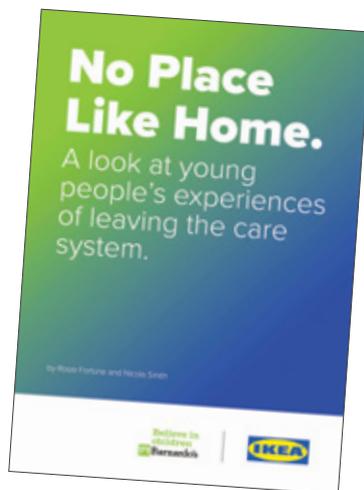
Throughout 2021-22, Barnardo's brought the voice and experience of children and young people direct to decision makers, influencing policy change locally and nationally across the four nations of the UK.

In this period, Barnardo's was mentioned **117** times in legislatures across the UK.

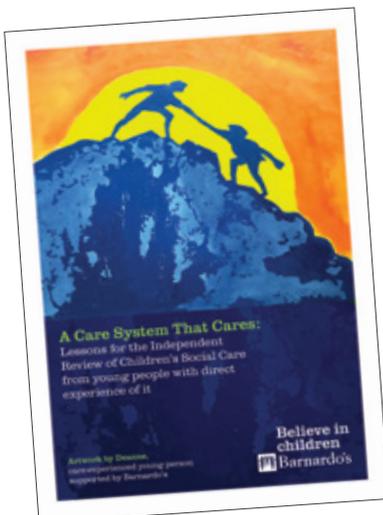
### Westminster highlights

- Published *It Takes a Village*, which showcased cost savings from our Isle of Wight service and made the case for the expansion of family hubs, successfully secured in 2021 Autumn Budget.
- Published new evidence aimed at influencing the Independent Review of Social Care in England:

*No Place Like Home*, developed in partnership with IKEA, highlights the experience care leavers have of accommodation. Five of our seven recommendations were adopted by the Independent Review of Children's Social Care.



*A Care System That Cares*, which contains a checklist of recommendations co-created by care-experienced young people supported by Barnardo's.



- Led a coalition calling on the Government to introduce compulsory age verification for commercial pornography sites which they did in the Online Safety Bill. Meanwhile, we gathered over 1,000 signatures for our open letter to pornography sites, calling for immediate action to keep children safe online.
- Achieved amendments to the Health and Care Act, including protection for young carers when their relatives are discharged from hospital – working in partnership with Carers UK.
- Launched a report shining a light on the hidden nature of child criminal exploitation (CCE) demonstrating the gaps in recording and identification of child victims.
- Hosted a joint fringe event with the NSPCC at Conservative and Labour Party conferences.

### Devolved nations highlights

- In **Northern Ireland** we launched a manifesto – *An Assembly for Children*, ahead of the elections with 20 MLAs attending the launch in Stormont.
- We gave evidence to the Communities Committee of the NI Assembly on the financial impact of Covid-19 on charities, and successfully influenced policy and legislation on unaccompanied asylum-seeking children, justice and adoption.
- In **Scotland** we gave oral evidence to inquiries into young people's mental health and wellbeing and the Scottish Attainment Challenge. We also secured debates in the Scottish Parliament, arranged service visits for MSPs, and supported the campaign to double Scottish Child Payment.
- In **Cymru** we held focus groups to influence policy on mental health; gave evidence to an inquiry on care experienced young people and their children; and arranged visits for MPs and MSs.
- We also supported the launch of the #EndingPhysicalPunishment campaign in Wales.

## STRATEGY ENABLERS

We will be...

### Digital and data-led

During this period, we reflected on the importance of data and being data led in everything we do at Barnardo's. We believe this approach is critical to:

- running high-quality services that meet children's needs
- raising vital income
- understanding and responding to our diverse community of colleagues and volunteers

In 2021-22, we:

- launched our Data and Insight programme and developed the charity's Data Governance Framework, which is a key foundation, along with data culture and literacy work, to improving the quality of our data
- continued to improve our IT and technology. This includes using modern cloud computing that gives colleagues access to storage, files and software, through their internet-connected devices. We have also begun to build and test tools that will help us use data more effectively in decision-making.
- implemented MS Office 365 across the charity, to provide a modern, secure and scalable email and document solution
- replaced out of date laptop and PC devices across the charity, changing them for devices designed to support our expanding cloud-based technologies
- continued to demonstrate the value of our services through data and economic analysis. For instance, our *It takes a village* report showed that in our family support services on the Isle of Wight, for every **£1** invested in the service, the saving in costs to the state amounted to about **£2.60**. Based on this, we concluded that for families that we helped in the previous year, this single service produced savings to the state of approximately **£1m** in 2020/21

## We will be strongly focused on... Equality, diversity and inclusion

At Barnardo's, we believe that equality, diversity and inclusion should be part of our 'business as usual' and a thread running through all our work. Our colleagues, volunteers and the children and young people we support must represent every part of our society.

To provide high-quality services that meet children's needs, we must understand young people's context and identity. At the end of 2021-22, we had data on the:

- ethnicity of **91.2** per cent of the people we support
- disability of **88.4** per cent of the people we support
- sexual orientation of **67** per cent of the people we support.

Building on these numbers will continue to be a key priority.

We know that the effects of the pandemic remain disproportionately acute for certain communities.<sup>6</sup> Poverty and mental health, which are often compounded by the impact of Covid-19, are especially prevalent in communities where there is inequality and discrimination. We remain conscious of this when supporting children, young people and their families, as well as our colleagues and volunteers.

We continue to invest in our equality, diversity and inclusivity networks (Women's, LGBT+, Disability and Race) and have set up a group to consider issues relating to intersectionality, so that we can better understand and respond to the needs and experiences of all our colleagues.

Our journey to becoming an anti-racist organisation continued in this period, holding webinars, cascading anti-racism learning, rolling out a 'Licence to Recruit', and piloting training on how to be an anti-racist manager.<sup>7</sup>

Our Women's Network for colleagues and volunteers worked on: our approach to domestic abuse; creating safe spaces; developing a mentoring scheme; and setting up a menopause group which has proved especially popular.

Our LGBT+ Network has: carried out work on so-called conversion therapy; had a presence at Pride events; and held a series of workshops for children and young people during LGBT+ History Month.

<sup>6</sup> COVID-19 mental health and wellbeing surveillance: Spotlights – GOV.UK ([www.gov.uk](http://www.gov.uk))

<sup>7</sup> This training supports teams and managers to recruit without bias and is required for anyone leading on recruitment at Barnardo's.

With the support of the Disability Network, we have carried out training on the social model of disability and disability equality. This is helping us to raise awareness of the definition of disability and the adjustments that disabled people may need in the workplace. We've also improved the accessibility of our website and are working towards achieving Disability Confidence Leadership (Level 3) status, a government initiative.

We've changed our recruitment process to help improve people's confidence in disclosing their personal data. We've also seen an increase in colleagues joining the charity from diverse backgrounds.<sup>8</sup>

Throughout 2021-22, we increased the number of equality impact assessments we carry out in our work. We also produced evidence that we're meeting our Public Sector Equality Duty to eliminate discrimination, foster good relations and advance equal opportunities.

Going forward, we are working on a different approach to how we do equality, diversity and inclusion at Barnardo's, refreshing and embedding our action plan to make it relevant and meaningful to everyone in the our community.

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## We will be... Committed to Learning

In the second year of the pandemic, Barnardo's continued to develop and embed relevant, accessible learning opportunities through The BU, Barnardo's corporate university.

This is even more relevant as we settle into a 'new normal' after the height of the pandemic. The new ways of working that we were challenged to embrace overnight, have led to a flexible and genuinely blended approach in the design and delivery of learning, mostly through digital means.

Our colleagues have told us that they want more opportunities for learning and professional development. In response, The BU:

- is providing a one-stop shop for individual learning, learning together and sharing expertise
- offers learning and development support for our colleagues and volunteers, and soon for our partner organisations and young people



- shares access to training, learning pathways, knowledge resources and professional development opportunities
- works collaboratively across Barnardo's to improve services and embed a culture of learning

This year we made sure that colleagues and volunteers could access our online **b-Learning** platform on their personal devices. During this time, **2,041** new users enrolled on b-Learning courses, including **1,413** volunteers.

We also launched a new **prospectus** to make accessible to all colleagues new learning and development opportunities that strengthen the skills and deepen the experience they need to deal with the challenges ahead.

The BU supports people to progress in the workplace, including underrepresented groups. So far, **83** colleagues have taken part in our flagship Emerging Leaders development programme. In line with our commitment to equality, diversity and inclusion, we particularly welcome applications from colleagues from Black, Asian and other minoritised communities, as well as from disabled colleagues and women. Also, more than **80** senior leaders and junior colleagues have benefited from our Reciprocal Mentoring Programme.

We've also developed resources for people working at home and to support colleagues' mental health and wellbeing. Demonstrating our continued commitment to equality, diversity and inclusion, we've worked with colleagues to design several courses to support our anti-racist commitments<sup>9</sup>, including training on becoming an anti-racist manager.

We know we have further to go in delivering our commitment to become a truly learning organisation. It's why one of our next priorities is to revise our induction process, to ensure new colleagues have the knowledge they need right from the start, and the encouragement to begin their own learning journey.

<sup>8</sup> The social model of disability says that it is **society which disables impaired people**. Some of the key ways people are disabled by society are: not having information in formats which are accessible to them. An illustration of the social model of disability in practice would be a town designed with wheelchairs in mind, with no stairs or escalators

<sup>9</sup> <https://www.barnardos.org.uk/barnardos-commitment-tackling-racism>

## WORKING WITH OUR VOLUNTEERS

Volunteers play a vital role in delivering our charitable objectives.

**Whether helping customers in a shop, doing essential admin or working directly with young people at a service, our volunteers make a huge difference to children's lives.**

**During 2021-22:**



**15,585**

people volunteered at least once for Barnardo's



**1.8 million**

hours were contributed by volunteers to the charity's cause



**11,613**

are regular, active volunteers

Volunteers contribute to our work in many different ways. We have over 100 different volunteer roles available at the charity, working across Children's Services, retail, fundraising and our support functions.

Volunteers also help us to respond and adapt to changing circumstances. For instance, we have developed a number of voluntary roles to help us provide vital support for refugees, in response to the Russian invasion of Ukraine.

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A primary focus for this year was the reengaging volunteers across the charity following the Covid-19 pandemic. This was especially important in the context of retail, with our shops having closed throughout the pandemic, leaving many volunteers unable to engage in the usual way for over a year.

Volunteer coordinators, managers and our central team have worked hard to support people to return safely to their roles. This has been underpinned by the development of new resources, guidance and processes.

Whilst we have seen a small reduction in the number of volunteers compared with before the pandemic, our volunteer community has contributed a greater number of hours. Volunteer satisfaction remains strong with **95.8 per cent** of volunteers saying they would recommend volunteering with Barnardo's to a friend (based on a survey of 723).

During this financial year, we also made structural changes to the way we support volunteers across the charity, which has prompted a review and refresh of our wider approach to volunteering. This will be reflected in the next Annual Report.



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