



Barnardo's Corporate Strategy Refresh 2019



Progress we have made

Barnardo's ten year Strategy – which we launched in 2016 – is our commitment to work with children, young people, their parents and carers to help build stronger families, safer childhoods and positive futures. Much has changed over the first three years of the life of this Strategy, and we believe it is the right time to take stock of how effectively we are fulfilling our commitments and what we should give particular priority to over the next phase of the Strategy.

Three years ago, we made eight core commitments:

1. By 2025 we want to be supporting 300,000 children, young people, parents and carers.

In 2018/2019, we supported 294,300 children, young people, parents and carers.

2. We will target our support for stronger families.

We have seen growth in our family support service users. 42% of available Voluntary Funding* (VF) was spent in 2018/19 on early support, family support and mental health services, up from 26% in 2014/15. Increased reach has allowed us to understand better the challenges faced by children, young people, parents and carers today and to meet their needs. We launched our Mental Health and Wellbeing Core Priority Programme, investing in transforming our services in a vital area for all children and young people.

3. We will work even harder for safer childhoods.

25% of available VF was spent in 2018/19 on child sexual abuse and looked after children services, up from 20% in 2014/15. We launched our Child Sexual Abuse Core Priority Programme, investing in transforming our services in a vital area for the protection of vulnerable children and young people.

* Money raised through fundraising and our shops

4. We will focus on positive futures.

15% of our available VF was spent in 2018/19 on leaving care/accommodation support services, up from 10% in 2014/15. We launched our Children In and Leaving Care Core Priority Programme, investing in transforming our services in a vital area for young people moving towards adulthood.

5. We will become a digital, diverse and learning organisation.

On digital, we have developed new skills, improved how we manage our data and generate new income. We are also developing new service and fundraising tools and a new website, and making progress in ensuring our people have the kit they need to do their jobs. On diversity, we have improved our systems and data to demonstrate that Equality, Diversity and Inclusion is at the core of our business, benchmarking and validating our progress independently through Stonewall, MIND and Business in the Community benchmarks. Name-blind recruitment has been implemented. On learning, we have started the journey to become a true learning organisation by fulfilling our annual 3 Day Learning commitment as well as implementing key learning opportunities such as the Emerging Leaders Programme, Retail Academy and Apprenticeship Programmes.

6. We will increase our volunteers from 15,000 to 25,000 and their contributions in kind from £20m to £30m.

Our number of volunteers has risen to over 20,000 by 2018/19, increasing our in kind contributions to £24m.

7. We will spend more than £250m on children's services by 2025.

We spent £196m in 2018/19, down from £200m in 2015/16.

8. We will have at least doubled our net fundraising and retail income from £23m to £50m.

We raised £27m net fundraising and retail income in 2018/19, up from £23m in 2015/16.



Additional commitments

Overall, Barnardo's is on track to achieve most of the ambitions of our Strategy.

We believe that this is a strong vindication of Barnardo's commitment in 2016 to move away from short term plans and concentrate on the long term, and focus on priority areas that transform the lives of vulnerable children and young people.

In 2016, we identified that demand for Barnardo's services was to increase. Three years later, demand continues to increase and we also know that children and young people's needs are becoming ever more complex. However, there are significant additional challenges ahead including continuing economic and political uncertainty, a tough fundraising

environment, different markets for commissioning young people services – in particular the expected acceleration of integrated commissioning of health and social care services, changing attitudes towards charities and new risks and threats to the wellbeing of vulnerable individuals and communities.

The world is changing fast which means that Barnardo's must continue to change what we do and how we do it if we are going to remain a constant force for good in the lives of the children, young people, parents and carers who depend on us. This imperative not only relates to our direct work, but extends to our role in changing and improving the wider system of delivering services to vulnerable children and young people across the UK, which is too often incoherent, ineffective and insufficiently child-focused.

Overarching commitment

Our overarching commitment remains **to change the lives of vulnerable children and young people within our broader work with families and communities, giving them hope and helping them to realise their full potential.** Alongside commitments carried forward from the first three years of our strategy, Barnardo's will give priority to the following:

Additional commitment 1

We will understand and build on the experiences of children and young people, their parents and carers, using our scale, knowledge and expertise to drive systems change within governments, public services and society as a whole.

What this means for our Partners:

- We will take a more assertive and challenging (yet still measured) stance on key issues relating to vulnerable children and young people
- We will build a systematic basis for listening and acting on the voice of children and young people within our influencing work and through all of our change programmes, engaging with Partners where we can
- We will build and spread our knowledge and expertise in delivering children's services through creating the Barnardo's corporate university ('The BU')
- We will assess impact through annual surveys of critical stakeholder groups, including our service users and our key partners

Additional commitment 2

We will drive change that prevents harm and delivers long-term sustainable impact for children and young people, working with partners across agencies, communities and volunteers – including in the rapidly changing health and social care sector.

What this means for our Partners:

- Building on our knowledge and experience from our existing base of more than 49 NHS contracts, we will bring in new capability and capacity to assess the opportunities, challenges and our response to the emerging integrated health and social care strategic partnership market
- If appropriate, we will build an operating model to compete for integrated health and social care contracts
- We will further develop and learn from our existing Strategic Partnerships – in Essex, Birmingham, Leicestershire, North Tyneside, Renfrewshire, Brent, Plymouth and elsewhere
- We will assess impact through quarterly growth trends and range of contracts while demonstrating high quality standards/annual progress review of range and impact of Strategic Partnerships

Additional commitment 3

We will invest our voluntary funds in programmes that demonstrate impact and rises to the challenges and opportunities faced by vulnerable children and young people now and in the future.

What this means for our Partners:

- We will establish a 'Foundation' to distribute voluntary funds on a transparent and innovative basis, and scrutinise the impact it achieves
- We will pursue tangible projects and increased transparency around spend to support fundraising
- We will demonstrate a growing proportionate impact of our work on targeted and individual work at the higher end of vulnerability, working with Partners wherever possible
- We will assess impact through an annual indicator of positive change in our service performance/quarterly proportionate increase of vulnerable service users, as a proportion of total service users

Additional commitment 4

We will further grow our net fundraising and retail income including broadening our supporter base and ensuring we pursue innovative opportunities.

What this means for our Partners:

- We will continue to invest in brand and fundraising to support our long term ambition
- We will diversify our donor base, reaching out to new communities (e.g. BAME, Faith Groups)
- We will assess impact through quarterly tracking of VF¹ raised through fundraising/retail income

Additional commitment 5

We will increase our efficiency and effectiveness alongside our journey to become a genuinely digital, diverse and learning organisation.

What this means for our Partners:

- We will learn from great practice any of our Partners are demonstrating on their own journeys towards greater efficiency and effectiveness
- We will share our own insights with Partners as we progress towards become the most digital, diverse and learning Barnardo's we can be
- We will assess impact through delivery of our change programmes

Additional commitment 6

We will engage, develop and retain our most precious resource – Barnardo's colleagues both paid and unpaid – in delivery of the charity's mission.

What this means for our Partners:

- We will build and launch our corporate university, The BU, as a key development in our continued commitment to learning, working with our Partners in whatever capacity and context helps to fulfil the mission
- We have begun a programme to train all our staff and interested volunteers in trauma-informed practice, and we are working with our partners to become fully trauma-responsive in everything we do
- We will assess impact through quarterly reporting on organisational health indicators

Barnardo's is proud of what we have achieved in the past three years to support Stronger Families, Safer Childhoods and Positive Futures for children and young people. Through this Refresh, we reaffirm our commitment to changing the lives of vulnerable children and young people in delivering even more against those aims over the next three years.





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