



Revised Corporate Strategy –  
**Towards Resurgence**

2020-23

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

## Achieving better outcomes for more children in the Post-Covid-19 era

**Barnardo's remains fully committed to the core aim of our 10 Year Corporate Strategy – achieving better outcomes for more children.**

However, in recent months the world has changed beyond recognition as a result of Covid-19, and to continue achieving our aim we will need to change how we operate. The pandemic is one of the most profound events in Barnardo's 154 year history and has been deeply traumatic for today's young people.

During the economic downturn, it is inevitably the most vulnerable who will suffer most, and sadly we are preparing for a period in which mental health needs are skyrocketing, many more children are expected to come into the care system, and a growing number of families are set to fall into poverty.

However, at the same time, Barnardo's, like many charities, is facing serious financial challenges. Continuing to operate as we are is no longer an option.

We are therefore in a 'perfect storm': our services have never been more crucial, but we have already taken a significant economic hit, and unfortunately our income will continue to suffer in the months and years to come, putting at risk our ability to continue providing a vital lifeline to those who need us most.

As a 'learning organisation' we know we have to adapt and change to meet these challenges. But our ambition goes further. We don't just want to 'recover', but to 'resurge', addressing the financial



pressures head on so that we emerge in the strongest possible position to continue supporting the vulnerable children, young people and families who rely on us in the years and decades to come.

To achieve this, between now and the end of 2023, we will narrow our focus, directing our efforts towards our core purpose: supporting vulnerable children and young people. This will entail a period of consolidation, and possible contraction, where we reduce operating costs, before we grow again. We will need to change how we operate; to stop doing some of the work we do now; to embrace digital-first solutions; and to move towards being a charity without walls (not based in offices).

## During this period, we will focus on three objectives:

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

**To meet these objectives we must remain committed to the three ‘enablers’ in our Corporate Strategy, which are as crucial today as ever before:**

- **Digital:** We will rapidly embrace technology, taking a ‘digital first’ approach. This is essential to our effectiveness and efficiency, and to delivering services that meet the changing needs of children and young people.
- **Diverse:** We will honour our deep commitment to equality, diversity and inclusion, including by playing an active role in tackling racism. This is critical to improving outcomes to our increasingly diverse service users and to respecting and supporting our colleagues.
- **Learning:** We will equip and empower our workforce through The BU, Barnardo’s corporate university. With the world changing faster than ever before, learning and innovation have never been more important to achieving our goals.





## Our three objectives in practice:

### **No. 1 | Focus our resources on our core mission – supporting vulnerable children and young people through our frontline services.**

- 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 Minority Ethnic (BAME) communities.
- Evolve our approach to delivering commissioned work:
  - Moving away from small contracts and towards larger, multi-year, strategic partnerships, where we play a key role in co-designing the delivery model, alongside the commissioner.
  - Enter into contracts only where they are fully funded (as the norm).
- Continuously innovate to develop new approaches to delivery - meeting the changing needs of our service users.
- Embrace new ways of working, including digital tools to minimise the administrative burden on the frontline
- Design our corporate structure around our core purpose of delivering excellent services, whilst reducing our overheads and running costs
- Stop or pause activities outside our core mission or areas of expertise

### **No. 2 | Generate as much net income as we can, to invest in our vital services.**

- Actively pursue new ‘for profit’ trading and commercial opportunities within our areas of expertise
- Maximise the net income from our Retail stores; with a sustained focus on reducing costs and improving our margin
- Review Business Development functions to ensure maximum efficiency and effectiveness
- Streamline our fundraising – focusing only on what delivers significant and measurable return on investment
- Run efficient support systems and processes, that help to maximise the charity’s effectiveness whilst minimising operating costs

### **No. 3 | Work with partners to improve the system surrounding vulnerable children and young people.**

- Form strategic partnerships, including in the health sector, to achieve long-term sustainable change for vulnerable children
- Invest our funds strategically through The Barnardo’s Foundation, 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.



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