



Believe in
children
 Barnardo's

THE BARNARDO'S FOUNDATION

Strategy
2022-2025

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1 What is the Barnardo's Foundation?

The Barnardo's Foundation launched in the spring of 2020 to invest a proportion of Barnardo's voluntary funds in line with the priorities set out in Barnardo's corporate strategy (2016-2025), entitled *Better Outcomes for More Children*.

The Foundation's vision is that vulnerable children have improved life chances through catalytic investments – testing innovative ideas, replicating, and scaling successful programmes, and generating and sharing new evidence and learning.

The Foundation will achieve this vision through four strategies that align to Barnardo's corporate objectives:

- **Focus our resources on our core mission:**
By investing in innovative programmes seeking to create stronger families, safer childhoods and positive futures through an integrated health and social care approach.
- **Generate as much income as we can to invest in our vital services:**
By leveraging funding from trusts, foundations, philanthropy, corporate partners, and others in collaboration with the Fundraising team.
- **Work with partners to improve the system surrounding vulnerable children and young people:**
By supporting funded work to generate evidence and learning and apply it to achieve scalable, sustainable changes in the systems tasked with delivering services to children and young people.
- **Invest in our people to become an employer of choice in our sector:**
By ensuring approaches to equality, diversity and inclusion are applied in all funded work.

The Foundation is uniquely placed within Barnardo's to harness the knowledge, expertise, relationships, and other assets of Children's Services together with the funds and support the Foundation can provide. To do this, it will deepen relationships with additional Children's Services, Data and Insights, Voice and Influence, the BU, and the Equality, Diversity, and Inclusion team.



2 Strategic focus and Investment Principles

2.1 Strategic focus

The Foundation will only support proposals from Barnardo's, although this may involve working in partnership with and in some instances, passing funds through to, other organisations.

The Foundation will invest its funds in line with, the three strategic outcomes identified in Barnardo's ten-year corporate strategy: **creating stronger families, safer childhoods, and positive futures**. Within these key strategic outcomes, the Foundation will focus its funding on supporting the most vulnerable children and young people in the following five areas:

- **Early years and early intervention**
- **Family support**
- **Mental health and wellbeing**
- **Child sexual abuse and exploitation**
- **Children in and leaving care**

All proposals will need to demonstrate how they will deliver against one of these priority areas.

Over time, the Foundation intends to build a portfolio of mostly long-term, strategic investments, aligned around common areas of strategic focus and the investment principles described below.



2.2 Investment principles

The Foundation has developed a set of investment principles which it believes strengthens the likelihood of successful outcomes and sustainable change and results in a strategically aligned portfolio of work. All proposals will be assessed against all principles.

Investment principle 1:

Involvement in Children and Young People (CYP) and their families.

We'd like to understand how children, young people and their families are involved in the work. This could include various forms of engagement: consultation, participation, co-design or co-production, alongside a rationale for the approach selected.

Investment principle 2:

Working in partnership with others

We are keen to see how proposals work in genuine partnership with others, especially statutory services. This can contribute to a greater degree of shared ownership of the work and commitment from all parties to learn, and potentially support the work over the longer term.

Investment principle 3:

Working to achieve impact at scale

We wish to support work that can demonstrate an understanding of the wider system in which services are delivered and the potential to achieve significant scale for children and young people. This could be in influencing the systems delivering services so they better meet the needs of children and young people; 'social franchising' of a service so that it can be delivered with fidelity in different locations; or defining an approach that could be adapted and replicated elsewhere.

Investment principle 4:

Being evidence-led and contributing to new evidence

We want to support work that is rooted in available evidence and learning and that will, in turn, generate new evidence and learning. We value a culture of learning and where appropriate, will invest in external learning partners to support 'real-time' learning and the production of valid and reliable evidence.

Investment principle 5:

Equality, diversity, and inclusion

We are committed to supporting work which aims to promote greater equality, diversity, and inclusion. This may include addressing the needs of under-represented communities, developing collaborations and partnerships with local communities and community groups, and ensuring project governance reflects a broad range of backgrounds and experiences. We would expect issues of intersectionality to be reflected in proposals.

Across all these principles the Foundation will be interested in understanding opportunities to utilise digital technology to broaden and deepen the impact of the work.



3 Adding value beyond funding

The Foundation believes it can best deliver on Barnardo's wider strategic goals by going beyond being simply a distributor of funds to 'adding-value' to funded projects in order to deepen impact. This can be achieved through a 'business partner' approach with Barnardo's colleagues; actively engaging in initial conversations about a proposal, all the way through to supporting the delivery and evaluation of funded projects.

The Foundation has identified four areas where it feels it can best 'add-value'. Funded projects will draw on whichever 'value-add' proposition(s) will best enable them to achieve their intended outcomes and learning goals. The first two are value-add contributions at the project level; the latter two offer value across the whole portfolio of funded work.

3.1 Plan and deliver scalable and sustainable solutions

Thinking through scalable and sustainable solutions is hard when projects are busy delivering services. The Foundation will provide support through connecting funded projects to resources, training opportunities and communities of practice hosted by the BU, as well as providing funding for coaching, external training, and consultancy support where necessary.

3.2 Generate and use evidence and learning

Creating space for funded projects to gather evidence, reflect on, and apply learning is crucial to ensuring the work is effective, demonstrating impact and influencing stakeholders. The Foundation will provide support and funding for this work, including the recruitment of independent 'learning partners' to support projects in developing theories of change, defining evaluation strategies, supporting real-time learning, and capturing evidence.

3.3 Brokering relationships with trusts and foundations

Through its network of relationships with the grant-making sector and close collaboration with the Fundraising team, the Foundation will seek to leverage its strategically aligned portfolio to broker relationships in order to secure co-investment for funded projects. This will enable the Foundation to 'recycle' its voluntary funding and support even more Barnardo's projects.

3.4 Brokering networks to share evidence and learning

Going beyond any single funded project, the Foundation will seek to leverage its strategically aligned portfolio to promote evidence and learning across Barnardo's. Working closely with the BU, the Foundation will build collaborative relationships among funded partners to build networks for sharing evidence and learning. This will lead to a shared evidence base to inform practice across thematic and geographic areas, thus creating feedback loops that generate more evidence-led work across Barnardo's. The Foundation will also share evidence and learning beyond Barnardo's with relevant networks.

4 Barnardo's Foundation Theory of Change

The Foundation's theory of change illustrates how the Foundation will employ four strategies to deliver against our corporate objectives. These strategies will be guided by a set of investment principles to create a strategically aligned portfolio, strengthened by additional support to enable funded work to achieve their goals.

In the long term, the Foundation believes that its investments will influence the wider system, policy and practice in ways that contribute to better outcomes for more children.



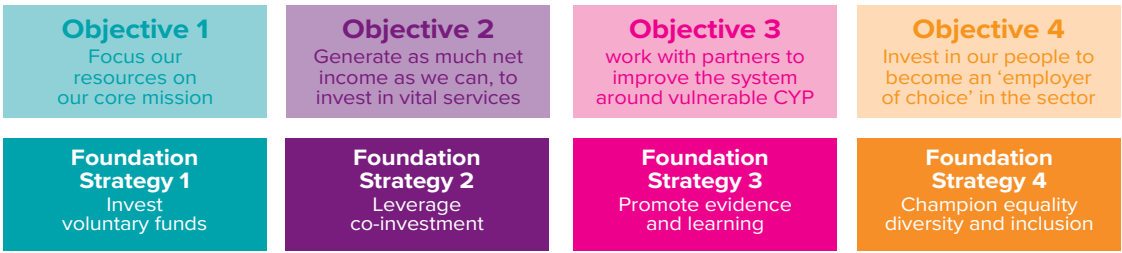
Barnardo's Foundation Theory of Change



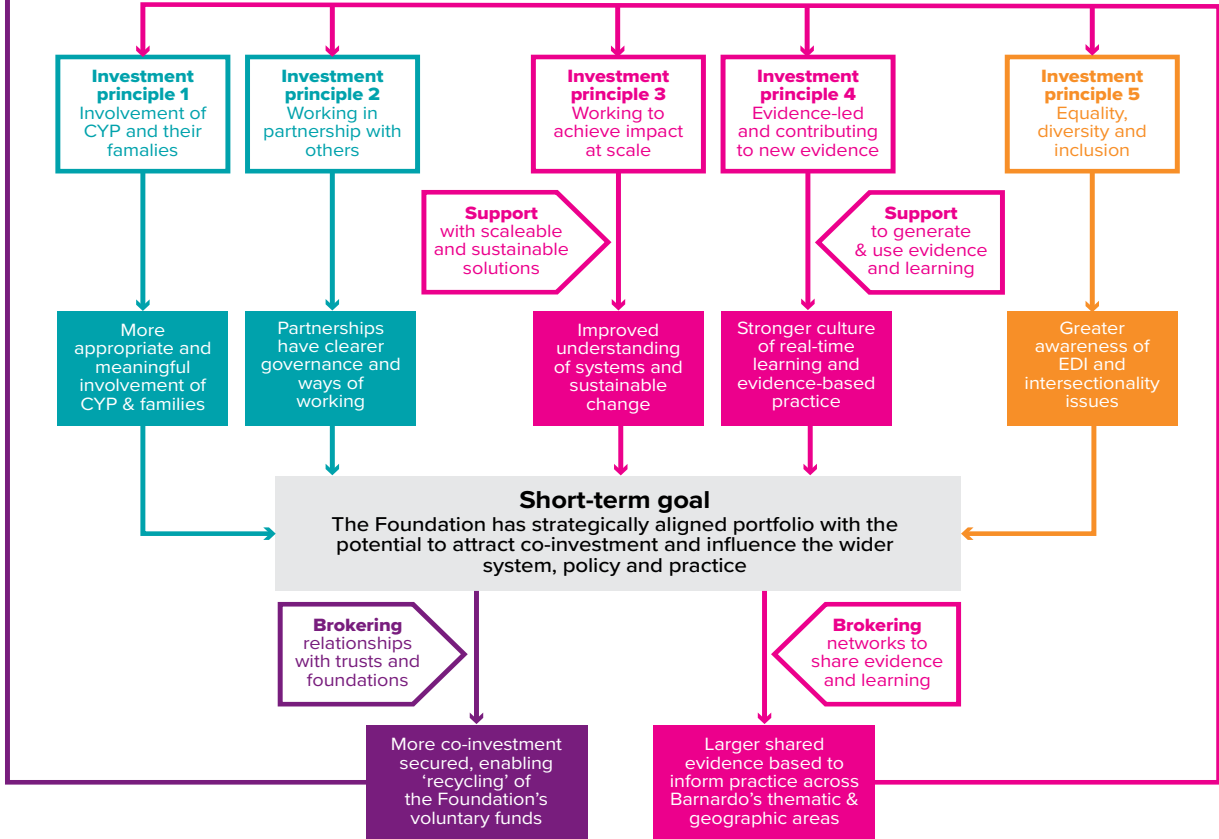
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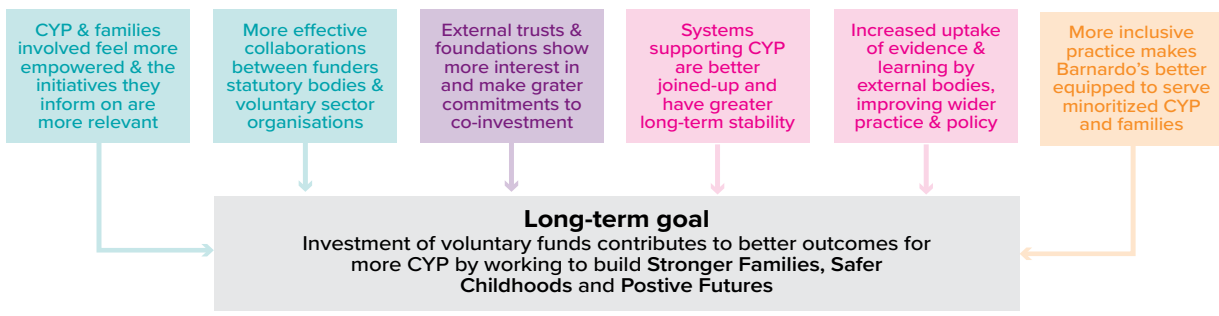
The Barnardo's Foundation contributes to each of Barnardo's four corporate objectives



Sphere of control



Sphere of influence



5 Funding for race equality

The Foundation has ring-fenced at least £250,000 a year for work that seeks to reduce the level of systemic racism faced by children and young people and to help mitigate its effects. We are working up proposals in partnership with the Centre of Expertise for Black and Asian Children (working title) to consider focused activity that will support us to tackle discrimination and inequalities and develop and deliver best practice internally and externally, with an ambition to be thought leaders within the sector.



6 Evidence and learning across the Foundation

Not only does the Foundation seek to support funded partners to generate and use evidence and learning, but it also recognises the role of evidence and learning to continually improve its own practice.

The Foundation has developed a dedicated evidence and learning strategy, rooted in its own theory of change, which sets out plans to generate evidence and learning, and use it to support the iteration and improvement of the Foundation's mechanisms for generating impact through the investment of voluntary funds.

The Foundation seeks real-time feedback from applicants and funded partners on its own performance as a partner, gathers evidence and learning on the impact of its investment principles and value-add activities, and will commission an independent evaluation to better understand the contribution of its support to creating better outcomes for more children.

7 Governance

The Board of Trustees of Barnardo's retains ultimate responsibility for all the work of The Foundation. The Foundation's strategy is agreed by the Corporate Leadership Team (CLT) and signed off by the Board of Trustees. The Foundation reports on progress against the strategy on a quarterly basis to the CLT.

The Foundation will provide an annual report on the Foundation and its impact to the Children and Young People's Services Committee (CYPSC).

An Advisory Board has been established to provide support and challenge to the Foundation on the development, delivery and evaluation of the Foundation's strategy and reviews the portfolio of work funded by the Foundation. Its membership is drawn from inside and outside Barnardo's with an emphasis on people with 'lived experience' and is chaired by a Barnardo's Trustee.

The Corporate Leadership Team delegates the Foundation Grant Making Board to make decisions on individual proposals, following a full assessment by Foundation staff. This board is made up of Barnardo's staff and decision-making falls within the wider Barnardo's 'scheme of delegation'.



[barnardos.org.uk](https://www.barnardos.org.uk)

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