

Believe in me

Better outcomes for more children

Our corporate strategy – 2016-2025

Believe in
children
 Barnardo's



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Why a new strategy?

Barnardo's exists to transform the lives of the most vulnerable children. We've been doing this for 150 years since Thomas Barnardo first began his work to help more children have better lives. We believe in children and their potential and we will carry on with our work for as long as it's needed.

We know the most vulnerable children with whom we work don't need short-term fixes or occasional sticking plaster solutions. To really transform their life chances, they need sustained interventions over a long period. So our new strategy looks way beyond the immediate horizon and through to 2025. We believe this unprecedented, long-term approach means we can reach many more vulnerable children and young people – and their families and carers – in the future. And we will be even more effective in helping them transform their life chances.

Over the next few years, we face a difficult time. As demand for our services rises, the resources we need to meet it are unlikely to increase at the same rate. So to succeed, we will change what we do and how we do it. We will redouble our efforts to use our knowledge to ensure our work really does change lives. We will also increase our focus on prevention. We will raise more of our own funding in a responsible manner so we can deliver more services. And we will speak out without fear or favour on behalf of all those children who struggle to be heard.

We have the staff, volunteers and supporters to make this long-term ambition a reality. We look forward to working with you to make it a success.


Javed Khan
Chief Executive


Tony Cohen
Chair of Trustees

Our ambition: better outcomes for more children

We believe in children – no matter their circumstances, gender, race, disability or behaviour. And we support some of the most vulnerable children in the UK with our essential services, campaigns and research.

Over the next ten years, we want to build on our achievements. We want to support more of the most vulnerable children and young people than ever before. We want to help them overcome the challenges they face and move towards a bright, happy future.

But it doesn't end there. We want to prevent the challenges in the first place. By tackling the causes rather than just the symptoms, we can create better outcomes for more children.

By 2025, we want to be supporting 300,000 children and their families – 25% more than 2015.

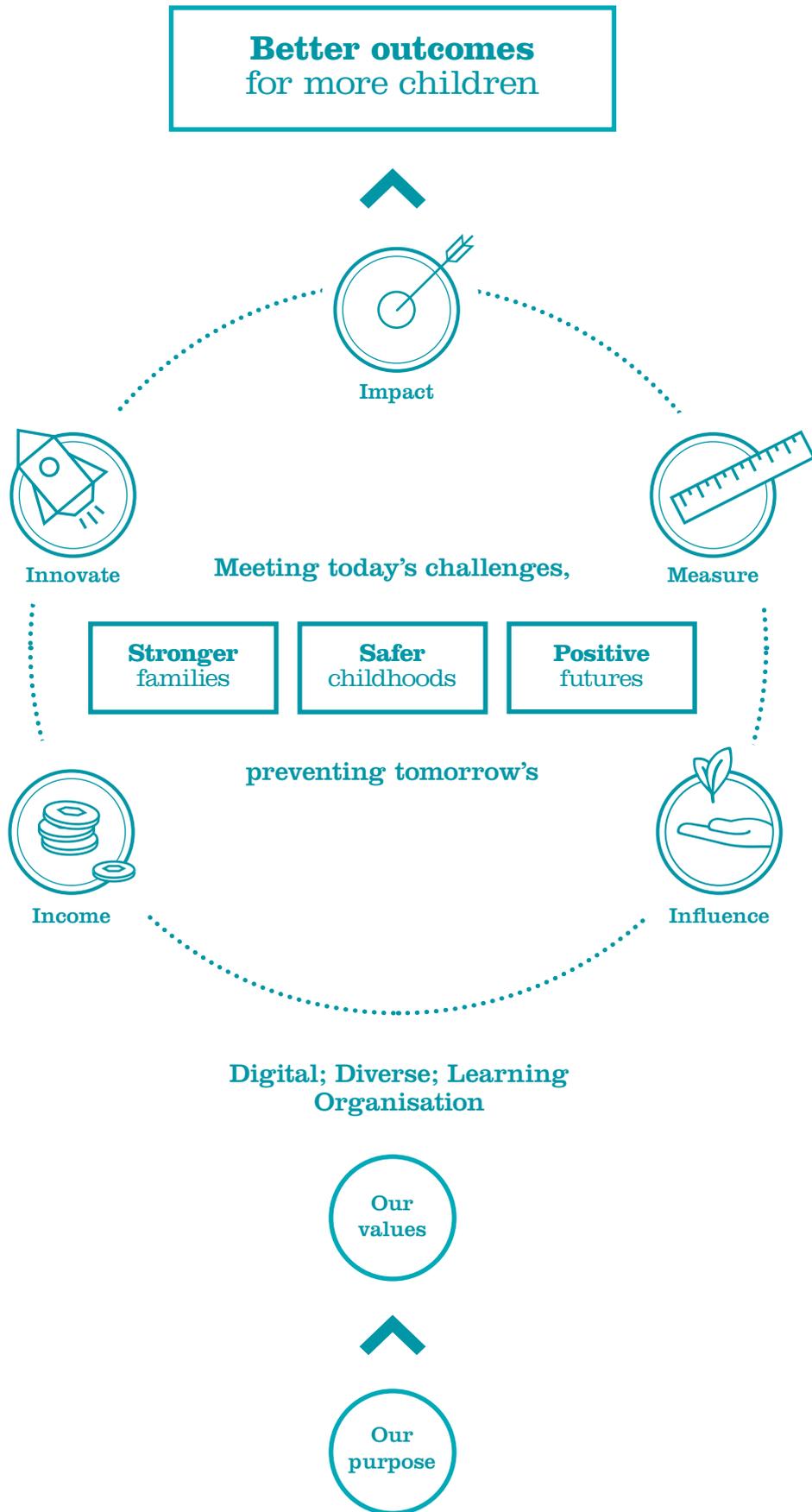
What we're aiming for

To create better outcomes for more children, we need to be strategically focused. We will need absolute clarity on how we will achieve our ambition.

We're committing to three strategic aims that will help us do just that. Over the next ten years, we will work with children, young people and their families/carers to help build:

- **Stronger families**
- **Safer childhoods**
- **Positive futures (for young people)**

By focusing on these aims, we will reach out to more vulnerable children and help them improve their life chances.



Strategic aim 1

Stronger families

Children and young people should thrive with the love and support of their families. But sometimes they come up against challenges that prevent this. We will support them to overcome these challenges and make sure their family stays strong.

Our support

We will provide a range of services for children and their families. For example, we will help parents with very young children or families of a child with a disability. We will support young carers and families in crisis. We will also be there for young people who need help with education or struggle with their emotional or mental health.

Stronger families, faster

For stronger families by 2025, we will target our support. We will have the biggest impact by making three of our services a **priority**:

- **Early Support** – because prevention is better than cure. Also, what we learn from children early on helps us identify wider issues and how to tackle them.
- **Family Support** – because we can give flexible support to vulnerable children facing a range of difficulties, like a parent in prison or a family member with a disability.
- **Emotional Health and Wellbeing** – because research now shows that many problems children and families face are related to mental health.



Strategic aim 2

Safer childhoods

Every child should be safe from harm. But for many this isn't the case. We will support children and young people who have been abused and help them feel safe again.

Our support

We will have a range of services for children and young people who have been abused. We will help them learn to cope and recover. We will work with victims of trafficking and with people seeking asylum. We will support children and young people in care. We will encourage them to build their resilience and find their own voice so they can move on with their lives.

Safer childhoods, faster

For safer childhoods by 2025, we will work even harder to prevent abuse – as well as support the children affected. To do that, we will make two of our services a **priority**:

- **Child Sexual Exploitation** – because the more attention we give it, the sooner we can move towards prevention rather than just treatment.
- **Looked After Children** – because giving children who are fostered, adopted or in residential care more stability will help them escape harm and focus on their future.



Strategic aim 3

Positive futures (for young people)

We want young people to have the best chances in life – to achieve their full potential in later life. It can be hard for some to access the right support to get them started. So we will help them deal with what can be a challenging transition to adulthood.

Our support

We will offer a range of services for young people adjusting to the huge changes in their lives. We will support young people leaving care. We will help those looking for work or training to build the skills and confidence they need. We will also reach out to young people passing through the youth justice system.

Positive futures, faster

For more positive futures by 2025, we will focus on young people just starting to get control of their lives. So we will make one of our services a **priority**:

- **Care Leavers** – because we can support them with the huge changes and varied challenges they face as they become adults.



The organisation we will become

Thinking differently

We're making some changes to our charity. To achieve our new ambition, Barnardo's needs to be in the best shape it can be – as proactive, efficient and forward-thinking as possible.

We will do it by becoming a digital, diverse, learning organisation. So we will be even better equipped to reach and support more vulnerable children.

A digital organisation

We will make the best use of digital technology and communications in all aspects of our work to reach out to and support more vulnerable children. We will:

- find out how well we're using digital technology to support our work – and how we can do better;
- develop a clear plan to provide better services and support to children we haven't reached before;
- make digital technology a major part of our charity and how we work.

A diverse organisation

We will make sure equality, diversity and inclusion run through everything we do – from the way we support people to who comes to work or volunteer for us. We will:

- promote our Equality, Diversity and Inclusion Strategy to everyone who works at or with Barnardo's;
- make the services we offer as accessible and inclusive as possible;
- build a diverse and representative workforce;
- treat everyone we support fairly and equally.

A learning organisation

Learning from our experiences will make us more efficient, effective and strategic. We will take every opportunity to find new ways – and the best ways – to support more children and raise the money we will need to do this. We will:

- make learning central to everything we do;
- make capturing knowledge key to our work – including measuring the impact we make;
- share our knowledge and results so we can find new ways to support people;
- manage risk rather than avoid it – so we stay competitive and innovative in all that we do for vulnerable children.

Our volunteers

Our brilliant volunteers play such an important part in our work. And we're going to need their help even more over the next ten years.

We will inspire more people, groups and communities to volunteer with us. We will work harder to support them and help them develop their skills and passions. That way, they'll enjoy their time with us more, and we will work better together to achieve our ambition. We will:

- increase our volunteers from 15,000 to 25,000;
- increase the value of our volunteers' contribution in kind from £20 million to £30 million;
- make our volunteer groups more diverse with targeted programmes and campaigns;
- increase the percentage of volunteers from black and minority ethnic communities from 3% to 10%;
- embed volunteering and community engagement across Barnardo's;
- give our volunteers a better experience – changing the way we engage with them and recognise their contribution;
- use more technology to support our volunteers and make their work easier;
- improve how we work with, develop and support our volunteer managers.

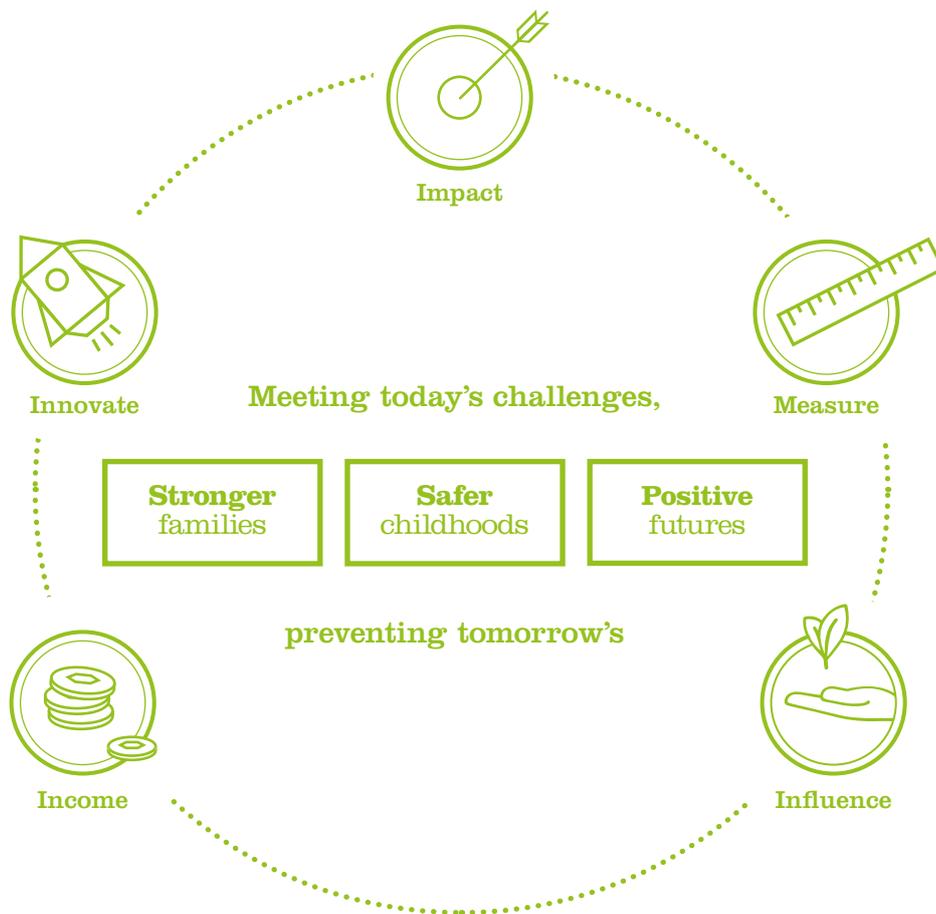


Working differently: the Barnardo's way

Along with changing the way we think, we need to change the way we work with and for the people we support.

So we've devised a strategic approach – 'the Barnardo's way' – with five key elements. There's more about each one over the page.

We will use this approach as a benchmark for how we do things and what we want to achieve for the future.



Working differently: the Barnardo's way



Impact

High-quality support for better results

Having the best possible impact on a child's life has always been, and will always be, our priority. We give our full attention to every child, and never turn away 'difficult cases'. We will continue to work towards consistently high-quality support that makes the biggest difference.



Measure

The real impact of our work

We need to know exactly how our work affects the people we support. So we will make measuring the impact we have central to what we do. That way we can learn from our experiences, constantly improve and get the best results with the resources we have.



Influence

Building on our reputation

When we talk about children’s services and welfare, people usually listen. We want people to always listen. We work directly with children every day, so we will use this practical experience and expertise to influence public opinion, government and policy in the UK.



Innovate

New ideas for support

We want to build on our history of designing and implementing children’s services, and find better ways to support vulnerable children in the 21st century. But with innovation comes risk. So we need to make sure we have the skills, knowledge and resources to manage that risk.



Income

Securing funding to deliver great work

By growing the work we are commissioned to deliver, we will build strategic relationships with public sector organisations. As a trusted partner, not just a contractor, we will create new ways to support children and help to shape the landscape we work in.

Unrestricted voluntary funding lets us work towards our own priorities. We want to grow that funding – by being impressive, unapologetic fundraisers. It’s not just up to our Fundraising team. We all need to put fundraising at the front of our minds and embed it in every part of our work. At Barnardo’s fundraising is everyone’s business.

Spending differently

To bring about our ambition, we need to make the most of our resources. Not just by raising more money, but by changing the way we use it.

By 2025, we aim to be spending more than £250 million on children's services – 25% more than in 2015. We will also have at least doubled our net fundraising and retail income, from £23 million to £50 million.

To help do this, we will be running 1000 shops (an extra 300) and we will change the way we use our income. By 2019, we will be using the voluntary income we have for children's services exclusively for our **six priority areas** – mentioned earlier. And we will pay for the rest of our services with commissioned income.

To stay competitive, we will change the balance of our statutory to voluntary funding income from 85%:15% in 2015 to 80%:20% in 2025.

More information

For more information about Barnardo's
please visit www.barnardos.org.uk

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