

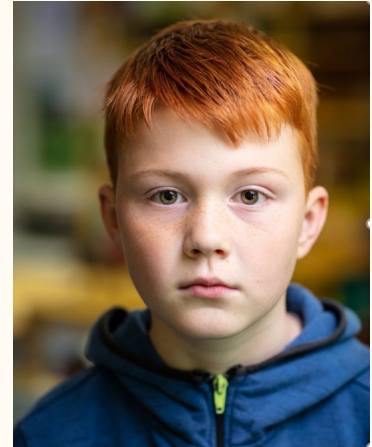
Planning for the Future, Because Childhood Lasts a Lifetime



Strategic Framework for 2022 - 2027

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1. Introduction

At Barnardos, we have been helping vulnerable children in Ireland since the 1960s. Our core purpose remains the same; **‘to help the most vulnerable children in society achieve their full potential - regardless of their family circumstances, their gender, race or disability.’**

Our ambition for **2027** is to deliver a wider and deeper range of services and supports. As a trauma-informed specialist organisation we have embedded the trauma-informed ethos and practice into all aspects of how we operate

We are devoted to making Barnardos an attractive place to both work and volunteer.



2. Process

The strategy development process began by consulting with stakeholders to find out how they see the role of our organisation, how they measure our success and the issues that they think we need to factor into the strategy.

The consultation and engagement took place during **September – November 2021**, and used a variety of methods:

- One-to-one semi-structured interviews
- Staff and volunteers' survey
- Cross-section of staff focus group
- Parent's survey
- Semi-structured conversations with a sample group of children
- Children services managers' workshops
- Board member input and workshops



3. Our Purpose, Vision and Mission

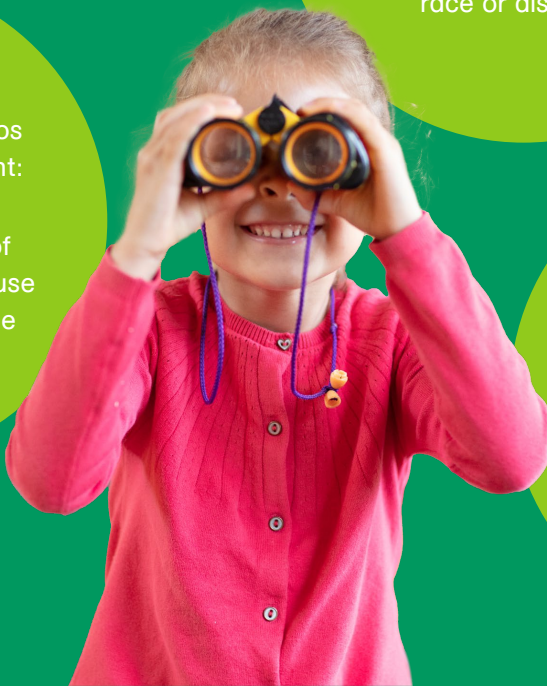
Our core **Purpose** is to help the most vulnerable children in society achieve their full potential regardless of their family circumstances, gender, race or disability.

To this end, the Barnardos **Mission** remains constant:

To transform the lives of vulnerable children because childhood lasts a lifetime

We are dedicated to realising our **Vision** for the future:

To ensure all vulnerable children in Ireland get the support they need to overcome childhood adversity



4. Values

Everyone connected with Barnardos shares a set of values that are core to our DNA, and which we live out in our everyday work. The behaviours describe how we live our values and how we behave with each other and the children and families we serve, as well as how we engage with partners and communities.

Values	CHILD FIRST	COURAGE	RESPECT	TOGETHER	VITALITY	ACCOUNTABILITY
	Behaviours					
	<ul style="list-style-type: none">- Listening- Championing- Protecting- Being there	<ul style="list-style-type: none">- Challenging- Being brave- Determination- Tenacity	<ul style="list-style-type: none">- Integrity- Building self-worth- Promoting diversity- Celebrating inclusivity	<ul style="list-style-type: none">- Teamwork- Collaboration- Partnering- Relationship-based	<ul style="list-style-type: none">- Joy- Fun- Creativity- Growth mindset- Instilling hope and positivity	<ul style="list-style-type: none">- Taking responsibility- Dependability- Transparency- Holding boundaries



5. Overview of Strategic Framework

Our strategic framework is based on these five strategic priorities:



1. IMPACT

Delivering services that transform the lives of children; targeting, extending, and maintaining the quality and reach of our services

2. INVEST

Invest in people to ensure future sustainability, attracting, and retaining quality people and supporting their well-being; diversifying our revenue base to secure financial sustainability

3. INNOVATE

Creating, applying, and sharing knowledge through the analysis of our data, and the measurement and evaluation of our services to improve quality and effectiveness

4. INFORM

Using technology, creativity, and evidence to innovate effective working practices and services that meet increasing needs and support staff

5. INFLUENCE

Raising public awareness about the needs of children; shaping policy and practice, and becoming a recognised leader in the trauma-informed approach

By 2027 we will be:

T

Trauma-informed
specialist

H

Higher numbers
benefitting

E

Extended portfolio
of services

R

Resourced
sustainably

E

Excellent
employer

1. Impact

By delivering services that transform the lives of children; targeting, extending, and maintaining the quality and reach of services.

Strategic Objectives:

- a) Expand the range of trauma-informed services in response to national policy, emerging needs and new opportunities
- b) Implement systems to evaluate our effectiveness and improve services as a result
- c) Quality assure our organisational processes, practices, services and compliance with national standards

Future Outcome:

Increased numbers of vulnerable children and families receive services that make a demonstrable beneficial impact on their lives



2. Invest

Invest in people to build future sustainability, attracting, and retaining quality people and supporting their well-being; diversifying our revenue base to secure financial sustainability.

Strategic Objectives:

- a) Invest in our staff and volunteers providing them with skills, knowledge, values, leadership and working environments that protect their well-being and enable them to do their best work
- b) Maintain and enhance sound organisational and professional governance systems that ensure safe and sustainable staffing levels and practices
- c) Continue to develop our organisational practices and culture to align with environmental and social governance: equality, diversity, inclusion and sustainability
- d) Sustain and build a diverse base of revenue streams to resource and extend all aspects of our work

Future Outcome:

Barnardos is financially secure and made up of energetic, diverse and skilled individuals and teams who ensure the organisation is sustainable, safe and progressive



3. Innovate

Innovate using technology, creativity, and evidence to innovate effective working practices and services that meet increasing needs and support staff.

Strategic Objectives:

- a) Design a suite of new services in response to national policy, emerging needs and new opportunities
- b) Develop and share learning from our digital services framework both internally and externally
- c) Enhance the quality of our services through practice development including the provision of training and implementation support

Future Outcome:

Barnardos has adapted to new challenges and opportunities, innovated new services and embedded best digital practices across all aspects of our organisation.



4. Inform

By creating, applying, and sharing knowledge through the analysis of our data, and the measurement and evaluation of our services to improve quality and effectiveness.

Strategic Objectives:

- a) Conduct and disseminate our research and evaluation reports on the issues affecting children to build the evidence base for our work and policy positions
- b) Introduce standardised outcome measurement tools to demonstrate impact
- c) Build our capability to collect, store and analyse information from a range of internal and external sources in order to forecast future trends as well as inform policy and practice across our organisation

Future Outcome:

Barnardos' qualitative and quantitative data has been translated into reliable knowledge and insights that inform all aspects of our work, our stakeholders and wider society.



5. Influence

By raising public awareness about our work and the needs of children; shaping policy and practice, and becoming a recognised leader in the trauma-informed approach.

Strategic Objectives:

- a) Raise societal awareness of the issues affecting children and the need for legislative and policy change
- b) Increase the opportunities for vulnerable children and parents to participate with purpose and extend their influence both within Barnardos and in wider society
- c) Increase our presence on a range of platforms to show the impact and value of our work

Future Outcome:

Barnardos is an authoritative voice on the issues that affect children and we are driving systemic change

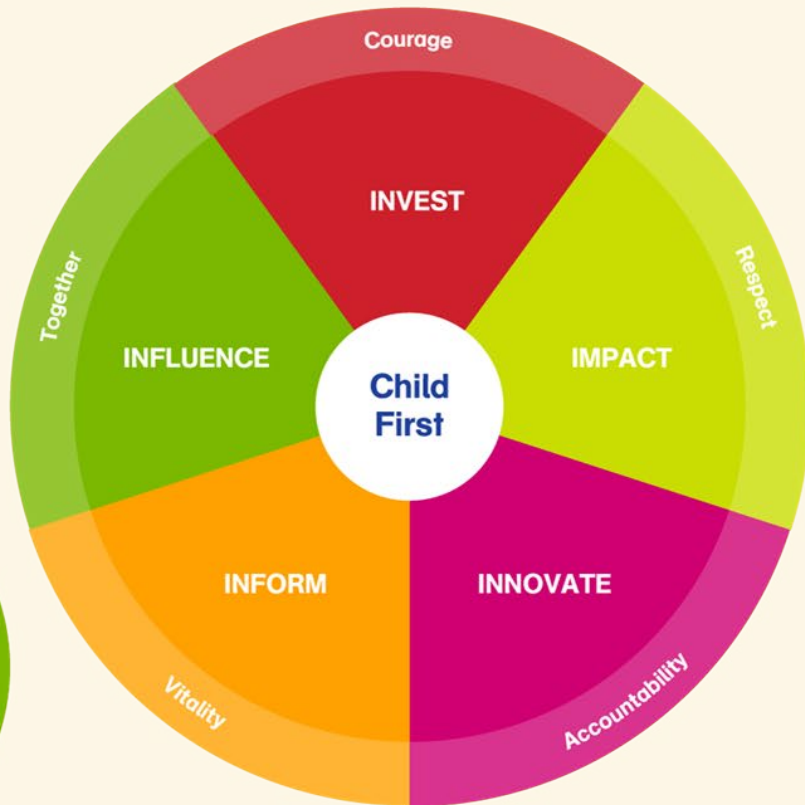


Core Purpose

Help the most vulnerable children in society achieve their full potential regardless of their family circumstances, gender, race or disability

Mission

Transform the lives of vulnerable children because childhood lasts a lifetime



Vision

All vulnerable children in Ireland get the support they need to overcome childhood adversity

7. Implementation and Measurement

The lifetime of this strategy is 01 January 2022 – 31 December 2027.

It provides the strategic framework for the development of our annual business plan, which then informs performance objectives for our services and staff.

Annual Business Plan

The annual business plan sets out clear activities, responsibilities, and time frames.

Progress against these is measured using a suite of key performance indicators (KPIs) that link the strategic priorities to our everyday activities.

The KPIs are monitored and measured by the Barnardos Senior Management Team (SMT) and the Barnardos Board.



Thank you.

Strategic Framework for 2022 - 2027