

**BARNARDOS**

Changing childhoods.  
Changing lives.

# LEGACY REPORT



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# Introduction

The Core Priority Programmes were created following an extensive consultation process with a range of stakeholders including children and young people. The ambition was to create better outcomes for more children and young people by investing into the three areas identified through the consultation.

- 1 Care experienced young people**
- 2 Child sexual exploitation and abuse**
- 3 Mental health and well-being**

The fundamental aims for the Core Priority Programmes were to identify problems, test solutions and work towards changes in the respective systems. Each Core Priority Programme worked alongside experts by experience (those with a lived experience of, for example, the Care system).

The legacy for all three can be seen in what has been achieved and what remains, for example, changes in practice or projects that have been mainstreamed.

Working in partnership was essential to achieve Barnardo's ambitions. Lessons learned are captured below and will hopefully act as a guide when creating partnerships.





**CONNECTIONS**  
**BE STRATEGIC**

'A true partnership has its own identity  
and will continue after we step away.'

# Connections

## Pre-formation of the partnership

✓ **Do think about who** is needed to be around the table.

✗ **Don't** always aim for senior officers and risk alienating the wider workforce and experts by experience.

✓ **Do ask why** that person is needed and what they bring with them, it may be that different people are needed to start the work, carry it forward at mid-point and then to embed the legacy.

✗ **Don't** settle for anyone to make up the numbers and for the usual suspects because of status/authority.

✓ **Do create a plan** for how to connect, use contacts of contacts, social media and local intelligence, but source people who you and others will believe in and follow.

✗ **Don't** enter this phase believing that the idea will act as a honey pot and attract the right bees.

✓ **Do think about the diversity** of membership, be bold and target a range of individuals representative of society, reach out and be transparent about it so the partnership knows from the beginning that it will be diverse and proud of it.

✗ **Don't** be afraid or fearful of telling people that you want a diverse partnership and why, this will win rather than lose respect.

✓ **Do look at a time span** of membership to create a culture of positive change and change that will benefit the programme and service users.

✗ **Don't** be afraid to tell people they are no longer needed, or putting it kindly, that the baton needs to be handed over to get the programme over the finish line.

✓ **Do create a plan** for connecting at key times on the programmes journey, get the people around the table who will shape and open doors for each leg of the journey.

✗ **Don't** aim to have one fixed group for the full duration of the programme believing this group will always be relevant and of use at key stages of the journey.



# Connections

## Present when the partnership is formed and working

### Endings

- ✓ **Do plan the ending** and legacy from the start of the partnership, which will form a thread throughout the partnership becoming part of its DNA.
- ✗ **Don't** think about the end close to the end, that's when panic can emerge and detract from the good work done and work continuing.
- ✓ **Do attend to and develop the 'culture'** of the partnership, what culture will be needed for the partnership to help the programme progress, do appreciate that the culture may need to change at different stages or if the membership changes to match the requirements of the programme (initially a can-do [transformational] culture, mid-point a what do we need to do [transactional] culture).
- ✗ **Don't** be afraid to reframe the norm, seeing failure as lessons to learn from or being comfortable with the uncomfortable.
- ✓ **Do be realistic** about what the programme can achieve.
- ✗ **Don't** overpromise, this will serve to become a stick to use when reviewing success and outcomes.
- ✓ **Do create a shared vision** that all stakeholders are involved in developing, include the partners, the workforce, experts by experience and subject experts.
- ✗ **Don't** leave the vision too late to develop otherwise an unwritten one will creep in and become firmly established.
- ✓ **Do create a shared language** to ensure everyone knows what is being discussed and agreed, steer away from the 'new' fads that can serve to confuse.
- ✗ **Don't** assume everyone understands the language of your organisation, every industry has its own terminology that is aimed to enhance understanding but can hinder this and appear elitist.
- ✓ **Do explore and agree expectations** to ensure they are realistic, relevant and representative of the those the programme aims to support and importantly, manageable.
- ✗ **Don't** ignore discussing and setting expectation, this will create a mish mash of expectations with individuals wanting different things and risks people working in different directions.

## Post the partnership

- ✓ **Do establish what connections need to be maintained** that will benefit all.
- ✗ **Don't** assume all relationships should stop at the end of the programme, this may prevent further opportunities for collaborations.





**SHIFT**

**CELEBRATE  
LIKE THERE'S  
NO TOMORROW**

'Talk about and recognise the journey,  
including the good, the bad and the ugly.'

# Shift

✓ **Do identify the people (levers)** for change and invest time and energy in them to support them to energise the 'shift' towards change.

✗ **Don't** wait for this to happen by chance, whilst the right people (levers) will emerge, they will require investment otherwise they could be lost.

✓ **Do recognise individual achievements** as well as group/service achievements.

✗ **Don't** ignore the small successes, these are often the biggest wins.

✓ **Do use accessible language** to enhance shared understanding and communications.

✗ **Don't** use jargon and language that serves to create siloed understanding and communications, that will serve to divide the partnership.

✓ **Do be selective and strategic in what is showcased**, being provocative helps to trigger emotions and in turn an ambition for change.

✗ **Don't** be afraid to constructively challenge views.

✓ **Do celebrate successes on a regular basis**, be strategic, have a timetable and involves as many stakeholders as possible to showcase their achievements.

✗ **Don't** do this alone, the successes showcased will be those of the partnership and should reflect that in the diversity of what is celebrated.

✓ **Do showcase successes in a physical format** where possible and make it attractive and appealing to the audience to maximise impact and relevance.

✗ **Don't** rely on one medium or platform, mix it up to keep the audience guessing.







**INSPIRE**

**THE FUTURE  
IS THE ONGOING  
HORIZON**

'It's not about fixing a broken system,  
it's about building a healthy one for the future.'

# Inspire

✓ **Do think carefully about who needs to be inspired**, why and how, ensure the recipients will give added value to the programme and legacy.

✗ **Don't** leave this to chance, start to think about the recipients at the start of the programme.

✓ **Do immerse others** (inside and outside the partnership) in the work so it becomes part of the landscape.

✗ **Don't** work in a siloed way hoping people will be interested enough to hunt out the work, they won't.

✓ **Do leave 'healthy compost' (ideas, projects, people)** so that there are opportunities for growth in current areas and the ability to grow new shoots to be cultivated.

✗ **Don't** leave your garden to dry out of ideas, energy etc.

✓ **Do look at who will receive and carry the baton** to the next person or to the finishing line, be strategic on why them, what they will offer and how influential they are.

✗ **Don't** assume the most senior offices are the best baton receiver, lean into who has been to inspire and innovator in the partnership.

✓ **Do think what physical things will be left behind** (reports, digital etc.).

✗ **Don't** leave everything, be strategic and leave things that people feel inspired to want to use and that people can see has value.



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