



Quality Account 2023/2024



Changing childhoods. Changing lives.

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Introduction

About us

For over 150 years, Barnardo's has been there for children and young people who need us most, bringing love, care and hope into their lives and giving them a place where they feel they belong. Together with our partners, we reached 373, 200 children, young people, parents, and carers across the UK in 2022/23.

We're here for children no matter what they've experienced. We are here to listen, make their voices heard and do whatever it takes to protect and support them – because we believe that all children have the right to a happy and healthy life.

At a time when more young people need specialist help with complex issues like mental health and wellbeing, sexual abuse and exploitation and serious violence, our work is more vital than ever.

Our Corporate Strategy 2024 - 2027

Our new Strategy belongs to everyone with a stake in Barnardo's future. It describes our ambition and purpose for '**changing childhoods and changing lives**' by ensuring that in everything we do, we'll be working with children and young people to be safer, happier, healthier and more hopeful, whatever their background or circumstances.

Our vision for health and wellbeing

All children and families are guaranteed a basic state of health and wellbeing.

We want to create and sustain health for children, young people, and their families through our unique strengths of coproduction, early intervention and integrating health and social care.

Our values



Inclusive

Respecting the unique worth of every person



Supportive

Encouraging responsible stewardship



Accountable

Encouraging people to fulfil their potential



Positive

Working with hope



Statement from the Executive Director (Operations) - Children's Services

Barnardo's is the leading children's charity in the UK. We launched our Health Strategy in 2021 with a view to significantly grow our position as an integrated health and social care provider. We have set ourselves ambitious goals.

We want thousands of children, young people and their families to have better health and wellbeing outcomes. We want to increase the number of children, young people and families that we reach; we want to make health and wellbeing services more accessible and we want to see improvements in health inequalities.

We are incredibly proud of what we have achieved so far. This report sets out our progress over the last 12 months and looks ahead at what we would like to achieve in the coming year. Our key focus for 2023/24 will be community mental health and integrated child and family health services, not only looking at service delivery but influencing systems change. Service user involvement and staff engagement are areas that are key to us developing our services and hopefully their voices are reflected in this document.

Steve Oversby, Executive Director (Operations)
– Children's Services





What is a Quality Account?

A Quality Account is an annual report that is published by all providers of NHS healthcare. It is a way of demonstrating our commitment to continuous improvement and to provide assurance to the families, partners and communities we work with, that there is ongoing scrutiny of our services.

To do this we look at the safety and effectiveness of our services, incorporating the feedback we receive from children, young people and families, key stakeholders and regulatory bodies.

It also allows us to review the data we collect within the organisation to help us understand what is working well, what achievements can we celebrate and where we need to consider development or areas of improvement for the coming year.

Priorities for Quality Improvement

Our priorities for quality improvement 2024-2025

Barnardo's has a new corporate strategy and theory of change which outlines clear intentions for transformation and driving change over the next three years for:

- children and young people struggling with their mental health and wellbeing
- children and young people at greater risk of poor health
- children, young people and families living in poverty
- families needing support to give their children the best possible life chances

- children in care and care leavers
- children and young people at risk of sexual abuse and exploitation
- children and families seeking sanctuary in the UK

A key requirement of this strategy is to ensure adequate assurance is in place over the delivery of our integrated health and social care services.

The diagram on the next page identifies the individual elements within the assurance framework that contribute to providing Barnardo's with assurance over its activities.



Barnardo's Assurance Framework



Directorate Compliance Activity

Includes compliance checks, audits and annual Director self assurance returns

- Programme of work delivered by individual managers or teams within directorates, which is directed by and reported to internal management teams
- Second line of defence activity
- Examples include the work of the Retail Profit Protection Manager, Fundraising Compliance, Corporate Health and Safety, and Corporate Safeguarding.
- All members of the Corporate Leadership Group are required to provide an annual Self Assurance return.

Other Audit and Assurance functions

Includes Insurance, Information Security Compliance and Data Protection

- Programme of work delivered by Insurance, Information Security Compliance and Data Protection functions within Audit and Assurance.
- Second line of defence activity but work closely with the third line defence activities.
- Examples include insurance risk assessments and controls testing, and information security compliance monitoring.

Internal Audit, Inspection & Independent Safeguarding

Split by annual programme of reviews and Continuous real time assurance

Annual Internal Audit, Inspection and Independent Safeguarding Plan

- Independent programme of work delivered by the Internal Audit, Inspection and Independent Safeguarding Functions with Audit and Assurance, which is reported to the Risk Committee
- Third line of defence activity (internal)

Continuous real time assurance activities

- Team work with various project groups/boards and committees to provide real time advice and assurance on processes and risk.
- Examples include membership of Safeguarding leads group, Tech Transformation Programme Board and Corporate Programmes Board.

External Assurance

Includes external inspections, audit and accreditations

- External activity provided and delivered by regulatory bodies or specialist providers at request or in agreement with management.
- Third line of defence activity (external)
- Examples include Ofsted; CQC; External Audit and ISO27001 information security accreditation

Our key areas for assurance are in place and will continue to be built upon over the next 12 months:

1. Clinical Governance Strategy

This strategy is in place and is currently being updated to align with our new corporate strategy.

2. Governance over health

We are in the process of recruiting to a Strategic Lead for Clinical and Quality Governance. We have a Clinical Reference Group, a Health Steering Group and a Health Strategic Oversight Group, accountable to Barnardo's Corporate Leadership Team and the Board of Trustees.

3. Quality Conversation

A quarterly reporting dashboard brings together several measures of quality into a single dashboard and allows for comment by operational senior managers of what is helping and impacting on our ability to deliver quality services.

4. Contract performance monitoring

Each contract is rated against several key performance indicators including outcomes and quality. This is reported on a quarterly basis.

5. Inspections

Announced and unannounced inspections are carried out by Barnardo's Corporate Audit and Assurance team in individual services or clusters of services, organised thematically to identify broader organisational learning. As health services become operational, they become part of the inspection schedule.

6. Independent safeguarding reviews

Barnardo's has appointed an Independent Safeguarding Officer who is responsible for delivering reviews and providing assurance over the management of safeguarding risks, across the organisation.

7. Policy reviews

Carried out by several Barnardo's teams including Health and Safeguarding and as per policy requirement and in line with our policy governance framework.

8. Patient and Carer Race Equity Framework (PCREF)

Working to progress the PCREF and on schedule to complete by March 2025.

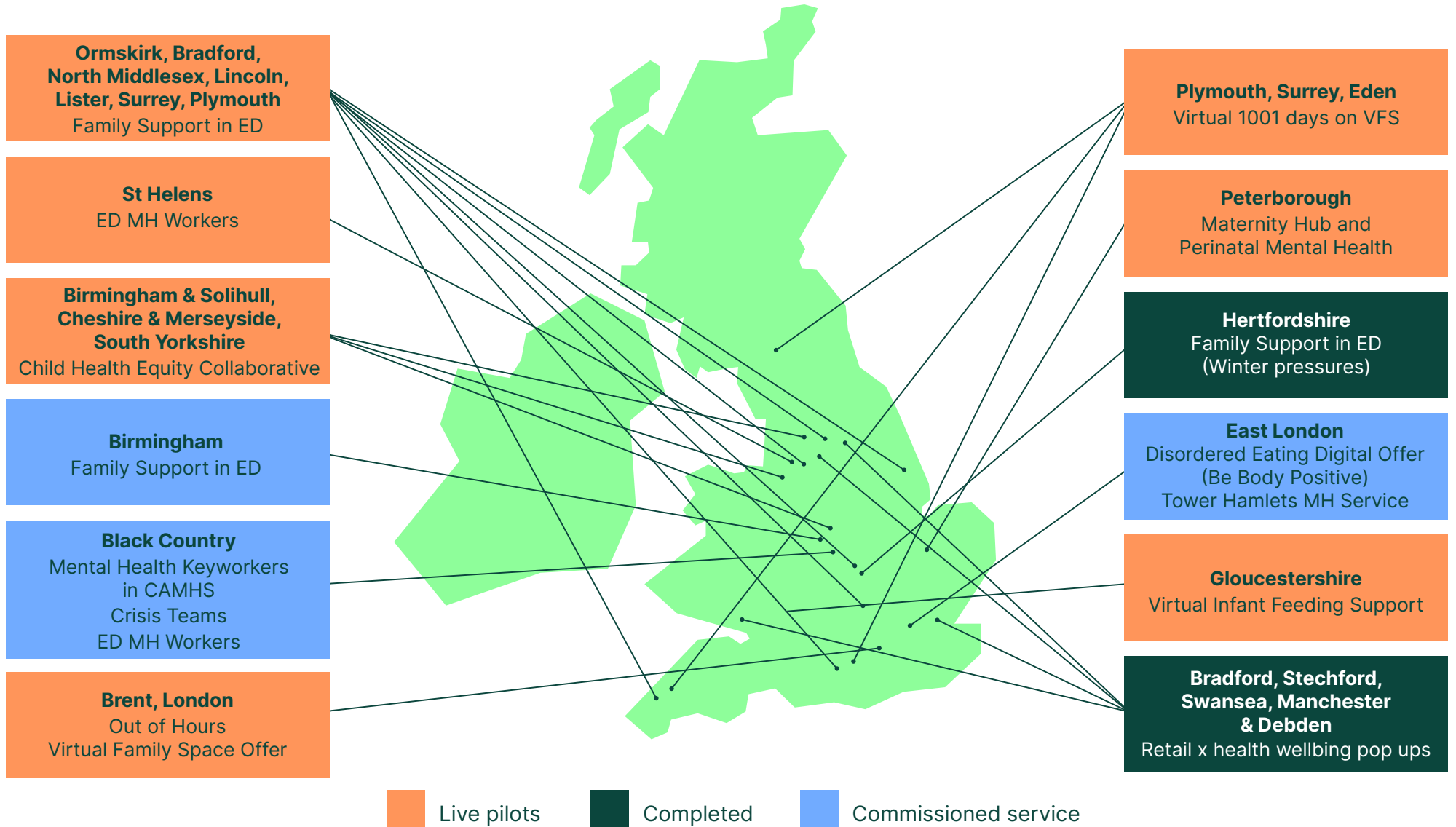
9. Anti Racism Framework

Working to progress Anti Racism Framework. Currently on schedule for pilot launch at the beginning of November 2024.

Overview of Barnardo's health contracts

In 2023/24, Barnardo's had 157 health contracts, of which 89 were mental health and wellbeing contracts and 26 integrated child and family health contracts. Barnardo's also runs nine Keyworker Schemes as well as 17 Mental Health Support Teams (MHSTs) across England.

Research, projects or pilots in the last year and ongoing



• **Retail Health and Wellbeing pop ups**

Bringing Barnardo's retail & Children's Services closer together by collaborating on a health and wellbeing offer to local communities, supporting health in an accessible format. One-day events incorporating fun activities such as cycling, mindfulness for busy parents, 'stay & play' for toddlers and teeth-brushing activities providing health inequalities intervention reaching families who may be struggling with maintaining healthy lifestyles. Events help to upskill retail colleagues on the availability of Barnardo's resources locally and Children's Services colleagues on their local store and local communities.

• **Family Support in Emergency Departments across NHSE regions**

In 2024, NHSE commissioned Barnardo's to deliver a 12-month pilot to embed Family Support Workers into Emergency Departments (ED) within the 7 NHSE regions. The aim is to reduce the pressure on emergency departments, supporting families with children under 12 to access the right services at the right time.

• **Children and Young People's Health Equity Collaborative (CHEC)**

Barnardo's is working in partnership with the Institute of Health Equity and three Integrated Care Systems (Birmingham & Solihull, Cheshire & Merseyside and South Yorkshire). A Child Health Equity Framework has been coproduced, directly informed by the insights of children and young people. The programme is now testing and evaluating the framework through interventions to improve the health and wellbeing of young people and reduce health inequalities. The programme is governed by a multi-agency Board.

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• **VCSE Health and Wellbeing Alliance**

Barnardo's is a member of the VCSE Health and Wellbeing Alliance, a four-year contract (2021 – 2025) with the Department of Health and Social Care, NHS England and the Office for Health Improvement and Disparities. The aim of the HW Alliance is to support and challenge policymakers to embed inclusion in service development and improvement and tackle health inequalities. Barnardo's leads a consortium of 11 community and social enterprise groups working with diverse minoritised ethnic or disadvantaged communities. In 2023/24 we led a project to showcase the work of VCSE led public health campaigns for babies, children and families and set out recommendations for future campaigns in partnership with NHS England and produced a health inequalities evidence snapshot for children and young people.

• **Virtual infant feeding support**

1:1 information and support is delivered via Zoom with trained infant feeding practitioners. Initially launched in Gloucestershire, the pilot extended its geographical reach in 2023/24 to Bristol, North Somerset and Bath and North East Somerset. Group sessions and webinars were developed as well as an enhanced individual offer for parents aged under 21 and, training delivered to prison staff.

• **Out of hours family support line in Brent**

Open to residents of Brent, aimed at increasing timely access to support during out of hours periods (evenings and weekends) and to decrease the number of families reaching crisis point and pressure on Emergency Departments.

• **1001 Days, Best Start in Life pilots in Surrey, Plymouth and Eden**

Launched in three locations and offered hybrid delivery or live virtual parenting courses and workshops from October 2023 – March 2024.

• **Maternity Equity Hub and Perinatal Mental Health**

As people from Black, Asian, and Minority Ethnic backgrounds are likely to have greater perinatal mental health needs and less access to services, we have been working with partners in Peterborough (Cambridge, Peterborough and South Lincolnshire Mind, the Raham project and Cambridgeshire and Peterborough ICS) to develop a Maternity Equity Hub. It was coproduced with parents from diverse families in order to build community resilience, taking a rights-based approach to birth planning and offer practically and emotionally supportive support post birth.

• **Barnardo's Inner Resilience and Development Service (BIRD)**

Barnardo's works in partnership with Black Country NHS Partnership and MerseyCare NHS Foundation Trust to deliver a co-located service for mental health and wellbeing support for Children, Young People and their families who access acute services in a mental health crisis.

• **Barnardo's Key workers in CAMHS Crisis:**

Barnardo's Keyworkers in CAMHS crisis pilot commenced in 2022 and was evaluated in 2023. The service provides a range of support with an aim to improve the mental health and wellbeing of children and young people, while reducing crises and representation back to emergency departments.

• **Link Social Prescribing:**

LINK is a national award-winning Social Prescribing Service for Children and Young People aged 5 to 19 in Cumbria. LINK works alongside GP practice teams to support children and young people with their emotional health and wellbeing. LINK is being externally evaluated by Edge Hill University (Dec 22-Dec 25).



CQC Inspections and Learning

We currently have one service that is registered with the CQC. It is rated as Good.

The feedback from inspections informs our action plans for improvement at both a local and national level.

As a result of learning from inspections we have:

- Reviewed our supervision policy.
- Reviewed our complaints policy.

And we are:

- Reviewing our medication policy.

Any Barnardo's service that is regulated, has access to a range of tools and resources specifically tailored to their regulator's standards. CQC services documents include:

- a set of inspection preparation tools and guidance
- best practice resources, tools, and research for achieving excellence
- templates for action planning and evidence capture enabling clearer identification of risk/ areas for improvement.

In addition, to support the implementation of the new CQC assessment framework, a range of training and support documents are in place.

As providers of mental health services, we are also progressing the Patient and Carer Race Equity Framework (PCREF), mandated by NHS England.

We are also reviewing our reporting to ensure it aligns with the requirements of the Patient Safety Incident Response Framework (PSIRF).



Information Governance

All our NHS funded health services have completed a Data Protection Combined Assessment (DPCA), and we submit the Data Security and Protection Toolkit each year, Barnardo's is compliant and Toolkit status is Standards Exceeded following achievement of Cyber Essentials Plus. Confirmation of status can be found on the NHSE website.

We had 60 data breaches reported in 2023/2024.

Our action plan for 2024/2025 is:

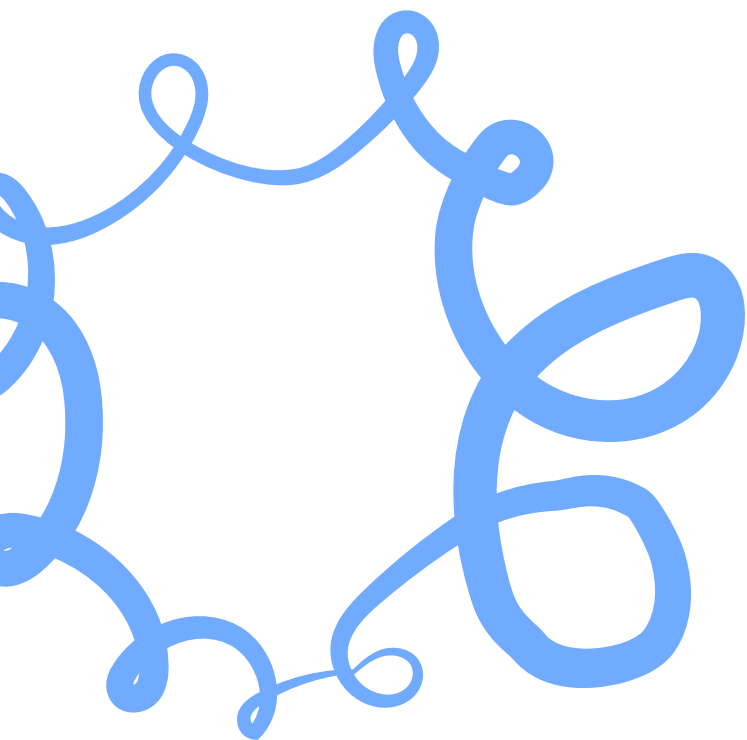
- To improve the quality of our DPCAs and respond to any risks identified.
- To increase training in preventing and identifying data breaches.

- To target training to those areas who report higher numbers of breaches.
- To improve our reporting processes for Information Requests and the quality of our responses.
- To look at ways to prevent sharing client identifiable information, such as templates.
- To improve our Information Governance compliance monitoring to support targeted improvement of any areas of risk.



Achievements

- Development of the Children and Young People's Health Equity Collaborative (CHEC) in partnership with The Institute of Health Equity and three ICSs – Birmingham and Solihull, Cheshire and Merseyside, and South Yorkshire. Early engagement work was undertaken with 300+ children and young people to support the development of a Framework for the Drivers of Health Inequalities, which was launched in February 2024. The Hewitt Review cited CHEC as a partnership shaping the way ICSs improve health and address health inequalities among children and young people.
- In 2023/24, Barnardo's Family Space website was used by 72,000 users. There were 159,000 page views on varying topics such e.g. Strep A, RSV, healthy eating, parental conflict and Five to Thrive.
- A pilot programme of 69 pop-up dental clinics for children under 5 years old were delivered in 16 Family Centres in Hertfordshire from December 2022 – March 2024. It was directed at the most vulnerable families with the aim to support the reduction of health inequalities.
- Funding secured from NHSE to be their voluntary sector provider of choice to further test the Family Support Workers model across seven Emergency Departments in England in 2024/25.
- Funding secured to deliver a 2-year Mental Health Support Workers in Acute Settings pilot programme in five hospitals across the Black Country and St Helens. The pilot has already been having a positive impact on children and young people since going live in September 2023.
- Be Body Positive website launched in March 2023 and the app version followed in September. Webinars engaged 485 people, 92% of whom said they were likely to use the tool to support children and young people. The partnership project was represented at the CAMHS National Summit 2023 and via a poster presentation at ESCAP 2023 in Copenhagen, attended by 1600 delegates from 57 countries.
- Development of a Maternity Equity Hub (MUMMA) in Peterborough, perinatal mental health and parent-infant relationships strategic consultancy work in a number of local authorities and a targeted offer in South Yorkshire – Bump, Birth and Beyond.
- Changing the way children engage with the NHS via rollout of the coproduced NHS Young People's Health Challenge Toolkit and management of the NHS Youth Forum and Youth Advisory Network.
- Ongoing health thought leadership via The King's Fund Event in Partnership in March 2024 which brought together health professionals from across the UK to discuss the actions needed to improve the lives of future generations. Contributions to national roundtable discussions; presentations at national conferences, webinars and events; publication of articles in trade media and awareness raising blogs, reaching c.10,000 health stakeholders.
- National policy work including campaigning for children and publication of **The Missing Link: Social Prescribing for Children and Young People** report which called for a national strategy for children and young people's social prescribing and provided a cost-benefit analysis highlighting that the government could save £1.80 for every £1 invested.



Safeguarding

Learning from adverse events

Learning from adverse events is shared across services on a local and national level. This is done usually at team meetings but also on a one-to-one basis when appropriate. We also have a serious incident de-briefing service. Serious Safeguarding Incidents (SSIs) are investigated locally with support and guidance from the Safeguarding Team. Each region has a safeguarding lead who will disseminate any learning from reviews.

Most of the children and young people who use our services are healthy and well, however, we do also provide services to children who may have chronic illnesses or life-limiting conditions. In 2023/24 we had 8 service users die in our care from life limiting conditions. These children and young people will have accessed some form of support from Barnardo's during their life, not necessarily health care or support.

Specialist Reviews

There have been no specialist or external reviews in this 12 month period.

Clinical effectiveness

Our Mental Health Support Teams (MHSTs) in schools can work with children and young people, families and teachers helping to identify and support those struggling with their mental health as early as possible. We currently deliver 17 MHSTs across England and have been involved in their delivery since the first wave of commissioning in 2018/2019.

During 2023/24 we worked successfully and completed interventions with 4,304 children and young people, providing 66,002 individual contacts for 7,028 children and young people. 2,086 or 81% had at least one paired measure and 1702 or 82% reported an improvement in at least one measure.



Service user experience and feedback from stakeholders

“The difference in the children, and in their parents has been amazing. They work with the parents too, reduce the anxiety in the parents and it changes everything for the child.”

Primary School Teacher

“I feel like someone is there always to listen to my opinions.”

Child

“[Therapist] has been working with [child] since last summer. He looks forward to sharing any news or worries he has; he enjoys her weekly visits and states “she is the best”. The passion and commitment shown in supporting [child] is clear to see and is having a positive impact on [child’s] wellbeing.”

Foster Carer

“In a digital world where negative and harmful views of body image can be difficult to avoid, Be Body Positive aims to carve out a nourishing and safe space. We hope young people will come to the site and learn how to feel at ease in their bodies.”

Director of Children and Special Services,
NHS Foundation Trust

“Not just good - brilliant! (Therapist) has done wonders. (Child) took out what she wanted & needed from it. (Therapist) was brilliant. She kept me updated with what she could & I could follow it through at home.”

Foster Carer

“It’s friendly and supportive and plenty of time is given to talk through and answer questions. The team are very easy to talk to and very helpful in a non-judgemental way.”

User of Infant feeding service

“It was just nice just to have somebody because at the time, I wasn’t getting much help. I was mainly just going into hospital and crisis were coming in and out. Obviously, the Barnardo’s Keyworker was there every week helping me.”

Young Person

“I felt a lot happier during my day and everybody around me noticed it as well.”

Young Person

“Since working with my Keyworker there has been no self-harm. My child has learned how to deal with those feelings and how to understand them, our Keyworker has built a great relationship with my child which has really helped her to feel comfortable and take on board the advice given, her attitude and mental health have greatly improved thanks to attending her sessions. Thank you!”

Parent or Carer

“One young person who does not typically talk about emotions at all shared a memory from early childhood of feeling scared. They shared how this memory was traumatic and how they had blocked it out, laying a stick across the head to represent this. This was a very significant moment for this young person as they grew in understanding of themselves and their life experiences.”

Barnardo’s employee



Staff engagement

We conducted an all-colleague survey and received 2,800 responses from across the charity. We have shared the results openly and transparently with discussions at Leaders Live and locally in departments and teams across the charity. Feedback from teams is being analysed and used to inform decisions and drive change centrally and locally. Here are some of the results:

How satisfied are you with the balance between your work and home life?

73% scored over 7 out of 10.

“The work from anywhere policy allows me the flexibility to work from home or a number of offices near where I live.”

How free do you feel to be your true self at work?

84% scored over 7 out of 10.

“I do not feel that I am micromanaged, and I am entrusted with the autonomy required to fulfil my role effectively.”

How much do you enjoy working with your team?

92% scored over 7 out of 10.

“I’m so proud of the team I work with, very supportive and caring.”

How satisfied are you with the amount of learning opportunities that are on offer?

“I have been given opportunities to develop and progress within my role and gain further qualifications.”

How clear are you on the requirements of your job?

86% scored over 7 out of 10.

“The requirements of my job are clear, but changes to the service mean that requirements change a lot.”

To what extent do you have access to the resources you need to support you in your role?

73% scored over 7 out of 10.

How able are you to manage your workload?

“I have resources and support systems available to me.”

How well does Barnardo’s live the values it promotes?

65% scored over 7 out of 10.

How often do you apply the values to your everyday work?

84% scored over 7 out of 10.

“I feel that the values underpin the work we do every day and we use them to help structure our work.”

To what extent do you feel safe to openly share your feelings about equality, diversity, inclusion, and belonging in this organisation?

70% scored over 7 out of 10.



Overall, how happy are you at work and please tell us why?

68% scored over 7 out of 10.

“Very happy at work. Feel valued and work as part of a great team. I do feel that there is too much to do and not enough time at certain times.”

“I enjoy my job and the people I work with really contribute to that. The young people are at the heart of what I do and being able to work hands on with them as well as being a line manager and doing more managerial roles is ideal.”

“I feel really supported by my team and line manager with any concerns, I get on really well with my colleagues and we work well together. My opinions are heard and my input is valued. I have a good work life balance, feel challenged by my work but not too much so, and I know where to go for support.”

“I feel the role I have makes a difference to children and their families.”

“I have now worked for Barnardo's for 20yrs, I feel very privileged to have been able to work in the service I do with vulnerable young people who have a disability/ special need. My role has been diverse over the years, and I have enjoyed every moment. Barnardo's has had to change over the years, but I can say that all the volunteers, students & staff have been amazing. Thank you, Barnardo's, for giving me this opportunity.”

“My manager makes all the difference to my wellbeing in the workplace. I am happy when feedback is received from families who our team has helped to ease, alleviate the circumstances they are in. Although I work as an administrator it is nice to know that they families appreciate the work that is being done to help them and their children.”

“I have been with Barnardo's for 4.5 years and since day one I've learned a huge number of skills. I have developed personally and professionally. I have supportive, caring and mentoring managers that have taken their time to ensure I was comfortable in my role and showed me the ropes along the way. We have also learned together when moving into new IT systems and work procedures. I have the opportunity to make a difference by helping children reach their potential and provide a safe and fun environment.”



Workforce EDI

Equality, diversity and inclusion are central to everything we do at Barnardo's, stemming from our core belief in the unique worth of every individual, and the specific commitments in our new corporate Strategy. We must ensure Barnardo's is a charity that celebrates difference, prioritises diversity and is a place where everyone can thrive.

We have:

- Established clear leadership through our corporate Equality, Diversity and Inclusion Board, chaired by our Chief Executive.
- Updated our commitments to anti-racism and made progress on our actions in becoming an anti-racist organisation.
- Published our second Diversity Pay Gap report which includes gender, disability, sexual orientation and ethnicity.
- Become disability confident leaders.
- Relunched our colleagues EDI networks.
- Improved our EDI data and insight and launched an EDI data app.
- Established mentoring programmes, including reciprocal mentoring.
- Delivered communications campaigns, including an EDI calendar, to make clear that inclusion is everyone's responsibility.
- Worked with external partners to gain expert challenge and support in this area.
- Worked in conjunction with the mandated requirements of the Patient and Carer Race Equity Framework (PCREF).
- Continued to work to progress an Anti-Racism Framework, including the racist incident process, on schedule for pilot launch in November 2024.



Staff Health & Wellbeing

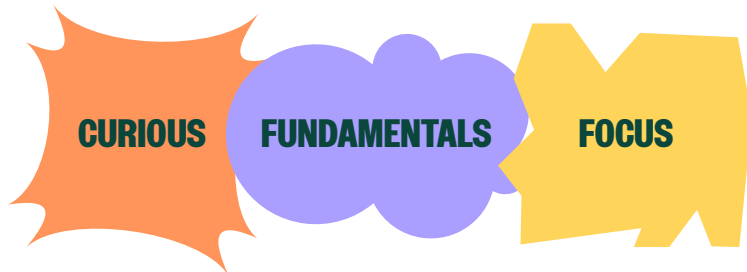
We have a robust People and Culture Strategy, which demonstrates our commitment to investing in our colleagues and our volunteers. It has been developed by listening carefully to colleagues' feedback.

Learning and Development

We are committed to becoming a learning organisation where everyone feels confident and able to make a difference while building a culture that supports all to perform at their very best. We recognise that just as each of us are different with different preferences about ways of learning and our approach is flexible and varied too.

We have developed a new approach that encourages staff to think about and take more of an active role in their own learning, encouraging colleagues to be curious and explore learning opportunities that will help them develop professionally and personally.

We offer a range of different learning materials and formats with content divided into three intersecting layers:



Pay, Reward & Recognition

We have reviewed our pay and conditions offer to ensure that it is fair and responsive to the external environment. We create regular opportunities to say thank you to those who go the extra mile.

Hybrid workplace offer

Our goal is to facilitate work/life balance, as well as making sure we can recruit colleagues from right across the country. We are committed to giving colleagues as much choice and flexibility about where they work as possible. We have opened a range of collaboration hubs across the country and developed support and guidance for hybrid working.

Health and wellbeing

We have started a journey to become a truly trauma-responsive organisation, with a training programme rolled out. We have developed a wellbeing hub to support challenges faced by colleagues. We have begun work to explore our culture and co-produce behaviours that help ensure our environment drives positive mental health and wellbeing. We have engaged experts to facilitate bespoke opportunities for colleagues to address traumatic events in the external environment.

Leadership presence

Our leaders play an important role in driving our Strategy forward, sharing our vision and supporting colleagues. It's important that our leaders are visible and accessible across the charity, to help us feel a shared connection as part of the Barnardo's family. Our Quality Conversation includes a section on managerial visibility and we have regular 'Leaders Live' events for colleagues to hear and ask questions of our corporate leadership team.

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