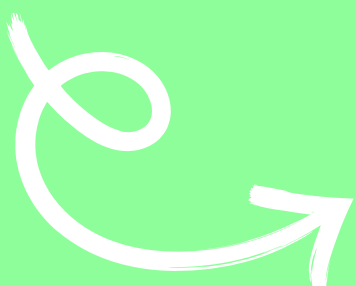




ANNUAL REPORT 2024-25



BARNARD'S

The background features a light blue field with a large, dark green, organic shape that resembles a stylized leaf or a splash. This shape is positioned on the left and top, framing the central text. The text is white and bold, set against the dark green background.

**CHANGING
CHILDHOODS.
CHANGING
LIVES.**

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WELCOME

Foreword

We are proud to present our Annual Report for 2024-25, which marks the first full year of our current Strategy.

During the year, we reached almost 360,000 children, young people, parents and carers through 669 services and partnerships across the UK.

The report outlines the progress we have made in delivering on our three strategic goals: providing excellent, inclusive services; improving practice, policy and systems; and driving change in attitudes towards childhood – all in the service of children and young people.

With almost one in three children living in poverty, we were sharply focused throughout the year on supporting families who were struggling to afford the basics. For the third year running we opened a special fund for children and parents in our services who needed help to afford food and clothing – or to replace a broken washing machine – life's essentials which were otherwise out of reach for many. Meanwhile, we published new research on the impact of poverty on children's health and wellbeing, and we took every opportunity to call for the major changes we know are needed to lift children out of poverty and to transform opportunities for a whole generation.

Beyond this, we continued to provide a wide range of vital, often life-changing services, working hand-in-hand with local authorities, the NHS, central government and corporate partners. The majority of our direct work is focused on community-based help for families – stepping in long before they reach crisis point. We also support children in foster care and residential care, as well as young people leaving the care system, children and young people struggling with their mental health, those who have sought sanctuary in the UK, and those at risk of sexual abuse and exploitation.

In everything we do, we work alongside children and young people – rather than just acting on their behalf – by creating opportunities for those we support to share their views and experiences and to influence the world around them.

In 2024-25 we were honoured to receive the single largest donation in the charity's history, from the Katherine Martin Charitable Trust, which is specifically for the creation of 50 vital homes for young people leaving foster care or children's homes, alongside delivering other vital services in the North of England.

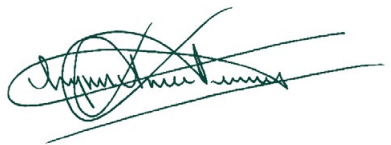
This year we continued to operate in an increasingly difficult and complex environment, with high costs, and particular challenges in the retail sector affecting the profitability of our stores. Despite this, 2024-25 also marked our highest ever level of income.

One of our core values at Barnardo's is responsible stewardship, and as leaders of the charity, we see ourselves as custodians for the future. We know that in the current environment we must continue to adapt and change to meet the evolving needs of children and young people. We remain focussed on our impact as a charity, and we also know we need to make sure we are efficient and innovative in our ways of working, which is why we will be embracing new tools like AI wherever we can, whilst also keeping a sharp eye on our progress and performance through a new reporting dashboard developed this year.

We are extremely grateful to our partners, supporters and champions, as well as our deeply committed Board of Trustees, and our passionate and talented colleagues. All are united by their belief in Barnardo's Purpose – to Change Childhoods and Change Lives. It is only thanks to this wider Barnardo's community that we can continue our vital work, so that children can be safer, happier, healthier and more hopeful.



Mark Wood
Chair

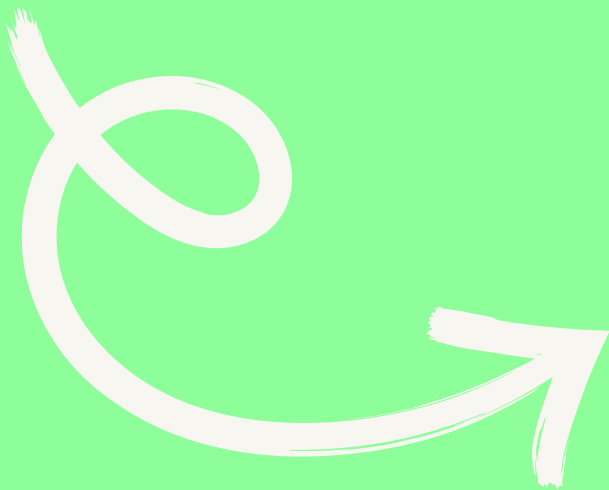


Lynn Perry MBE
Chief Executive



REPORT OF THE BOARD OF TRUSTEES

This includes the Strategic Report
and the Directors' Report.



Strategic Report

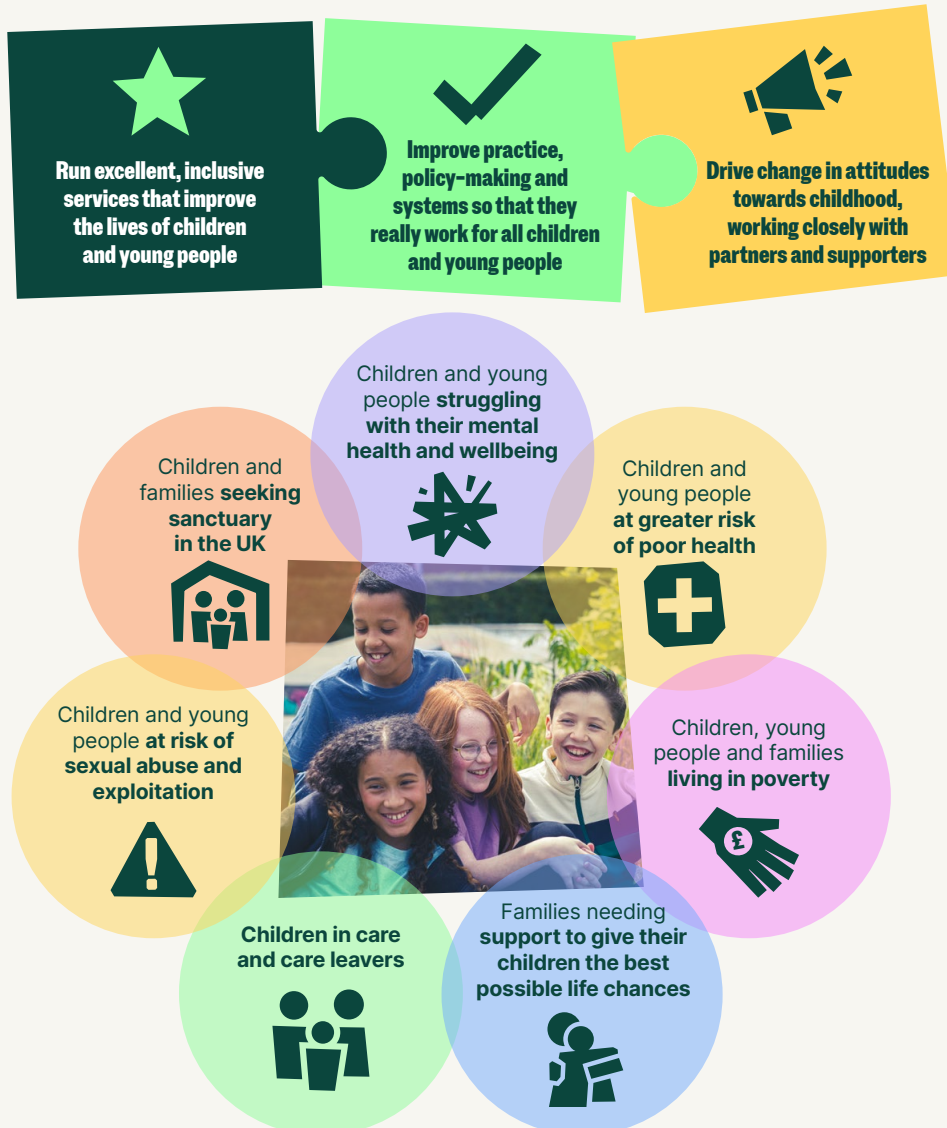
Impact Report: How we made a difference in 2024-2025

Progress against our Strategy

Overview

In April 2024, we began a new three-year Strategy, focused on delivering our Purpose and helping to make sure children in the UK are safer, healthier, happier, and more hopeful.

Our new Strategy sets out three interconnected strategic goals that we will deliver for seven overlapping populations of children.



In 2024-25, the first year of our Strategy, we made significant progress on behalf of all seven populations of children.

Children, young people and families living in poverty

We distributed support through our Child Poverty Fund of £527k, to help meet the most urgent needs of children, young people and families in our services. In addition, recognising the overwhelming importance of this issue for communities we support, especially with the cost of living remaining so high, we continued to enhance our year-round integrated campaign – with child poverty the number one thing we talked about to supporters and the public all year round. Within this, we continued to focus on fundraising in the run up to Christmas, recognising this is the time of year when people feel more motivated to support those in need. A key focus of our influencing work was on the UK Government's Child Poverty Strategy (now expected to be published in 2025-26) – which is a unique opportunity to end the stubborn stagnation in progress to lift children out of poverty.



Almost
one in three¹

children (4.5 million) in the UK are living in poverty based on the latest official figures. That's three times the population of Birmingham.

Children and young people at greater risk of poor health



2.6 million²

children in the UK are living in food-insecure homes. Almost one in four (24%) five year olds are experiencing dental decay.

In our Strategy, we committed to becoming a truly health and social care children's charity – recognising that children and families' needs often straddle both. Our health delivery

work has continued to grow, and we are also establishing the charity as a thought leader – working closely in partnership with others – especially on the social determinants of health and health inequalities. In 2024-25, we continued work on our Children and Young People's Health Equity Collaborative (CHEC), which seeks to understand the challenges facing children's health at a local level, and what needs to be done to tackle health inequalities for children and young people, regardless of their circumstances. The Collaborative is a partnership between Barnardo's, the UCL Institute of Health Equity and three Integrated Care Systems (ICSs) – Birmingham and Solihull, Cheshire and Merseyside, and South Yorkshire. In 2024-25 we also released a new policy report on the impact of poverty on nutrition and the impact of nutrition on poor health – which builds on work we are doing in local communities, and on an earlier project led by our SEEN programme on access to food in Black and Minoritised Ethnic communities.

1. UK Government (2025), Households below average income: <https://www.gov.uk/government/collections/households-below-average-income-hbai--2>

2. Food Foundation (2025), Food Insecurity Tracking: <https://foodfoundation.org.uk/initiatives/food-insecurity-tracking#tabs/Round-16>

Families needing support to give their children the best possible life chances

With the large majority of our delivery work focusing on family support (including children's centres and family hubs), and with our strong belief in the power of prevention and early intervention, we have continued to make the case for greater investment in helping families before they reach crisis. In advance of the UK Government's Spending Review, we produced new cost benefit analysis of aspects of this work in Sandwell (West Midlands) alongside new service modelling. Our calculations suggest that the Welcome to Parenthood service we deliver in Sandwell achieves £2.44 in benefits for every £1 spent, or £3,624 per course participant, suggesting potentially significant savings to the state if the government were to fund this work more widely. These new tools and analysis are helping us to describe, promote, and celebrate the impact we can deliver for children and families.



Spending on early intervention services has increased by over

£300 million³

since 2020 but is still 42% lower than it was in 2010-11.

Children in care and care leavers

In 2024-25, we continued to honour our history of innovative support and advocacy for care-experienced young people. We are moving ahead with our Gap Homes programme, providing safe and supported accommodation for care leavers, thanks to our largest ever donation from the Katherine Martin Charitable Trust. Meanwhile, we are delivering evidence-based programmes like the Mockingbird fostering service in Scotland. With outcomes for children in care and care leavers persistently lower than their peers', we are strongly focused on driving policy change and have created numerous opportunities for care leavers to speak directly to decision makers – including giving evidence to Parliamentary committees at Westminster.



There are
80,000⁴

children in local authority care in England, an increase of 28% since 2010-11. There are also nearly 400,000 children identified as 'in need' of support.

3. Barnardo's (2025), Building Families, Building Futures: <https://www.barnardos.org.uk/research/building-families-building-futures-case-family-hubs-every-community>

4. UK Government (2024), Children looked after in England including adoptions: <https://explore-education-statistics.service.gov.uk/find-statistics/children-looked-after-in-england-including-adoptions/2024>

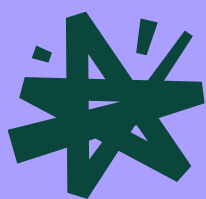
Children and young people at risk of child sexual abuse and exploitation



Evidence suggests
one in 10⁵
in England and Wales
experience sexual abuse
before the age of 16.

Alongside our services for children at risk of sexual abuse and for victims and survivors, our Centre of Expertise on Child Sexual Abuse (hosted by Barnardo's and funded through the Home Office), continued to produce vital and authoritative research and guidance for professionals. Through this work we are increasing understanding amongst professionals and the public about the scale and nature of child sexual abuse, whether in the home, within institutions, carried out by groups, or where harmful sexual behaviour is taking place between children. The Independent Review of Pornography published in March 2025 echoed our recommendations for pornography sites and social media to be regulated in the same way as tv on demand, to help protect children from harmful content.

Children and young people struggling with their mental health and wellbeing



More than
one in five⁶
children and young people in
England have a diagnosable
mental health condition.

Throughout the year we maintained a strong focus on children and young people's mental health. We worked on further developing our service model, in anticipation of the rollout of mental health support teams (MHSTs) to all schools across England. We also looked for new and creative ways to promote wellbeing, including through our Co-op partnership, where we co-created positive content for social media alongside young people, empowering our young content creators to provide a counterweight to so much negativity online.

5. Centre of Expertise for Child Sexual Abuse (2025), Trends in Official Data: <https://www.csacentre.org.uk/research-resources/research-evidence/scale-nature-of-abuse/trends-in-official-data/>

6. NHS England (2024), England's NHS mental health services treat record 3.8 million people last year: <https://www.england.nhs.uk/2024/10/englands-nhs-mental-health-services-treat-record-3-8-million-people-last-year/>

Children seeking sanctuary in the UK



In 2024-25,
3,707⁷

unaccompanied children
applied for asylum
in the UK.

Throughout the year, Barnardo's continued to deliver vital services for children seeking sanctuary in the UK, including through our Independent Child Trafficking Service (funded by the Home Office) and from January 2025, a new service called Ubuntu operating in Northern Ireland, Scotland, and Hertfordshire, funded by the National Lottery Community Fund, which is a long-term programme to help families to thrive in the UK. In June, we were proud to participate in Refugee Week, which is the world's largest arts and culture festival celebrating the contributions and resilience of people seeking sanctuary.



7. UK Government (2025), How many people claim asylum in the UK?: <https://www.gov.uk/government/statistics/immigration-system-statistics-year-ending-march-2025/how-many-people-claim-asylum-in-the-uk>

Understanding our reach

Throughout the year Barnardo's continued to provide vital services for children, young people and families, whilst also working to drive longer-term change for future generations.

We reached

359,392

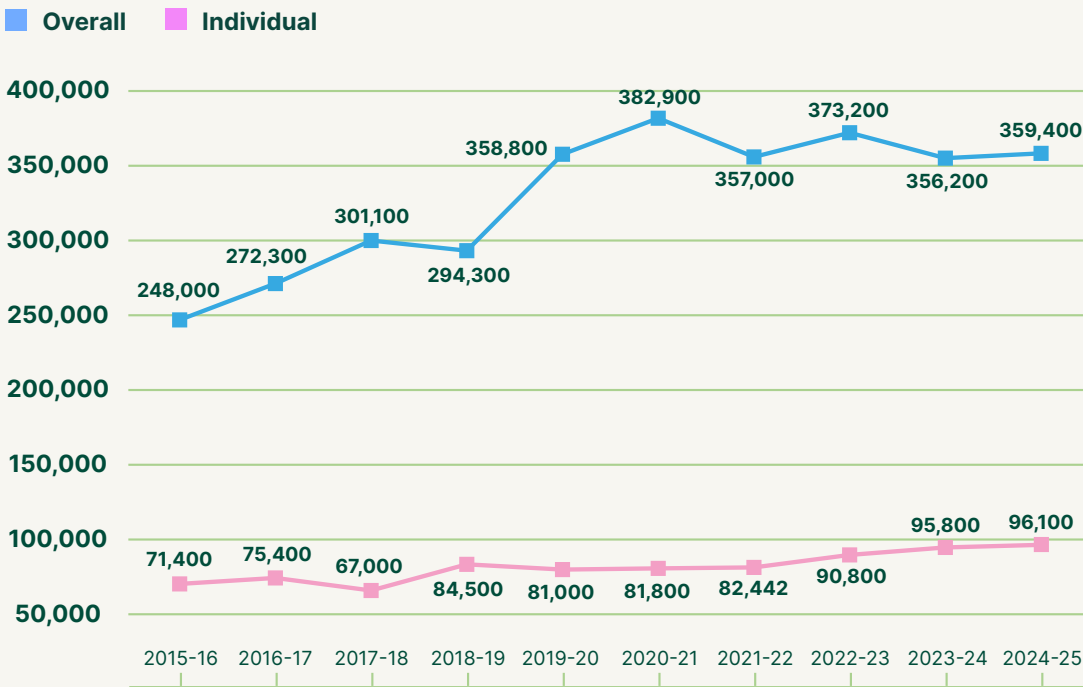
Children, young people, parents and carers across 669 services.

In 2024-25 we reached 359,392 children, young people, parents and carers, through 669 services and partnerships. This includes 96,100 who we helped on a one-to-one basis.

This means that in 2024-25, we reached more than 100,000 more people than in 2015-16, which is when we first started recording comparable data.

In 2024-25, we reached slightly more people than the year before, an increase of 1% or around 3,192 service users. However, our number of services has reduced, partly due to changes in the external environment, including the financial pressures facing local authorities. Some of the change is also due to an improvement in our data and the way we define a service.

Service user count by year



This table shows how these numbers break down by the seven populations outlined in our Strategy. We have assigned each of our services a primary 'population category' to give an overall sense of how our work delivers on our priorities. However, in practice, many or all of our services will support children from two or more of our population categories and many of the children we support will fit into more than one category too. In particular, children and young people across all our services experience poverty.

In 2024-25, the largest share of our work continued to be support for families, such as through children's centres and family hubs. This includes our largest service – our Essex Child and Families Wellbeing partnership, which accounts for over 120,000 of our service users.

Data in this table only covers 2024-25 as this is the first year of our three year Strategy, which introduced this new categorisation based on the seven overlapping populations of children we exist to serve. In future years, our Annual Report will include year on year change.

Category	2024-25 Services	2024-25 Children, young people and families
 Children, young people and families living in poverty	96	5,500
 Families needing support to give their children the best possible life chances	270	270,100
 Children and young people at risk of poor health	45	7,200
 Children in care and care leavers	138	16,800
 Children at risk of sexual abuse and exploitation	43	6,400
 Children and families seeking sanctuary in the UK	5	800
 Children and young people struggling with their mental health & wellbeing	72	52,800
Totals	669	359,600

Note: Figures are rounded.

Barnardo's support across the UK

669

services
across the
UK

Northern Ireland

49,800

Children, young people,
parents and carers
supported through

74

services

Scotland

12,200

Children, young
people, parents and
carers supported
through

160

services

England

284,500

Children, young
people, parents and
carers supported
through

388

services

Cymru

6,200

Children, young people,
parents and carers
supported through

47

services



7,404

Colleagues



18,520

Volunteers



Barnardo's Child Poverty Fund

Since October 2022, Barnardo's has run a specific fund to meet the urgent needs of children and families in our services.

In 2024-25, we spent over **£527,000** through our **Child Poverty Fund** to help over **9,000 people** who are living in poverty to meet their immediate needs. This represents **2,600 families** with **6,350 children and young people**.

We know that our services are most effective at supporting children when we can first make sure they are fed well, living in a warm home and have a decent bed to sleep in. The Fund allows our frontline workers to alleviate some of the stress children are carrying by providing access to practical help and accessible solutions to some of the financial pressures they face.

During the year, we built on learning from our previous Cost of Living Fund, which we ran in 2023-24, spending around £1m and reaching 13,211 people.

In 2024-25, we focused on providing vital support to the children who needed it most. We also worked to leverage other forms of support for families, including by working with partners to donate appliances and other essentials. Our Child Poverty Fund can be accessed by any family supported by Barnardo's who meet the criteria.

We evaluate the Fund carefully. In 2024-25, **38%** of frontline workers who applied to the fund on behalf of families they support completed a feedback survey, with an overall satisfaction score of **9.6 out of 10**.

We know that children and families we support are continuing to struggle to afford the basics. We can only continue to provide this vital support thanks to the generosity of our donors, partners and supporters.

Our partnership with Beko

During 2024-25 Beko, a major home appliance brand, donated over **£17k worth** of products to Barnardo's. This generous donation has enabled Barnardo's to supply brand-new white goods such as washing machines and fridge freezers to families in need all over the UK.

Through this donation, we supported **47 households**, with 108 children and **17 young adults**.



Inclusive and dignified support

Poverty excludes children because it denies them the activities, goods, and services that other families may take for granted. Our Fund is designed to address this so that children and young people in our services have access to the positive experiences we would all want for our own children.

The stigma of poverty can have a lasting effect, that stays with young people long into adulthood. That's why our Fund provides dignified support

that helps to reduce the shame that poverty can cause. We trust families and young people to exercise choice and agency and our frontline workers make applications to the Fund in collaboration with the families they support, so it's tailored to meet their needs and the pressures they're facing. Where young people and families need help with budgeting and other decisions, we provide this with dignity and respect.

Achieving impact

The Child Poverty Fund is helping us deliver our purpose – helping children and young people to be safer, happier, healthier, and more hopeful.



The table below sets out our spending on each objective of the fund over the last three years, and how this fits with our impact domains.

Each objective of the fund	2022-23 spend allocated to objective	2023-24 spend allocated to objective	2024-25 spend allocated to objective	Impact domain
Preventing hunger	35%	38%	28%	Healthier
Suitable clothing	24%	24%	25%	Healthier
Access to warm spaces	21%	14%	9%	Healthier
Access to health related appointments	1%	2%	N/A	Healthier
Access to safe and working appliances	9%	11%	12%	Safer
Helping children stay safe	9%	10%	5%	Safer
Access to essential furniture	N/A	N/A	13%	Safer
Access to employment	1%	1%	<1%	More hopeful
NEW OBJECTIVE Enhancing activities	N/A	N/A	8%	Happier
Total	100%	100%	100%	

Our new objective: Enhancing Activities. Following a pilot in Northern Ireland and the North of England in 2023-24, in 2024-25 we introduced a new objective for the Fund: Enhancing Activities. The purpose is to support

families to access simple activities and moments of joy for their children. This could be anything from a trip to the cinema to celebrate a child's birthday, a food voucher to cover a picnic in the park, or funding to cover a family day out.

Evaluating the difference we made

Families have told us that they find the term poverty riddled with stigma. For this reason, we intentionally adopted a name for the new digital access point to the fund that felt welcoming and respectful, calling it the Barnardo's Gateway. This was particularly important as we encouraged workers to sit alongside families to complete applications together.

Development of our online application system has allowed us to capture the quality data and impact information we need to continuously improve our Fund. It also reduces administrative activity including cash handling, reduces financial risk, and increases accuracy of financial reporting and spend patterns. Crucially, this gets resources to families in the quickest and most efficient way possible so we can help them to be safer, happier, healthier, and more hopeful.

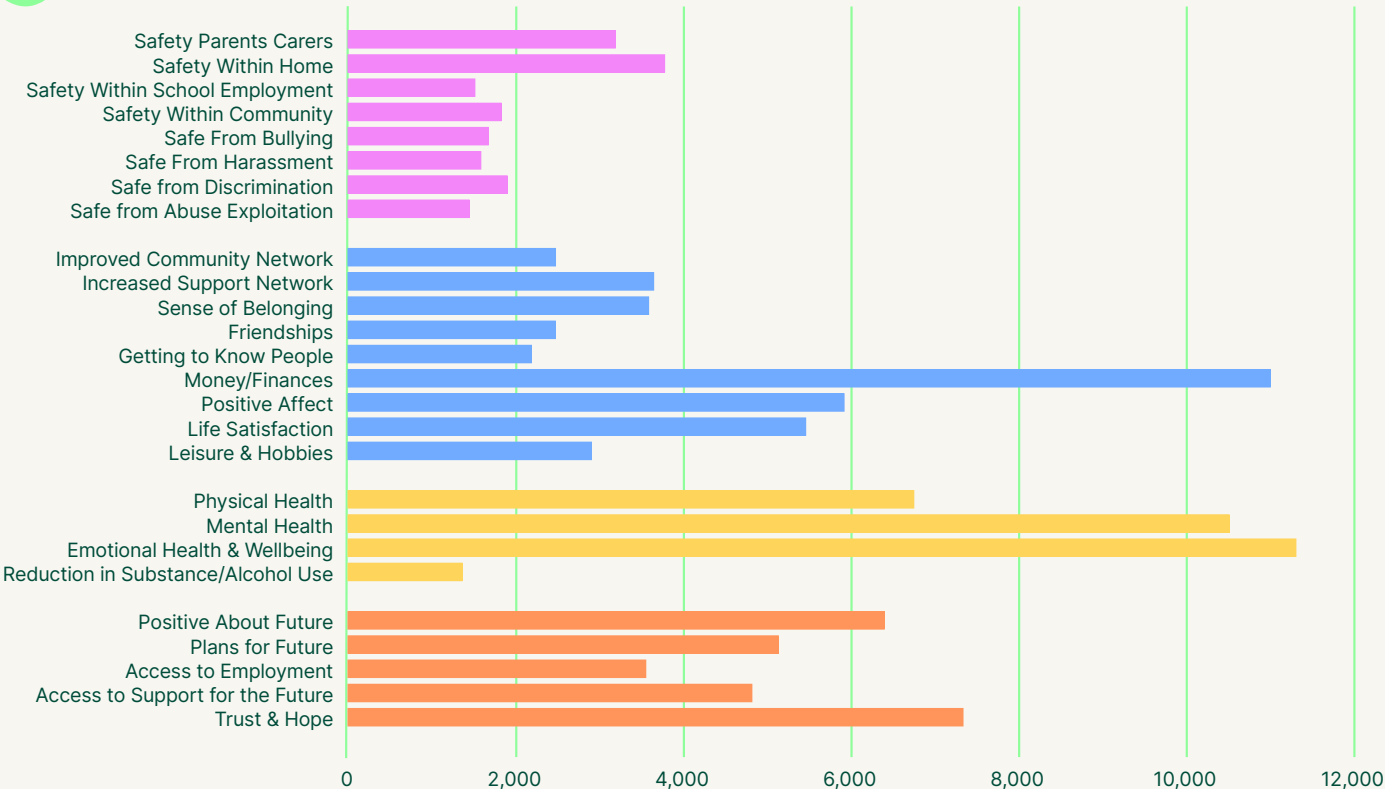
Based on evaluations from **1,260** people and families who received support from the Fund, we can understand more about its impact.

SAFER

HAPPIER

HEALTHIER

MORE HOPEFUL



Delia's Story*

Delia* is a single mother from Surrey taking care of three children, aged 6, 12 and 15, and working part time to support the family.

During a visit with their Barnardo's Support Worker, Zoe, one of Delia's children explained that their fridge freezer had been broken for several weeks, and their mum was too embarrassed to ask for help. In the meantime, Delia had been buying less fresh food and was using cold water in the sink to keep the essentials chilled while she saved for a new one.

Zoe explained the Fund to Delia and assured her that Barnardo's was there to help and support the family when things got difficult. Less than a week later, Delia and her family received a new fridge freezer for their home.

This helped ease the financial pressures on the family, meaning it was one less thing to worry about, especially in the run up to Christmas.

Delia explained that accessing the Fund and receiving a new fridge freezer helped to strengthen the family's relationship with their Support Worker, as they were treated with dignity and kindness. The family were very thankful, both to the Support Worker and to Barnardo's.

Delia said she felt 'more hopeful', as before the new fridge freezer, she felt she was letting her children down. Delia said that for someone to go above and beyond to support the family, showed them that there are "good people in the world".

*We've changed Delia's name to protect her family's identity.



Our Child Poverty Campaign

Alongside providing vital support to families who were struggling to afford the basics through our Child Poverty Fund, throughout 2024-25, we ran a campaign to drive long-term change, and to raise vital funds for our work.

During this time, we called on the public to join us in standing up for every child living in poverty, to help them feel seen and heard – and to let them know they belong.

Demonstrating our impact

- £1.1m raised (including gift aid) at Christmas time – making it our most successful winter fundraising appeal to date. Supporters, retail customers, corporate partners and celebrity ambassadors all got involved to help make sure more children living in poverty were warm, well fed and felt a sense of belonging at Christmas time.
- We welcomed the Secretary of State for Education, and the Secretary of State for Work and Pensions, to a Barnardo's service to launch the Government Task Force on Child Poverty, and to hear directly from parents about the impact of poverty on their children's lives, and what they would like to see changed.
- Our report, Nourishing the Future, was cited in Parliament in support of expanding free school meals. Our broader campaign on child poverty has contributed to keeping this issue at the heart of the political debate.





October:

Our TV advert played in millions of homes across the country.



December :

For children spending the festive season cold and hungry, Christmas feels like it's for other children, not for them. Our Christmas appeal asked supporters to help give Christmas back to a child in poverty.

Our celebrity ambassador, Michelle Collins, supported the campaign by recalling the stigma of qualifying for free school meals.



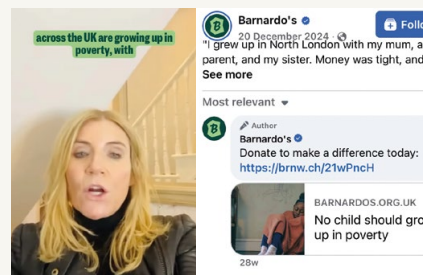
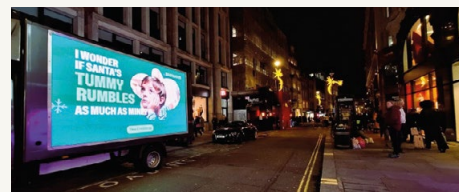
September:

"A quarter of parents in Britain struggle to provide enough food for their children", we launched our new findings on child poverty.



November:

We launched our countdown to Christmas, benefitting from pro bono advertising on vehicles across central London.



March :

Our new report findings showed that far too many children and young people are missing out on the nutritious food they need to thrive.

We urged governments to step up to the plate on providing free school meals.

Our parliamentary event aimed at influencing the Children and Wellbeing Bill was well attended by cross-party policy makers.

Tackling the underlying causes of poor health

Barnardo's Family Support Workers

In 2024-25 we ran a new pilot involving Family Support Workers (FSW) in seven Emergency Departments across England.

The pilot was commissioned by NHS England with the aim of identifying and supporting children and families who were seeking emergency care for health needs caused by underlying issues such as poor housing.

The pilot supported over 1,850 children. The main reasons for needing support were to boost parents' health literacy and confidence, access to appropriate housing, and issues relating to special educational needs and disability.

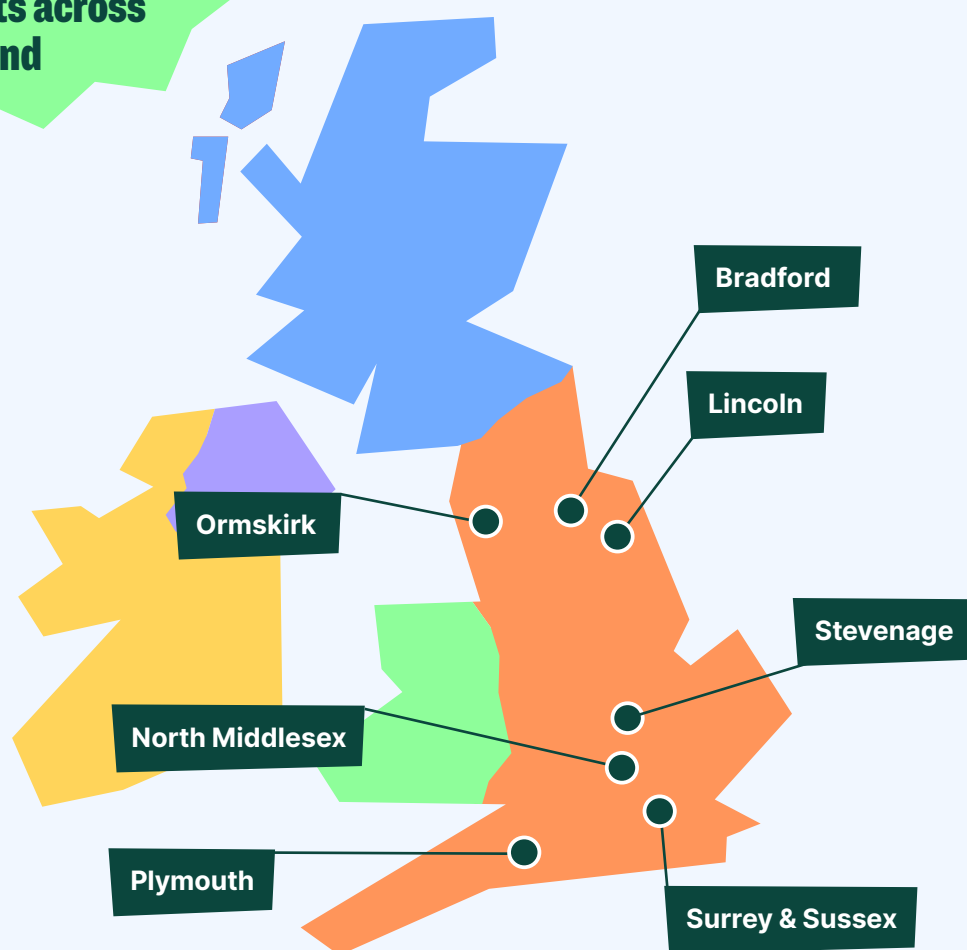
The programme was delivered in seven Emergency Departments (EDs).

The role of Family Support Workers

A Family Support Worker is a non-clinical professional who provides practical, emotional and holistic assistance to families. They can help to identify and address challenges and to connect families to resources and services. They can also provide information and support with issues such as child development, parenting skills and family dynamics.

The pilot was based on a three-tiered model, tailoring the support to families' needs. Families also had access to Barnardo's Virtual Family Space offering a suite of online sessions to improve health literacy.

Seven Emergency Departments across England





The programme's aims included:

Overarching: Reduce Non-Urgent Attendance at Emergency Departments: Decrease the number of children and young people presenting to Paediatric ED with non-urgent needs through proactive intervention by Family Support Workers supporting access to the right service at the right time.

- Address Health Inequalities: Help families navigate and engage with available services, address socioeconomic challenges, enhance understanding of common childhood illnesses, and overcome barriers to accessing healthcare.
- Promote Prevention and Early Identification: Support families to identify early health issues, build confidence and connect with appropriate community resources and services.
- Improve Health Literacy: Empower families with the knowledge and skills needed to manage minor childhood illnesses and improve their understanding of when and how to access appropriate care.
- Support Behavioural Change and Engagement: Provide flexible support (e.g., signposting, referrals, and intensive interventions) to families, helping them make lasting changes in health-related behaviours.
- Systems Approach: Working collaboratively to relieve pressure on Emergency Department staff, address barriers to accessing community resources and support, by sharing themes and service gaps to the wider system.
- Improve Experience and Outcomes for children and young people.

Impact and outcomes

- **92.1%** said they were better informed on how to access health information for their family.
- **90.1%** reported an improved understanding of available healthcare services such as GPs, pharmacies, and dentists.
- **93.1%** felt more confident about what to do if their child(ren) had similar health concerns in the future.
- **100%** of respondents said they were supported to identify relevant activities and resources appropriate to their family needs.



We also surveyed 70 NHS staff about the service:

82%

said it helped

73%

said it gave them more capacity in their role

Goal based outcomes were used with 223 families who had complex needs, where Family Support Workers provided ‘outreach’ – helping families to access a range of different services, following up face to face or over the phone until the right support was in place. 93% achieved meaningful change, 33% reported completing the goal, and most families were transitioned to other services to continue working on their goals.

The goals families created were categorised into the themes below, which map to our impact domains:

Category	Barnardo’s Impact Domain	Percentage of spend
Support to access services	Healthier	43%
Improved health literacy	Healthier	30%
Support with nursery/education	Happier	13%
Access to community support	Happier	7%
Housing support	Healthier	4%
Improved mental health and wellbeing	Happier	3%
Total		100%

Return on investment

Barnardo's also carried out a cost benefit analysis for the outreach element of the service and found for every £1 invested there was a £3.05 saving to the state, with specific improvements seen in mental health and parental resilience.



The Smith Family's Story

The Smith family had come to the Emergency Department on several occasions with rat bites on their hands, feet and heads. The mother, father, their three children and the grandmother (who has diabetes) all lived in the property which they rented.

The Family Support Worker spoke to the family (English was their second language) and arranged an emergency visit to their home the next day. The house was in an area with lots of takeaway restaurants, which the family believed was where the rats were coming from.

The Family Support Worker helped the family to make a plan to address the situation which included;

- Looking at food storage and identifying new options, identifying the gaps where rodents may come in, and keeping the outside clean.
- Contacting the landlord about repairs to the home to stop rodents entering.
- Contacting the Environment Agency who supported with clearing the local area and visited the local takeaways and food shops to ensure they are disposing of their waste in a clean and environmentally safe way. The Environmental Health Agency also contacted the landlord following visiting the tenants to ensure the house was clean and holes in the walls and cellar were blocked to help prevent the entry of rodents.



The family moved out temporarily so that the landlord could carry out this work. The subsequent actions of the landlord, family, local businesses and Environment Agency resolved the issues, and the family haven't had to return to the Emergency Department to seek treatment for rat bites.

Improving children's mental health at school

Mental Health Support Teams in schools are funded by the government to help improve children's mental health and wellbeing in England. They have three core roles:

- To deliver evidence-based support to children with mild-to-moderate mental health issues
- To support a 'whole school' approach to mental health and wellbeing alongside school mental health leads
- To provide advice to school staff and liaise with health and community services to make sure children have the right support to stay in education.

Eight principles for a 'whole school' approach to mental health

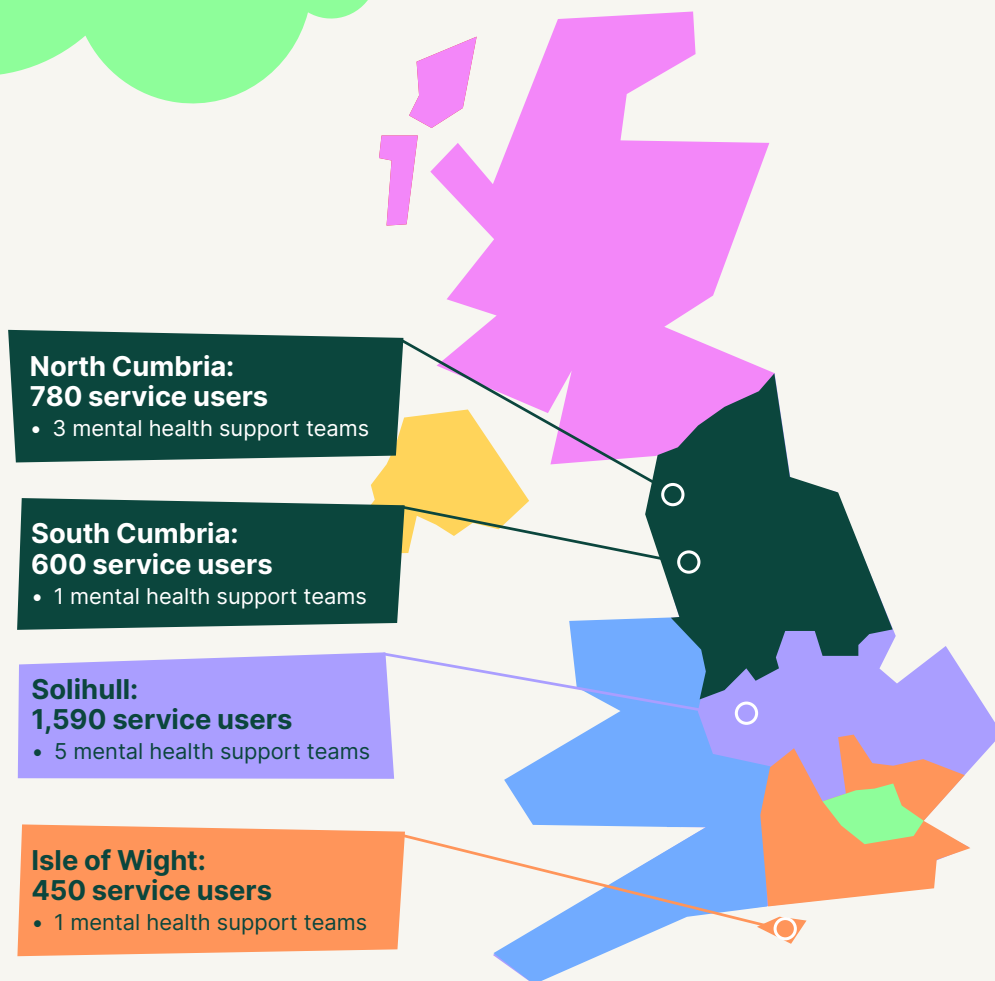


UK Government and Children and Young People's Mental Health Coalition.





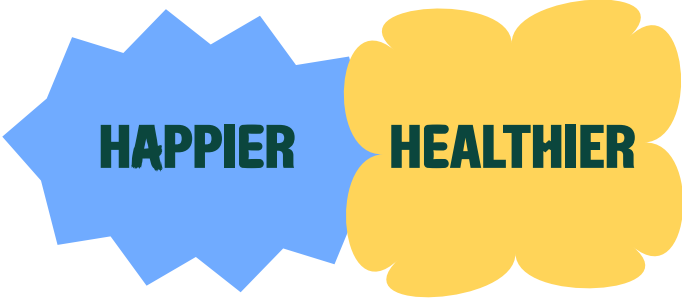
In 2024-25, Barnardo's ran 10 Mental Health Support Teams across four local areas, reaching 3,430 children. We also ran a range of other schools-based programmes right across the UK.



Outcomes in Cumbria

Our two Mental Health Support Teams in Cumbria closed **713** cases during 2024-25, and children were surveyed both before and after the support they received to understand the impact we achieved.

635 children (89%) showed improvement in at least one area, as outlined in the table below.



Primary Reason for Referral	Cases improving	Total cases	Percentage of cases improving
Anxiety	203	215	94%
General Worries/Fears/Anxiety	163	179	91%
Low mood/withdrawal	103	110	94%
Emotional Regulation	58	74	78%
Emotional Wellbeing Support	41	53	77%
Difficulties Expressing/Controlling Emotions/Behaviour Issues	18	28	64%
Low self-esteem and confidence	15	17	88%
Significant Life Event	7	8	88%
Negative Thinking/Outlook/Depression	5	5	100%
Panic Attacks	5	5	100%
Phobias	4	4	100%
Relationship Issues	2	3	67%
Self harm behaviours	3	3	100%
Behavioural Disorder	2	2	100%
Obsessive Compulsive/Ritualistic Behaviours	2	2	100%
ADHD	1	1	100%
Bereavement	1	1	100%
Feeling like hurting myself	1	1	100%
School Stress/Exclusion	1	1	100%
Suspected Autism Spectrum Disorder	0	1	0%
Total	635	713	89%

Ben's Story

Behavioural Activation (BA)

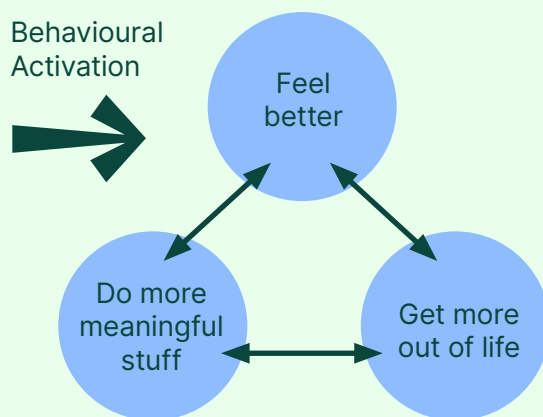
Low-Intensity CBT Intervention



Ben reported to his Head of Year that he had a feeling of persistent low mood. Ben said he was experiencing very poor sleep which has led to difficulty getting up for school and being on time. Ben expressed his frustration to his Head of Year that he is not able to maintain a productive routine of sleep, schoolwork and regular exercise.

Ben's Head of Year spoke to a MHST practitioner during a consultation and a referral was made for support. Ben met with a practitioner for an initial assessment with an outcome of working through Brief Behavioural Activation for low mood.

Positive cycle of activity



Ben attended the recommended eight sessions of Brief BA.

Ben achieved his goals to attend school on time four days a week and to complete four hours of exam revision at home.

In turn, Ben's sleep habits improved and he started going to a local football team.

Ben's Revised Child Anxiety and Depression Scale (RCADS) score reduced from 71 to 39.

STEP 1

Monitoring how you feel. Learning about the relationship between your activity and mood.

STEP 2

Values, thinking about what matters to you.

STEP 3

Simple Activation: Planning and engaging in valued activities and finding a balance.

“

At first I didn't expect Behavioural Activation to be effective, my practitioner did a great job at opening my eyes and showing me that what we do can play a massive role in how I felt.”

Our partnership with Co-op

Co-op and Barnardo's are working in partnership to support positive futures for young people.

For Co-op this partnership is a strategic and values-driven collaboration.

In 2024-25, our partnership reached and supported over **200,000** children and young people aged 10-25 through face-to-face services and advice and information online.

We established 20 services across the UK, supporting young people aged 10-25 in the communities that need it most.

Each service was developed in consultation with young people from the local area, ensuring that our services directly respond to the needs of that community. In Carlisle, for example, 170 local young people helped us to create 'Carlisle Youth Connect'. Young people from Carlisle can now attend free, weekly sessions that focus on creating and sharing meals while socialising together. Each service is different, but all support positive futures in providing access to food, mental wellbeing support, and opportunities for the future.

“

I find it really helpful to connect and communicate with other people that I otherwise wouldn't be able to.”

Kira, 16, from Carlisle, who attends our 'Carlisle Youth Connect' service

Alongside these face-to-face services, the partnership provides free advice and information through engaging online content on social media channels, supporting positive futures for young people, no matter their location.

In April 2024, we launched a new TikTok channel, and since then, a group of young content creators have been developing content for young people while gaining vital skills and experience.

“

Being a Young Content Creator for the Co-op and Barnardo's partnership has really helped build my own self-confidence. I've learned lots about myself and how I can use my skills and my voice to help others.”

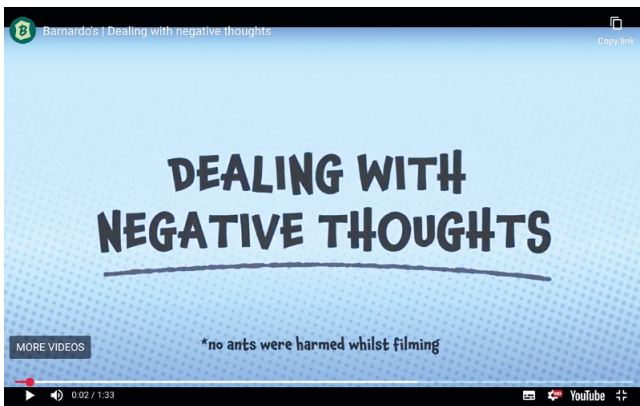
Troy, 21, from West Yorkshire

In 2024-25 we reached thousands of young people across TikTok and Instagram, with engaging, positive content, providing a vital counterbalance to some of the more negative content many young people are exposed to online.

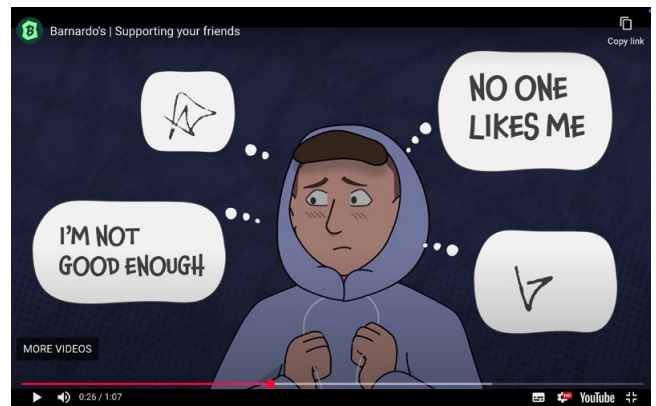
A conversation between two young people. Becca and Ola, about mental wellbeing achieved 2,310 engagements in February 2025, whilst Saeed's healthy fruit bowl recipe was watched more than 80,000 times in August 2024 alone.



In conversation with Ola & Becca ✨



The partnership also supports 10-12-year-olds by helping them and their parents to tackle relevant topics together. During the year, we produced three animations in consultation with 10-12-year-olds and their parents, that have been specifically tailored to children who are



too young for social media, so they can explore issues safely and with adult support. The first encourages parents and children to discuss negative thoughts to find solutions together, whilst the others help young people be kinder to themselves, and learn how to be good listeners.



The report found that too many young people are not able to access the nutritious food they need, when and where they need it, with consequences for their health and wellbeing – both now and in the future.

The young people who co-produced the report had the opportunity to present their findings to MPs and other national and local decision makers, including at the 2024 autumn Labour and Conservative Party Conferences, and during meetings in Parliament.

We're also supporting positive futures by empowering young people to advocate for themselves and their peers, thereby helping achieve policy change. In September 2024, we published a report developed and designed alongside young people, investigating how they access food in their communities. 'Recipe For Success' incorporates the voices of over 55,000 young people, gathered through focus groups, surveys, and Co-op young member polls.

“

I've struggled with access to food since becoming homeless aged 18, but to hear people as young as 13 talking about it was eye-opening.”

Kyson, aged 21, from Manchester.
Member of the Youth Advisory Group
and Co-author of 'Recipe for Success'

The achievements of this partnership would not be possible without the extraordinary fundraising efforts of Co-op colleagues, members, and customers. From in-store events to epic overseas treks, these individuals have dug deep time and time again to support positive futures. In November 2024, 11 Co-op colleagues embarked on a 12-day hike through the Himalayas of Nepal to Everest Base Camp, raising over £66,000.

In total, Co-op colleagues, members, customers and suppliers have now raised over £4m. Youth Advisory Group members Ola and Kavya were invited to the Co-op's Pioneer Awards in December, alongside our CEO Lynn Perry, to share updates with Co-op suppliers and thank them in person.

“

The Pioneer Awards was an incredible experience for me. Being there felt like a dream come true, surrounded by amazing individuals and inspiring achievements. It motivated me to strive for greater heights and reminded me of how important it is to recognise hard work and dedication in our communities.”

Ola, 20, from London

“

It means a lot to see [my daughter] Tiffany on the truck. I'm so proud of her, and she's so proud of herself. The [Co-op and Barnardo's] service has given her a lot of confidence, cause she's quite a shy girl, but it's really brought her out of herself. She absolutely loves it.”

Kristen, 42, from Telford



This is just one example of the opportunities that this partnership provides. In March, two young people in Telford, Rubi and Tiffany, enjoyed a particularly unique opportunity – helping to raise awareness of our partnership on two double-height Co-op delivery trucks provided by Co-op's logistics partner, Buffaload.

SEEN Programme

SEEN is a Barnardo's initiative which exists to identify, understand and tackle the structural inequalities which limit the opportunities of children and young people of African, Asian and Caribbean heritage in the UK.

SEEN Ambassadors

SEEN are working with a group of 26 children and young people from across the UK who are committed to being ambassadors for the Programme. They have a range of experiences, including lived experience of structural inequality, racism, and intersectional issues. Our ambassadors are a vital part of SEEN, informing our direction, advocating for the rights of children and young people of African, Asian and Caribbean heritage, and supporting us with the co-production of our projects. Our SEEN Ambassadors have been involved in a range of opportunities throughout the year including speaking at the House of Lords alongside on the issue of identity and race as part of a Speakers Trust event, attending a round table with the Jamie Oliver Group to discuss the Mayor's commitments to improve the London food environment, participating in panel discussions with the Purpose agency around democracy and storytelling and the Kings Fund on health inequalities, supporting Barnardo's Winter Parliamentary reception, and speaking at Banking on Barnardo's which led to one of our ambassadors featuring in an article in the Guardian.

Partnerships

SEEN has strategically collaborated with over 40 Black-led grassroots organisations, alongside government bodies and service providers, to maximise impact and drive meaningful change. By fostering these partnerships, SEEN has strengthened its advocacy for inclusive and equitable support systems, while reinforcing Barnardo's reputation as a leader in addressing racial disparities and championing the needs of African, Asian and Caribbean children and young people and their families.

Black Hair and Skin Project

Our innovative Black Hair and Skin project aims to address the long-standing concerns and inequalities faced by children and young people of African and Caribbean heritage by making information, advice, guidance and resources on hair and skin care freely available via online and offline training resources, campaigning, and policy influence.

In February 2025, we launched a new report 'Crowning Glory: Exploring the Stories of Black Hair and Skin' in Parliament, where children and young people shared their own experiences directly with national and local decision makers, including members of the House of Lords.

This project has produced a direct change in service provision within the Youth Custody Service now providing a package of support to Black children, including allowing extra shower time, understanding that Black children's hair takes longer to wash and care for and providing products that meet their specific needs.



Grandmother's Hands Intergenerational Cookbook

Following SEEN's report, 'Driving Healthy Futures: Fuelling Food Equity' which shared findings from feedback forms, interviews, roadshows and roundtables with children, young people, families and communities on barriers to food equity, SEEN piloted an intergenerational cookbook called Grandmother's Hands in Northern Ireland. The cookbook aimed to facilitate relationships in the community to reduce isolation, share inter-cultural and inter-generational learning, and provided spaces for communities to create their own solutions to food inequity. The content of the cookbook was based on a competition with children, young people and families in schools and community groups. The winners of the competition were published in a cookbook which will be featured on our Barnardo's website. Nearly 200 recipes entries were submitted to the competition and over 30 finalists were selected, 10 of which joined celebrity chef Suzie Lee to cook their winning recipes. Over the course of the project, we engaged with approximately 1,000 children and young people through promotional events and 17 community partners including schools, colleges, community groups and food network partners.

MUMMA Hub

SEEN was a key partner in the design of an innovative new service, piloting new approaches to addressing maternal health inequalities in Peterborough. The MUMMA Hub was a partnership between the Barnardo's, Raham Project, Cambridgeshire, Peterborough and South Lincolnshire (CPSL) MIND, Mama's Embrace and NHS England – East of England, which ended in March 2025.

The MUMMA Hub took a proactive approach to addressing maternal health inequalities among mothers of African, Asian and Caribbean heritage, providing targeted support aimed at reducing the higher rates of preterm births, miscarriage, and maternal mortality experienced by these communities. The service was co-produced with community partners and parents

An Evaluation of Requisite Parenting, An Optimal Black Parenting Style

SEEN worked with Dr. Cynthia Okpokiri to conduct new research on what a good enough Black parenting model would look like. This research built on her previous studies into how Black parenting is assessed by social care professionals, and the factors leading to over-representation of African children and young people in safeguarding interventions. The research was launched in June 2024 and was attended by approximately 40 professionals across the social care field, including leading academics and researchers.

“

I thought the research was fascinating and in direct challenge to the standard, Eurocentric model of parenting. Given that we have family centre services having access to research such as this is fundamental if we are to understand our service users and be able to support them appropriately.”

Participant at the launch event

and the Hub also employed a number of Peer Connectors to support expectant mothers through the antenatal and postnatal pathways.

The MUUMA Hub received 135 referrals, of which 14 families attended a bespoke antenatal programme facilitated by the Raham Project, 20 families attended a mindfulness programme facilitated by Mama's Embrace, and three families attended a Connecting Mums course run by CPSL Mind.

The Runnymede Trust has completed an evaluation of the project and learning and recommendations from the pilot will be shared, with a view to promoting and replicating best practice at scale.

The Black Nursery Manager

Barnardo's SEEN was able to connect with Liz Pemberton (The Black Nursery Manager), who is a recognised contributor and commentator on anti-racist practice in the Early Years sector, making her an ideal partner for this project. The project addressed a gap in anti-racism resources in early years settings produced an animation based on Liz's 4E's of Anti-Racist Practice framework, as an introduction for early years practitioners in their anti-racism journeys. The animation is freely available and easily accessible, it speaks to the importance of anti-racist practice being kept at the forefront of the minds and actions of educators who work within the Early Years sector.

Since the launch of the animation in September 2024, attended by 75 delegates, the animation has been viewed 24,600 on Instagram, 465 on YouTube, shared 129 times and reposted 76 times on LinkedIn.

Money Matters

A collaborative initiative to provide accessible financial literacy resources for African, Asian, and Caribbean children and young people, particularly those at risk of exclusion or within the Pupil Referral Unit-to-prison pipeline.

We produced a physical booklet and digital video series – co-created with children and young people – to deliver financial education through an anti-racist, lived-experience lens.

We also partnered with financial professionals (My Financial Harmony) and mentors with experience of the criminal justice system (Mercury Minds) to ensure relevance and accessibility.

We engaged children and young people in resource design, refining content to resonate with groups who are at risk.

We also developed engaging digital content to amplify impact beyond written materials.



Social Care, Social Justice and Social Action Online Conference

The Social Care, Social Justice, and Social Action online conference in March was a collaboration between BASW England (British Association of Social Workers) and Barnardo's SEEN, working to improve outcomes through systemic change. To celebrate the International Day for the Elimination of Racial Discrimination, this event was designed to directly benefit professionals in the field of social care by sharing innovation, learning and best practice for anti-oppressive and anti-racist social action. Speakers at the event included SEEN Ambassadors Jade Barnett and Leonita Metaj, Nana Bonsu and Taiwo Afuape from The Institute for Family Therapy, Jahan Foster and Mu'minah Iqbal from the Race Equality Foundation, Mohammed Ali Amla from Solution Not Sides, Professor Prospera Tedam from University College Dublin, and two advanced social work practitioners, Kaesha Richardson and Priscilla Bani.

The online conference was attended by 75 professionals across the field of social care. The conference was recorded and shared on social media and across BASW England platforms for those who were unable to attend and has received 3,100 views.

Dear Journalist

“I know that there needs to be a change in the world and if we all don’t collaborate now; How will the world end up later?”

Recent research has highlighted the complex relationship between media consumption – both legacy media and social media – and the mental health and wellbeing of children and young people in the UK.

Research and data on the impact of racism in social media on the wellbeing and mental health of children and young people in the UK reveal significant negative consequences. Social media platforms, while offering opportunities for connection and self-expression, can also be spaces where young people are exposed to racial discrimination and hate speech, which can profoundly impact their mental health.

During the summer of 2024 we held community-based focus groups for children and young people to gather insights into young people’s opinions on the media, including their perceptions, preferences, concerns, and how they engage with it.

Some of the key findings were:

“You can’t trust them all the time”

Many young people expressed some scepticism towards traditional media sources, questioning the credibility and biases of news outlets.

“Who even buys newspapers anymore”

There was a strong preference for digital and social media platforms over traditional media such as television and newspapers.

“Keeping it real”

Young people valued authenticity in the media content they were seeking/watching. They were drawn to ‘influencers’ and ‘content creators’ who share personal stories and experiences, with whom they can connect, and they tended to distrust content that was too ‘corporate’.

“I don’t want to see negativity all the time. There’s good in the world too”

Young people were increasingly aware of the impact that the media was having on people’s mental health. Young people wanted to see more positive stories, and more stories of young people in a positive light in the media.

“I want to see more positive stories of people who look like me in the news”

There was a strong desire for more diverse and inclusive representation. Young people wanted to see a wider range of stories that reflected diversity, including cultures, identities, and experiences – and to see them in a positive light.

“I want to make a difference in the world one day, so I need to know what’s actually going on”

Some of the young people said they used the media to stay informed about world issues, and wanted to engage with content that was educational, particularly around social justice, climate change and human rights, but that it was difficult at times to navigate the space around what information was accurate or not.

Based on the key themes from the focus groups, we developed and hosted a workshop with young people, providing them with a platform to express their views on journalism, how they interact with the news and its impact on their lives.

“Changing the world is not only a simple thing you can say, it must be able to have an impact on people’s lives and minds. And by impacting the news and journalists, it can change and spread positive news so we’re not just blinded by all the bad stuff going on.”

The outcomes included powerful letters from participants, ranging from calls for action on racism and climate change to demands for better mental health representation and gender equality in media.

The big Barnardo's rebrand

The launch of our new brand marked a bold and exciting moment for Barnardo's – a chance to reintroduce ourselves to the public with greater clarity, energy, and purpose.

Throughout 2024-25, we were focused on embedding our new brand – how Barnardo's looks, sounds and feels to the public – and straightaway we were able to see the positive impact.

Co-created with children and young people, our new brand has helped to deepen emotional connections in a crowded charity landscape. It brings our purpose – changing childhoods, changing lives – into sharper focus, in a way that truly reflects who we are and the difference we're here to make.

The rebrand has energised our campaigns and communications, helping more people understand who we are and why our work

matters. In 2024-25 our brand TV ad was seen over 50 million times across broadcast and digital platforms in a bid to drive support ahead of our subsequent Winter Child Poverty moment before Christmas. Audience surveys demonstrate that people are increasingly very likely to support Barnardo's following our rebrand (+2% amongst a nationally representative sample). Ten per cent more parents and carers who are aware of Barnardo's indicated they were very likely to support us in 2024-25 compared to a nationally representative sample, with other success amongst groups we know are warmest to us and our cause, with further opportunity for growth.

The rebrand has also strengthened our ability to advocate alongside children and young people, placing their voices at the heart of our story. While we're still at the beginning of this journey, we're encouraged by these early signs and committed to building on this momentum to help make every child feel like they belong.

SAFER

HAPPIER

HEALTHIER

**MORE
HOPEFUL**

We've been changing childhoods and changing lives for over 150 years. We're here to help you feel safer, happier, healthier and more hopeful from the moment we meet.



Fundraising

A HUGE thank you. Every gift we receive is working hard to change childhoods and change lives.

A story of shared impact

In 2024-25, we witnessed something truly special: the power of people when they come together. From individual donors and community champions to corporate partners and philanthropists, the impact of your support has been extraordinary.

During the last financial year, by coming together, we raised **£58.1m** – an increase of **£16.4m** from the previous year. This incredible support allows us to help children to be safer, happier, healthier and more hopeful – both today and tomorrow.

As the cost of living remained high, bringing ever greater struggles for families living in poverty, our community remained resilient and determined. It's thanks to your commitment that we've been able to reach those who needed us most – with warmth, care, and the chance to thrive.

Behind every meal, every safe night's sleep, and every child who felt seen, heard and valued –there's you. You're at the heart of the Barnardo's family. And for that, we are truly grateful.

Gifts from wills

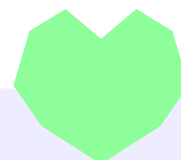
Supporters leaving a gift in their will are an important source of income for Barnardo's, raising **£15.7m** last year (2023-24: £18.4m). Leaving a legacy is a chance for people to reflect on the experiences that shaped their childhood and life and to be a part of positive change in the lives of others. Through gifts in wills, we're able to drive positive change for children in the UK today, tomorrow and long into the future.

Support from the public

This part of the report celebrates you, our supporters. It brings together every kind of support – from gifts in wills and corporate partnerships to community events and individual giving – and shows the power of the collective effort of the Barnardo's family in changing childhoods and changing lives.

In 2024-25, we received **£12.8m** in direct donations from our amazing supporters (2023-24: £12.3m) – including over **£8.1m** through regular gifts, which we're immensely thankful for. We also welcomed **24,867** new regular donors who signed up to donate in this way. This kind of steady support means so much, as it helps us offer long-term solutions for children, young people and their families, and be there for as long as we're needed.

We're always inspired by the energy and dedication of people across the UK. In 2024-25, thanks to amazing individuals trekking to Everest Base Camp, crossing the Sahara, and supporting events like the Great North Run, we raised over **£900,000**.



Remembering John

We celebrate John Shannon, aged 108, who kindly remembered us in his will.

John led an incredible life, becoming the 1st Lieutenant on the very first ship of the Royal Navy Section Belge during the Second World War, a career in teaching, and winning many awards for his voluntary work. The family's connection to Barnardo's has run for over 100 years with John's father, Daniel, being taken in and cared for by the charity in the 1880s.

London Marathon

The London Marathon was a highlight yet again in 2024 with 203 runners raising over **£615,000** as part of Team Barnardo's! This marks our largest team yet, and the highest amount we've ever raised.

A special thank you to Chris Deville who was the London Marathon's top fundraiser raising **£222,000** for charities including over **£73,000** for Barnardo's.

We also received almost **£900,000** from individuals who support our work through payroll giving, which is also a tax efficient way of making donations through salaries. Thank you.

Support from trusts, foundations and philanthropists

We're pleased to share the generous support we've received from individuals and organisations who help make our work possible.

A major gift to help families thrive

We were delighted to receive a major gift of **£43,750** from long-time supporter Neil Kitchener KC for our Child Poverty Fund – a three-year programme supporting families facing financial hardship.

Neil, a passionate advocate for young people in and leaving care, said:

"I've been supporting Barnardo's for many years and am delighted to donate to such a worthwhile and desperately needed initiative."

The Support Gateway touches on all aspects of Barnardo's work and continues to make such a difference for children, young people and families."

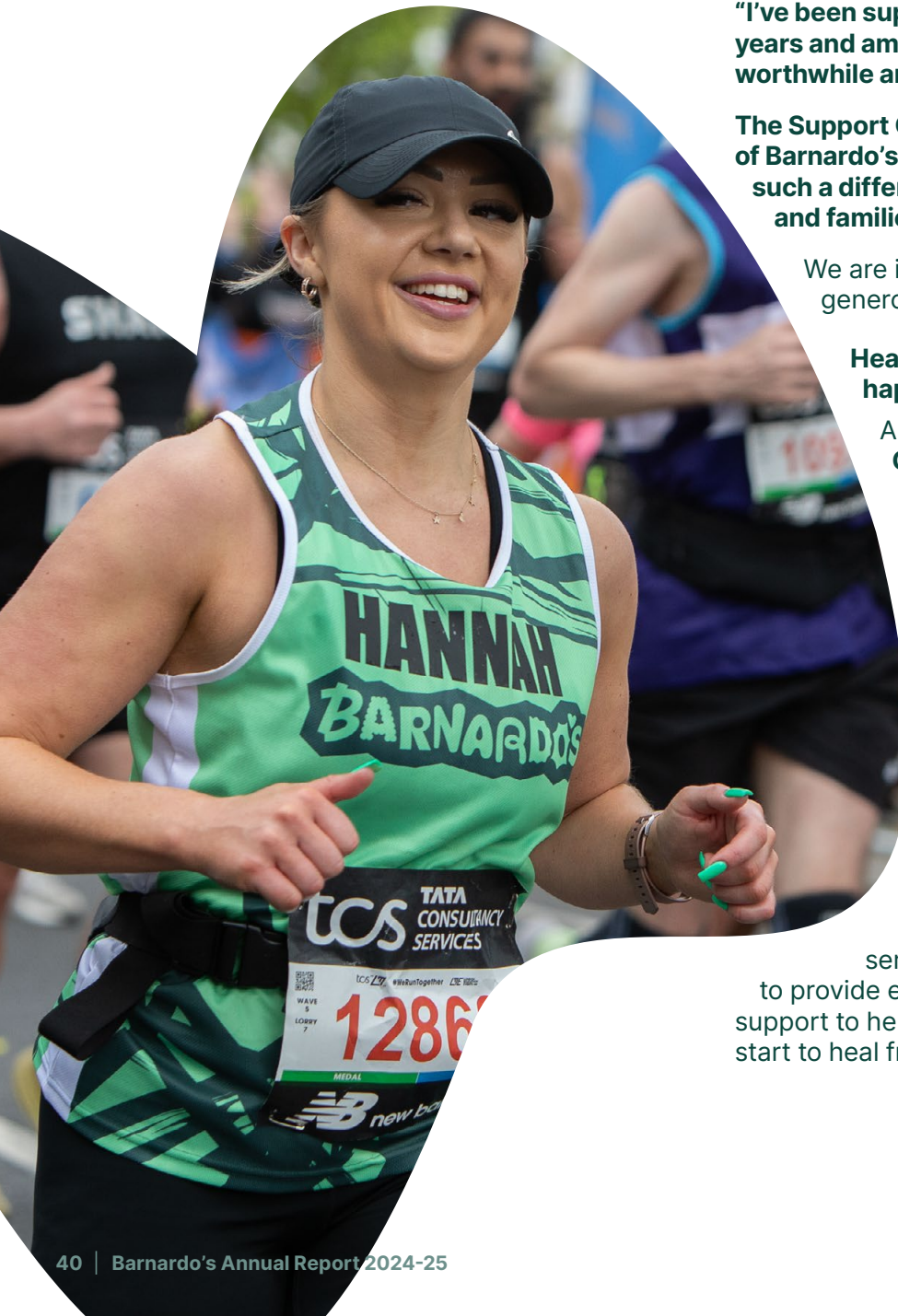
We are incredibly grateful for his generosity and the impact it will make.

Healthier communities, happier futures

A huge thank you also to the **Greggs Foundation** for their continued support of our **Safer Choices** service in Glasgow. Their commitment is part of a wider movement to build stronger, healthier communities by tackling poverty and hunger at its root.

Standing Against Child Exploitation

We also want to thank the Pointon family for their continued and longstanding support of our Barnardo's Against Child Exploitation (BACE) service in Bristol which enables us to provide early intervention and specialist support to help young people stay safe, and start to heal from the trauma of exploitation.





Support from communities

The power of community fundraising continues to inspire us. Here are just a few of the highlights:

Toddle raises £151,550

In June 2024, more than 28,000 little explorers took part in our safari-themed adventure, The Big Toddle.

From brave lions to cheeky monkeys, our littlest supporters walked, toddled, and roared their way to raising a mighty **£154,500**. A huge thank you to every family, nursery and toddler group who got involved!

Helper Groups raise £94,000

Our amazing **Barnardo's Helper Groups** raised **£94,000** through events like afternoon teas, luncheons, and auctions – all in support of changing childhoods and changing lives.

Northern Ireland: Powered by Local Generosity

In Northern Ireland, we're continually inspired by the generosity of local businesses, schools and community groups. Highlights this year include:

- A remarkable **£25,000** donated by Tobermore, a manufacturing and construction company.
- **£10,000** raised by the incredible team at RSA Northern Ireland.
- And the continued success of our partnership with Sweets For Life, which raised £4,600 in 2024-25, and an incredible **£293,000** in total since 2009.

Improving and modernising our supporter experience

We're committed to providing an audience centric approach to our Fundraising activities, ensuring supporters interests are reflected in their communication, offering a more personalised approach.

By using our technology more effectively, we can create a smoother, more personal and truly meaningful experience. Our goal is to strengthen relationships and make every supporter feel valued.

We were delighted to be chosen as the beneficiary partner for the 2024 Championing Social Care's Care Sector Christmas Lunch – an organisation that shares our values surrounding the importance of social care. With thanks to the wonderful Championing Social Care community, an incredible **£32,000** (before gift aid) was raised to support our work.

We felt privileged to be part of such a special celebration and can't thank the guests enough for their generosity and we warmly look forward to deepening our relationship further with such a likeminded organisation.

We were delighted to receive support from Dr. Derek Johnson in memory of his wife Enid, a primary teacher for many years, who – in his words – saw at first-hand the effects of social and economic deprivation. Derek, who was married to Enid for 62 years, decided to support Barnardo's as he realised that 'now is the time to help children on the margins'. We are so grateful to Derek for this wonderful support, in honour of his wife Enid, which will help so many children, young people, and families.

Combined donations from the Myristica Trust, a long-time supporter of Barnardo's, reached an amazing total of **£1.2m** in 2024-25, all of which was channelled towards our work with children and young people in Wales. The projects funded included several programmes supporting children on the "edge of care", as well as several specialist interventions for children and families throughout Blaenau Gwent and Cardiff experiencing a range of additional needs and disabilities.

Transformational partnerships

We're proud to work in partnership with businesses across the UK who share our passion, values and ambition to help children, young people and families across the UK to thrive.

People's Postcode Lottery

Barnardo's is immensely proud to be a long-term beneficiary of the Postcode Children Trust, which awards funds raised by players of the People's Postcode Lottery. In 2024-25 we received **£3,125,000**, bringing our total support since 2018 to over **£18.4m**. The generous support of the players helps us deliver essential services for children and young people across the UK – making sure they can lead safe, happy, healthy, and hopeful lives. As these donations are unrestricted, we can focus on where the



need is greatest, making a lasting difference to the futures of children and young people.

Co-op

In the last 12 months, Co-op have raised a further **£2.4m** for our special partnership – an incredible step toward our new £7m target to support positive futures for young people. The partnership has been extended through to 2026 and this success has been made possible through member and customer donations, cause related marketing, events and, most importantly, the fundraising activities of dedicated and highly engaged Co-op colleagues across the business.



Over the past year, Three 'Go BIG for Barnardo's' fundraising weeks brought together Co-op members, colleagues and customers alongside a wide range of colleague-led challenges – including a memorable Everest trek in November. The money raised will help us support 1 million young people across the UK.



Amazon

In 2024-25 Amazon continued to partner with Barnardo's to lead on the JOBS (Journey Of Becoming Successful) Project. The project supports young people aged 18-29 who are not in education, employment or training, offering them a pathway to success that can include a job offer with Amazon upon completion of the programme. Last year we expanded from seven to 10 sites across the UK, meaning we were able to support and empower even more

young people. Since we launched the JOBS project, **480** young people have participated, equipping them with valuable skills and experiences, giving them new opportunities.



Zurich Community Trust

Last year, the Trust continued their support, raising **£135,000** for Barnardo's Education Community (BEC), an online facility that helps teachers and schools support children and young people with their mental health. Their annual donation, part of a three-year pledge to support BEC, supports the running and development costs of this programme.



Adecco

In 2024, Barnardo's and the Adecco Group launched a national partnership to help children and young people across the UK build safer, happier futures. United by a shared purpose – to make the future work for everyone – the partnership has already raised over **£100,000** in its first year to support Barnardo's vital services. Together, we're also tackling youth unemployment by helping young people overcome barriers to finding meaningful work. So far, the Adecco Group has delivered six tailored employment, training, and skills workshops,

designed by their dedicated Emerging Talent team. These sessions offer personalised CV support, interview coaching, and career guidance from hiring specialists across their UK-wide network.



THE ADECCO GROUP

Allianz

2024-25 was the first year of our three-year partnership with Allianz, one of the largest general insurers in the UK. The partnership aims to deliver real and positive change to the lives of children and young people with hopes to raise £1m across three years (2024-2026). In the first year of our partnership, Allianz employees raised over **£370,000** – including matched funding from the company – through a wide range of fundraising and challenge events. Their incredible enthusiasm and commitment have made a powerful impact, helping to support Barnardo's work with children, young people, and families across the UK. In addition



to fundraising, we've worked together to develop volunteering and skills-sharing opportunities, and to raise awareness of our work – helping ensure children, young people, and families are safe, happy, healthy, and hopeful.

Leeds Building Society

We launched a three-year partnership with Leeds Building Society in April 2024, with a shared vision of "Building Brighter Tomorrows". In 2024-25, the wonderful fundraising efforts of Leeds Building Society colleagues resulted in more than **£150,000** being raised towards supporting care-experienced young people. This means Barnardo's can equip young people with the tools, resources, and support needed to build their path to a brighter future. Through our partnership, we believe we can make a big difference – helping young people find somewhere to live, learn independent living skills, continue their education, or secure

employment. This will ensure they gain knowledge and confidence that lasts long after they leave care.



Our special events

BANKING ON BARNARDO'S

In October 2024, our President Natasha Kaplinsky OBE welcomed 400 guests to the historic Guildhall in the heart of London for the fourth Banking on Barnardo's – our flagship fundraising dinner for the financial sector. The event brings together leaders from across banking and finance for an inspiring evening of connection, conversation, and giving. Chaired by our Vice President and Lloyds Banking Group CFO William Chalmers, it continues to set the standard for sector-led support that helps us bring hope and brighter futures to children and families across the UK.



Event Leadership & Participation

- **Chair & Committee:** William Chalmers leads a committee of four, all serving CEOs from the UK's top banking institutions, ensuring strategic oversight and industry engagement.
- **Institutional Support:** Over 40 banks, insurers and service providers to the financial services industry sponsored tables, reflecting the sector's deep commitment to Barnardo's purpose.
- **Keynote Address:** Governor of the Bank of England, Andrew Bailey, has been our esteemed keynote speaker since the event's inception, his continued support anchoring the evening's fundraising and networking appeal.

Impact & Community Building

Since launching in 2016, Banking on Barnardo's has become a much-loved fixture in the financial calendar– raising over £1.7m to date to support children and families across the UK. At the heart of every event are the powerful voices of young people supported by Barnardo's, whose moving stories remind us all why this support matters. At our 2024 dinner alone, guests pledged an incredible £91,000, inspired by the impact they heard first-hand.

The evening ended on a high with laughter from headline act comedian Marcus Brigstocke. It's an unforgettable night where generosity, joy and community come together to create real, lasting change.



Young Supporters Concert at the Royal Albert Hall

In November 2024, over 900 young performers from 26 schools across the UK took part in our annual Young Supporters Concert at the Royal Albert Hall, highlighting the power of music to inspire and support mental well-being. The evening featured a special performance of Proud by Barnardo's ambassador and iconic singer Heather Small, supported by the Royal Philharmonic Orchestra. With help from sponsors FirstPoint Equity and Allianz, the concert raised over **£80,000** as part of our winter child poverty fundraising campaign.

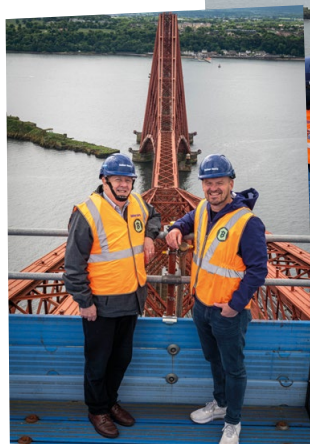


"It was a huge pleasure to perform Proud at the Albert Hall alongside so many wonderful school choirs from across the country to help raise money for Barnardo's. It's almost 25 years since [the] song was released so performing it alongside these amazing young people felt even more special."

Heather Small MBE

Your View, Forth Bridge

Now in its sixth year, this popular event offers a rare chance to climb 361 feet up the iconic Forth Bridge for stunning 360-degree views of Edinburgh and the Fife coastline. Thanks to dedicated volunteers and the support of Network Rail, Balfour Beatty, and The Briggers, more than 900 attendees helped raise **£75,000** in 2024 to fund vital services across Scotland.



The Firecracker Ball

In November, nearly 400 guests attended Yorkshire's annual Firecracker Ball, enjoying an enchanted midnight garden theme, whilst focusing on the impact of Barnardo's work. Thanks to the tireless volunteer committee, led by event Chair Tom Dempsey, and main sponsors Evans Property group and Tudor Freight International, the event raised **£200,000** in 2024, bringing the total to **£3.6m** since 2002. The event is designed and co-created with our partner The Angel Events.



National Choir Competition

In March, our National Choir Competition at Birmingham Symphony Hall brought together 1,100 young performers from across the UK, showcasing diverse talents to an audience of 1,000 supporters and panel of judges Dan Ludford-Thomas, Karen Gibson MBE, Rob Elliot and Adrian Packer CBE.

As the UK's largest schools and community choir competition, the event raised **£35,000** and was hosted by one of Barnardo's SEEN Ambassadors.

The Katherine Martin Charitable Trust has donated an extraordinary £17.8m to Barnardo's; the largest single donation in our history

The **£17.8m** gift from the Katherine Martin Charitable Trust will fund **£12.5m** towards Barnardo's Gap Homes programme – creating 50 homes for young people leaving local authority care across the UK – and **£5.3m** to support services in the North of England through a new endowment fund.

Katherine Martin, a pioneering philanthropist, businesswoman, and racing driver in the 1920s, left a remarkable legacy that lives on through this donation – building on over 60 years of support to Barnardo's through the trust she established to continue her philanthropic interests.

This donation will help fund new homes across Lincolnshire, Birmingham, and Glasgow, adding to the eight existing Gap Homes and giving young people a safe place to prepare for

independent living. The Katherine Martin Charitable Trust has already given over **£10m** to Barnardo's, and this latest gift means her legacy will keep changing childhoods for years to come.

Alison*, a young person supported by Barnardo's, said:

"I had been living in care for several years before the age of 16 when I moved into Gap Homes and I had stayed in three places in that short space of time. I finally moved to my lovely place where I have been living since November 2023 with the support of the Barnardo's team. I feel like it's my home with a beautiful view and a nice calming environment."

Fundraising practices and governance

Our Income Generation Committee meets regularly to provide oversight of this work and our fundraising programmes, and to make sure we're compliant and using best practice in these areas. We're members of the Fundraising Regulator and the Chartered Institute of Fundraising and we engage widely within the sector to support measures to increase public trust and confidence.

In addition to our staff and volunteer-led fundraising, we use agencies to help deliver face-to-face, telephone and other direct marketing activities (for example direct mail). External agencies who act in this capacity on our behalf are required to do so in a respectful manner and in accordance with our standards and sector regulation such as the Fundraising Code of Practice. We fundraise with corporate partners who are required to comply with the Fundraising Code of Practice and the terms set out in our corporate fundraising/commercial participator agreements.

We recognise the need to monitor the performance and compliance of our agencies and providers. We involve ourselves in their training with regular briefing and refresher sessions, also involving our colleagues. Our quality assurance also includes regular reviews of complaints and other feedback, as well as regular audits, appropriate safeguarding measures, mystery shopping and shadowing of agency fundraisers.

We're particularly aware of the need to protect vulnerable individuals in any fundraising we undertake. Our 'Vulnerable Persons Guidance' sets out the high standards we commit to meet and we work regularly with third party agencies and fundraisers to review their policies, procedures and performance.

We have received and responded to 134 fundraising complaints for financial year 2024-25, this is a decrease of 45 complaints from the previous year. The decrease is linked to a reduction in face-to-face fundraising activities. We continue to ensure our face-to-face fundraising arrangements adhere to the current guidance from the Fundraising Regulator following their market inquiry into the use of subcontractors in this area.

We continue to address any expression of dissatisfaction on the part of our supporters and other members of the public, and to examine ways to improve the quality of our service to them. Our Supporter Care team looks at each complaint we receive. We aim to resolve complaints speedily and to the satisfaction of our supporters. Our complaints procedure is available on our website with all relevant contact details.



Retail and Trading

In 2024-25, we focused on developing new and innovative responses to a challenging retail environment.

Our retail and trading operations have always been an important source of income for the charity, and like many other charity retailers, we know we need to adapt to stay fit for the future.

Overall sales across our store network fell compared with 2023-24 by 1.6%. However, at the same time, our Ecommerce sales grew by over 30%, due to market expansion and ongoing trends in consumer behaviour. While this is still a small part of our overall trading, it is a key focus of our development and growth.

Stores

The cost of living remained high throughout this period, which contributed to a decline in the quality of donated goods, given the challenging backdrop faced by consumers. Meanwhile, we faced growing pressure from increased costs.

Total sales of new goods declined by 3.1% to £8.9m, which was mainly due to a reduction in allocated space in stores to allow for the expansion of donated products, which supported performance in the second half of the year. We continue to sell new goods through Barnardo's Trading Limited and all donated goods through the Barnardo's charity.

Sales of gift in kind products increased by 12.2% to £3.6m. A key driver was our partnership with Amazon as we now collect from eight fulfilment centres. Reductions in expenditure in this area resulted in net profits from these products increasing by 11.2%.

During the year, we opened a further seven stores, four of which were standard stores and three large format. We regularly review the profitability of our stores and in this period we closed 45 locations as they were not generating a positive financial income contribution towards the charity.

Sustainability

June 2024 saw the official opening of our Re-Fashion Hub, our first-ever upcycling workshop located within our Bradford Super-store. The Re-Fashion Hub is a space for our creative volunteers to reuse, repair and upcycle donated textile items that would usually be sent to our recycling merchants as store colleagues have deemed them unsuitable for resale in their current state.

The Hub enables volunteers to give these donations a new lease of life, whether as the same product with repairs or upcycled into completely new products. These items can then be resold in our stores, which not only supports our sustainability goals by significantly reducing the number of textiles we send for recycling, but also generates additional income.

Innovation

In June 2024, Barnardo's Ecommerce team won the Charity Retail Association Technology Award for 'Listopia'. This piece of software was co-designed and developed in close collaboration between Barnardo's and an external partner. Created by a charity, for charities, Listopia represents an innovative step forward as it evolves into a wider commercial venture.

Developed to support our team of eBay listers, Listopia integrates AI technology to help identify products and generate accurate, high-quality descriptions, significantly improving workflow efficiency. The software has boosted productivity by up to 30% and delivered substantial savings of over £150,000 in user license costs.

Our People & Culture

During this year, Barnardo's continued to focus on embedding a culture where everyone can belong, grow and thrive.



Pay, Reward and Recognition

This year, we continued to demonstrate our commitment to invest in our colleagues, through our pay approach, based on the core principles: Fair, Attractive, and Progressive.

For 2024-25, we maintained our ongoing commitment to pay all colleagues the **Real Living Wage**, in line with our principles as a social justice organisation. For other colleagues, the Annual Pay Award was either 2% or 1% dependant on pay grade.

We also rolled out a new approach to performance and growth, following a successful pilot with our management and leadership cohort in the previous year, to help drive excellence on behalf of children and young people.

During this period, we also made changes to our reward offer and our policies including:

- Launched the Aviva DigiCare App and services to all existing pension members and continued sign up of new colleagues
- Refreshed our Menopause policy and guidance to better support colleagues in perimenopause and menopause
- Issued new Prevention of Sexual Harassment policy and guidance, and developed training for colleagues, including volunteers
- Updated our Pay policies, including a review of our Allowances provisions
- Continued to recognise contribution to Barnardo's throughout the colleague lifecycle. Key moments include our quarterly Values in Practice awards and our annual Excellence Awards – an in-person event that celebrates colleagues, including volunteers and children and young people who achieve outstanding impact across the charity.



Respecting the unique worth of every person	Encouraging people to fulfil their potential	Working with hope	Exercising responsible stewardship
Inclusive	Supportive	Positive	Accountable
Create a thriving, inclusive environment that celebrates difference, to achieve greater diversity.	Make and take opportunities to learn, develop and grow.	Set ambitious goals.	Always act in the interests of Barnardo's.
Respond to each other's needs and perspectives.	Offer and ask for help when needed.	Be creative in finding solutions.	Spend resources (time, energy and money) on the important outcomes.
Explore and value each other's skills, experience, knowledge and strengths.	Collaborate to achieve greater impact.	Reflect on what works, learn and make changes where needed.	Make evidence-informed decisions.
Raise concerns if you witness behaviour that is not inclusive.	Give and value honest feedback; have open conversations.	Celebrate making a difference.	Speak up when something feels wrong.

We remain focused on colleague engagement and participation, holding a survey of all colleagues, which provided key insight and comparisons with similar organisations. We received almost 3,500 responses which continue to inform our offer to colleagues.

We also launched our new **Colleague Voice Forum**, which brings together colleagues from across the charity to share their feedback on key initiatives and issues. In 2024-25 we had **57** colleagues taking part of the Forum, which meets regularly and provided key insight and feedback on **15** projects during the year. It is our ambition to continue to grow forum membership, and to focus on closing the feedback loop by providing updates on how the forum has helped to shape initiatives.

Values and behaviours

During the year, we have continued to ensure that our values and behaviours are woven into everything we do – from our policies and projects, new initiatives and how we interact with our colleagues.

Equality, diversity and inclusion

In 2024-25 we continued to make progress against our Equality, Diversity and Inclusion (EDI) Action Plan, which makes key commitments to our colleagues, our culture and our communities.

Key activities included continuation of our 'License to Recruit' training programme for managers; a focused EDI workstream to improve our recruitment practices, and continued work on our Anti-Racism action plan (linked to our Anti-Racism Commitments), Disability Equality action plan, LGBT+ action plan and Gender Equality commitments. We held a number of

informative and celebratory events on a variety of issues and maintained our presence at key community events, including LGBT+ Pride events.

We also focused on enhancing our data, so we have better visibility and understanding of the characteristics of our colleagues, including our volunteers, and the children, young people, parents and carers we support. We are using this to inform performance indicators and actions across the charity, in line with our EDI objectives. Specifically, this is key to help us work towards delivering excellent, inclusive services.

Diversity amongst the children, young people and families we support

Based on our internal systems, we were able to record information as outlined in the table below.

Note: this data is about the percentage of service users for whom we hold data. For instance, for 87.9% of service users we know whether they have a disability. This is NOT to say that 87.9% of service users are disabled.

We were able to record	2024-25	2023-24	% change (points)
Service users' gender	97.4%	98.6%	-1.2%
Whether a service user has a disability	87.9%	84.4%	3.5%
Service users' ethnicity	89.7%	90.6%	-0.9%
Service users' sexual orientation*	31.3%	31.8%	-0.5%

**only including service users aged 14 or over (c.25k)*

Barnardo's can choose the types of information we record on our internal systems. However, the way we deliver services alongside partners such as local authorities, means that we also record data on external systems. We are working internally and with partners to enhance our EDI recording on external systems.





Diversity amongst our colleagues

Following a review of the data we have available about our colleagues, we identified that the percentage identifying as Black or Minoritised Ethnic and as Disabled, was lower than the percentage in the working age general population, as determined by the 2021 census.

We therefore started to track the rolling average for our colleagues, to encourage colleagues to disclose their characteristics, and to try to improve application and successful appointment rates through our recruitment processes.

Based on the data we have available, we have the following representation amongst our colleagues:

Representation	2023-24	2024-25	2021 census
Proportion of colleagues who are Black and Minoritised Ethnic	11.8%	12.1%	19.3%
Proportion of colleagues who are Disabled	6.0%	8.4%	22.0%

Our ‘This is Me’ data disclosure campaign for colleagues commenced in March 2024, from which we saw the ‘Prefer Not to Say’ and ‘Unknown’ categories reduce. In addition,

we have now enabled our colleagues to disclose whether they are ‘care experienced’. We do not have enough data to report on this for 2024-25 but we aim to do so for future years.

Diversity Pay Gap

In April 2025, we published our April 2024 Diversity Pay Gap report, bringing together data and analysis on our gender, ethnicity, and disability pay gaps, and reporting for the second time on the gap for colleagues who are LGB+.

Our pay gaps for April 2024 are based on snapshot data from 1 April 2024. The number of colleagues captured in our reporting sample for 2024 is slightly higher in every category than in our April 2023 reporting. We believe this may reflect changes to our payroll process that took place in April 2024 and other positive factors, such as our 'This is Me' campaign referenced above.

Our analysis shows that with 84% of our colleagues being female, Barnardo's overall median gender pay gap was **5.09%** in favour of men and our mean gender pay gap was 12% in favour of men. Our median gap has reduced by **2.7%** this year – continuing our downward trajectory and putting us even further ahead of the national average of **13.1%**.

This pay gap has been decreasing overall since reporting began in 2017, excluding the years impacted by the pandemic and furlough scheme. Our goal is, of course, to seek to eliminate our pay gap, and we are focused on the work we need to do to get there.

Our wider diversity pay gap analysis shows:

- a **-6.85%** median pay gap in favour of Black and Minoritised Ethnic colleagues (-10.1% the previous year);
- a **-4.56%** median pay gap in favour of colleagues with a disability (-3% the previous year),
- a slight gap of **2.56%** favouring heterosexual colleagues (-1.5% in favour of LGB+ colleagues last year).

(To note, negative values are used where the gap is in favour of the minority group.)

However, we are conscious that for all these characteristics, our sample sizes are smaller, so we are cautious in drawing conclusions until we have data from more years and a clearer understanding of trends.

Ongoing work to achieve our goals

We are continuing to take steps to make sure our pay is fair. This includes more regular checks on our pay gap during the year, and introducing new mechanisms to make sure we identify and act on the causes of our gaps within specific departments, alongside other proactive work to challenge discrimination and promoting equality.

We also continue to deliver on our longer-term commitments and actions including:

- Our Anti-Racism Commitments – we are committed to addressing barriers in recruitment and progression and improving development and internal progression opportunities for Black and Minoritised Ethnic colleagues.
- Disability Equality Commitments and Action Plan – we are committed to reviewing our current processes and guidance in offering and making reasonable adjustments, and to look at ways which encourage disabled colleagues and volunteers to apply for opportunities at Barnardo's and progress within the charity.

We know this is a journey and our ambition is to make progress every year.





Learning

During 2024-25, we launched our new approach to learning & development that aims to ensure our colleagues – including our volunteers are safe, capable and able to deliver excellence, and that focus and resources are directed to learning and development that will have the greatest impact towards changing childhoods and changing lives.

The new approach has been designed to improve structure and clarity to development and growth at Barnardo's and has three key strands:

- 1) **Fundamentals** – essential learning for everyone across the charity
- 2) **Focus** – development opportunities linked to priority skills and behaviours across teams
- 3) **Curious** – a wide range of challenge and stretch opportunities

Based on colleague feedback, the approach offers more variety of opportunity, with many bite-sized learning opportunities that can be accessed at any time, to ensure that more colleagues and volunteers are able to benefit from these growth opportunities. The learning approach will be underpinned by a charity-wide skills map, and a new approach to leadership development, supported by our key “leadership enablers”.

We also launched three leadership development programmes, covering different levels and making use of funding via the apprenticeship levy where available. In 2024-25, **112** of our leaders and aspiring leaders were onboarded to these programmes.

We partnered with Upfront to offer over **460** women in the charity a place on their last two **Upfront Bonds** – a social learning opportunity focused on improving women's confidence. This received fantastic feedback, as well as endorsement from our Women's Network, and we plan to continue this offer for future cohorts. Each Bond is open to as many of our colleagues and volunteers as want to attend, with no restrictions on number of sign ups.

Similarly, we have introduced **social learning circles** for colleagues to connect and learn from each other on a wide range of topics, and continue our relationship with the Charity Mentoring Network, with **53** of our colleagues taking part in 2024-25 both as mentors and mentees.

“

I am incredibly grateful to Barnardo's for investing in my development through the leadership programme. I feel it has given me time to learn and reflect alongside practical tools to become a better and more effective leader. The content of the course has felt highly relevant to my role and it's given me the opportunity to connect with supportive peers across the charity who are also taking part.”

Claire Rushforth, Head of External Communications and Engagement

Working with our volunteers

Our volunteers continue to bring a rich variety of skills and experiences to Barnardo’s. Last year the number of people volunteering for Barnardo’s grew, with 18,520 people giving over 1.9 million hours of their time across the charity to help change childhoods and change lives.

	2021-22	2022-23	2023-24	2024-25	% change since last year
Number of people volunteered at least once for Barnardo’s	15,585	16,917	17,350	18,520	+6.7%
Hours contributed by volunteers to the charity	1.8m	1.8m	1.8m	1.9m	+5.6%
Number of regular active volunteers	11,613	12,067	13,342	14,154	+6.1%

Volunteer engagement has grown for a fourth consecutive year, with an increase of 6.7%, or 1,170 more people who volunteered at least once. For the first time since 2021, this increase in volunteer involvement has also resulted in a significant uplift of 4.9% in volunteer hours.

While many independent reports warn of a reduction in volunteer engagement across many parts of the UK, Barnardo’s has seen growth throughout the financial year. This can partly be attributed to our focus on volunteer recruitment and retention. It is also significant that 30% of Barnardo’s volunteers are under the age of 18 and that young people who volunteer through Duke of Edinburgh, school work experience, or directly through Barnardo’s make a considerable contribution to the charity, while also gaining experience and skills. Recent reports suggest that volunteering is increasing among under 18s in the UK.



Volunteer Voice Survey

The Volunteer Voice Survey took place in November 2024 alongside the Colleague Voice Survey. We asked volunteers slightly different questions from those asked in the last survey, in order to provide more meaningful insight about the volunteer experience. This does however limit our ability to compare the results.

1,617 volunteers (13%) responded to the survey. A **3%** decrease on the previous year.

Overall volunteer satisfaction was high with an average score of **8.4** out of **10**. Though this is a slight reduction of **0.2** compared to the previous year.

The lowest scoring question received a score of **7.8** out of **10**, with the highest scoring question at **9.1**.

Positive themes included:

- **Flexibility**
Volunteers felt that Barnardo's offers opportunities that can fit around their lives. Flexibility in volunteering opportunities is seen as an important factor across the voluntary sector, and this could be a key driver in the increase in volunteer numbers at Barnardo's.
- **Recognition**
There was a 6% increase in volunteers saying they felt valued at Barnardo's, and many commented on how their volunteer manager plays an important part in this. This follows a project to develop and increase volunteer reward and recognition as part of the Volunteering Development Programme.
- **Meaning and purpose**
There was a 5% increase in volunteers saying they are inspired by Barnardo's (86%). Volunteers cited a strong connection to the charity's purpose. The rebrand and new Strategy are understood to be drivers of this improvement.

There were two main areas for improvement highlighted in the survey responses:

- **Induction and learning**
Many volunteers felt that there is still work to do to improve the induction, training and development opportunities on offer. A project has been in development to address this through 2024 and 2025, including a refreshed suite of materials.
- **Communication**
Communication was also a key area that volunteers feel should be an area of focus. This included charity wide comms for volunteers, as well as local communication.



Progress after two years of the Volunteering Development Programme

In 2023 Barnardo's launched four strategic aims for volunteering development, to be delivered by the end of 2026. Significant progress has been made in 2024-25 toward these aims.



Building a Culture of Volunteering

- ✓ A Volunteer Voices Forum has been set up to provide volunteers with peer representatives to inform decision making and strategic direction.
- ✓ The 'Btogether' initiative in 2024 encouraged Barnardo's colleagues to experience volunteering in a store for a day.



Representing the Diversity of our Communities

- ✓ An extensive Equality Diversity and Inclusion Action Plan was created to ensure effective programme delivery.
- ✓ Improvements were made to EDI data collection and reporting.



Providing an Excellent Volunteer Experience

- ✓ The volunteer journey has been reviewed and improved.
- ✓ A broader range of volunteering opportunities have been developed, including short term and flexible volunteering.
- ✓ Improved volunteer induction and training was developed.
- ✓ Improved volunteer attraction resources created, utilising the new Barnardo's brand.



Data, Insight and Continuous Improvement

- ✓ Improved volunteer satisfaction surveys were carried out, providing rich insight to feed into volunteer development projects.
- ✓ Volunteer activity data and reporting was improved.
- ✓ Evaluation and continuous improvement have formed a central part of the programme.



Financial review

How our finances look

2024-25 has marked a significant financial year for Barnardo's, as we began our new three-year Strategy, focused on delivering our Purpose – changing childhoods and changing lives, so that children in the UK are safer, happier, healthier and more hopeful. We have also seen the receipt of the £17.8m donation from the Katherine Martin Charitable Trust, the largest single donation in the charity's history. This gift has in part been set aside as a restricted fund to deliver the Barnardo's Gap Homes programme, creating 50 homes across the UK, as well as an endowment fund to support vital services in the North of England.

Through this financial year we have commenced the delivery of a number of transformative change projects to ensure that the services that we deliver are in line with the needs of seven overlapping populations of children and the three interconnected strategic goals that are identified within our Strategy.

These changes have been made against a backdrop of an increasingly difficult retail trading environment, inflationary cost increases, a lower level of donated income and the impact of a challenging commissioning and funding environment.

We have therefore been focused on ensuring that our services that are run on behalf of key providers, such as local authorities or the NHS, are adequately funded by commissioned contracts. This approach, along with refocused service provision in line with our Strategy, has meant that the number of services that we operate has reduced, whilst our commissioned income has increased to ensure that our costs

of delivery are adequately being met. This rebalancing of provision is important to ensure the ongoing sustainability of our services and that we can direct our donated funds to key unfunded services and projects in line with our Strategy.

These actions, alongside broader organisational cost efficiency projects, have enabled us to deliver improved financial results, with better year on year operating performance.

We will continue to be focused on this rebalancing of our services over the length of our medium-term budget (which runs to March 2028). This includes multiple actions to help us to continue to deliver on our Strategy, our reserves targets, and our commitment to responsible financial stewardship. These actions will enable us to deliver excellent and inclusive services, as well as driving longer term transformative change for the future.

Results for 2024-25

In 2024-25, Barnardo's generated a net surplus of £18.8m, which compares to a net deficit of £3.6m for 2023-24. This excludes the £22.7m gain (2024: £9.1m loss) made from the annual actuarial valuation of the Barnardo's Staff Pension Scheme (see further details below) but does include a £0.7m loss on disposal of fixed assets (2024: £0.6m gain) and a net loss on financial investments of £145k (2024: £6m gain).

Excluding the one-off donation from the Katherine Martin Charitable Trust, the impact of the annual actuarial valuation of the Barnardo's Staff Pension Scheme, and net gains/losses on investments, the underlying surplus was £1.1m, compared to a deficit of £9.6m in 2023-24.

Our total income for the year was £345.6m, compared with £326.1m in 2023-24, which represents a 6% increase across all our activities. Our income from charitable activities increased to £192.0m, compared with £187.3m in 2023-24, with the largest proportion from direct family support work, which includes children's centres and family hubs. We continued to secure new contracts during the year in line with our Strategy, which has helped us to grow our commissioned income and demonstrates the strong position we continue to hold in the children's services sector.

Our retail and trading income reduced during 2024-25 to £91.6m, compared with £93.1m in 2023-24, driven by a reduction in donated goods in our stores. Our e-commerce turnover increased to £6.4m, up from £4.9m in 2023-24, while our new goods sales decreased slightly to £8.9m compared to £9.2m in 2023-24.

Income from donations and legacies was £58.1m, £16.4m higher than the previous year's total of £41.7m. Excluding the one-off gift from the Katherine Martin Trust, this was an underlying £40.3m, a reduction of £1.4m. This includes £15.7m from legacies, compared with £18.4m in 2023-24.

Total expenditure decreased by £9.1m this year to £326.6m (£335.7m in 2023-24), reflecting a focus on operating efficiency and reductions in support costs. Our most significant area of expenditure is staff costs, which totalled £208.8m (£214.1m in 2023-24). Our total charitable expenditure fell by £14.0m, to £221.9m (a 6% decrease compared with a 6% increase in our charitable income), this reduction in expenditure reflects the impact of lower income from donations and legacies, changes and closures in services as a result of rebalancing of provision in line with our Strategy.

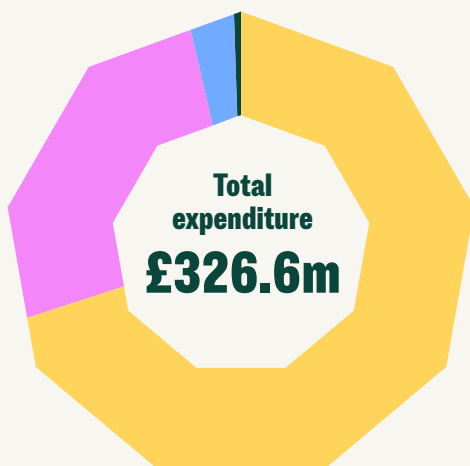
Across fundraising and trading activities, we were still able to generate a net contribution of £46.4m to our frontline charitable work (£35.3m in 2023-24), after the central allocation of support costs. The one-off gift from the Katherine Martin Charitable Trust is included with this amount and has been set aside as restricted income to fund the Barnardo's Gap Homes programme and an endowment fund to support vital services in the North of England in future years.

Barnardo's total retail activities produced an operating deficit of £0.4m, compared with a £5.0m surplus in 2024, however this loss includes £9.5m of apportioned support costs (£9.8m in 2023-24) and therefore our retail

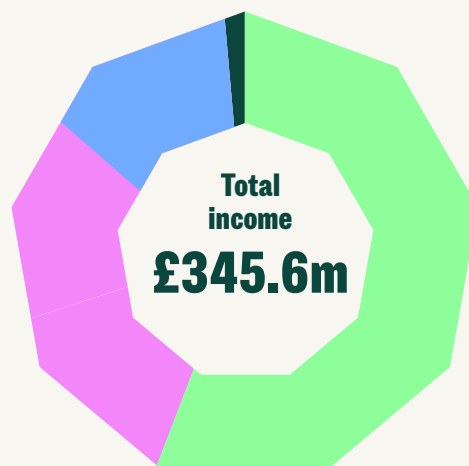
operations do continue to generate a substantial contribution to the

Charity's overhead costs. We regularly review the profitability of our stores and in this period, we closed 45 locations as they were not generating a positive contribution towards the charity, whilst opening seven stores in new locations.

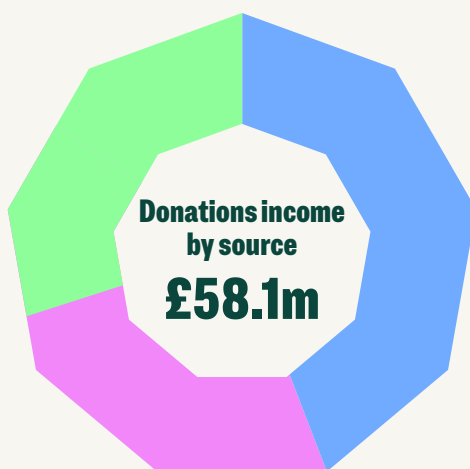




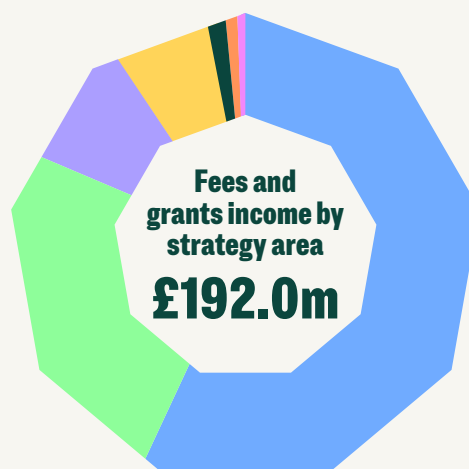
- £221.9m Charitable activities
- £92.4m Trading, including shops
- £11.3m Fundraising
- £1.0m Other costs



- £192.0m Fees and Grants
- £91.6m Trading, including shops
- £58.1m Donations, gifts in wills and other fundraising
- £3.9m Investments, property development and other



- £19.3m Donations from companies and trusts
- £23.1m Donations and gifts from the general public
- £15.7m Legacies



- £103.3m Families needing support to give their children the best possible life chances
- £50.4m Children in care and care leavers
- £19.3m Children and young people struggling with their mental health and wellbeing
- £13.7m Children and young people at risk of sexual abuse and exploitation
- £3.1m Children and young people at greater risk of poor health
- £1.9m Children and families seeking sanctuary in the UK
- £0.3m Children, young people and families living in poverty

Income has been allocated to the most relevant strategic area, but, to note, our services may cover more than one strategic area.

BARNARD'S

Changing childhoods.
Changing lives.

We're here to make sure children, young people
and families feel safe, happy, healthy and hopeful
Because we know that when you change a childhood
you change a life.

By shopping here you can make a difference that's possible.

Thank you.



Our pension schemes

Barnardo's is the employer sponsor of the Barnardo's Staff Pension Scheme (BSPS), which is a defined benefit pension plan. It closed to new members in 2007 and stopped the further accrual of benefits to existing members in April 2013. The Financial Reporting Standard (FRS) 102 valuation position on 31 March 2025 shows a deficit of £29.2m, compared to £57.7m in 2024. The decrease in deficit, after adjusting for net contributions paid and scheme expenses, was caused by a reduction in the value of the pension liabilities primarily due to a higher discount rate being applied to these liabilities. These factors together led to a £22.7m actuarial gain in year, recognised in the statement of financial activities.

The assumptions used for calculating these FRS 102 pension disclosures are different from those used for the last full scheme triennial valuation, which is carried out separately by the Trustees of the Barnardo's Staff Pension Scheme. On 31 March 2021, using the technical provisions valuation basis for their last triennial valuation, the scheme Trustees valued the deficit at £146m and the funding level was 84%. Since that date the deficit calculated using the technical provisions basis and the same assumptions has decreased to circa. £62m as at 31 March 2025 with a funding level of 89%. The difference between the two valuations at 31 March 2025 demonstrates the volatility in calculating long-term pension liabilities. It also demonstrates the impact of using different sets of actuarial assumptions. Neither calculation is right or wrong. They are snapshots of the situation at particular moments in time and are highly sensitive to changes in the financial market.

They also highlight the difference between the more conservative assumptions used for the triennial valuation and the 'best estimate' assumptions used for the FRS 102 calculations. The FRS 102 valuation uses lower inflation and higher interest and discount rate assumptions and both of these lead to a lower calculation of pension liabilities.

The triennial valuation is used to calculate the payment of the further pension contributions (deficit reduction contributions). This is currently based on the deficit reduction/recovery plan agreed between the Board of Trustees of Barnardo's and the Trustees of the Barnardo's Staff Pension Scheme following the 2021 triennial valuation process. The next triennial valuation, based on our assets and liabilities as at 31 March 2024, is currently underway.

In the previous triennial valuation, Barnardo's agreed to pay £10.7m per annum for 13.5 years from 1 April 2021. This deficit reduction plan, which is soon to be refreshed, should ensure that the deficit reduces over a number of years as additional pension contributions are paid and returns are generated from the Scheme's assets. The Trustees see the pension scheme deficit as a long-term liability, where the payments required by the pension plan will need to be met from forecast future cash flows. An agreed investment strategy is being implemented by the Pension Scheme Trustees, allowing for a lower risk asset portfolio, but one which still retains potential for investment growth.

Our position at the end of the year

Reserves are represented by the fund balances in the balance sheet on page 98.

The target level of our reserves is determined by balancing two objectives:

- Maintaining sufficient free reserves to enable us to continue our work when faced with difficult financial circumstances; and
- Making sure we maximise the resources used for charitable purposes.

This means our reserves level needs to be adequate to allow us to address potential deficits that may arise from our charitable activities, investments, trading and other activities. It also needs to give us sufficient time to adjust our approach to meet changing circumstances without unnecessarily removing funds from addressing our charitable purposes. Recent geo-political events, COVID-19 and the cost-of-living crisis are examples of the need for us to maintain a healthy reserves balance. Our reserves have made sure we were able to maintain stable operations, whilst continuing to protect front line services for children and young people over the past few years.

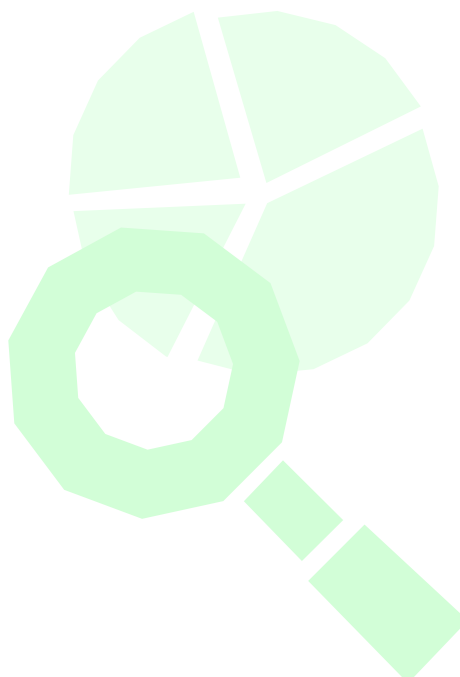
The group balance sheet shows a net asset position of £118.3m, compared with £76.8m in 2023-24, after adjusting for the pension liability. It also shows unrestricted reserves (reserves that don't carry any restrictions on how they can be used) of £89.1m (2023-24: £88.7m).

In carrying out our assessment of available reserves, we exclude our pensions reserve as it relates to a long-term liability and our fixed asset fund, because it relates to tangible and intangible fixed assets that are used in service delivery and fundraising. We also exclude any funds that are designated for a specific purpose. This gets us to our 'free reserves'; the relatively liquid resources we have available if we need them at short notice.

At end of 2024-25 we had free reserves of £40.1m (2023-24: £33.7m), as explained below:

	2024-25	2023-24
Unrestricted reserves before pension deficit adjustment (per balance sheet on page 98)	£89.1m	£88.7m
Less: fixed asset fund	(£30.0m)	(£35.2m)
Less: designated funds set aside by Trustees for specific purposes	(£19.0m)	(£19.8m)
Total free reserves	£40.1m	£33.7m

Free reserves have increased due to the utilisation of designated funds for technology, lower capital expenditure than depreciation, and a review of historic restricted fund balances, with £3.2m transferred to unrestricted funds reflecting that no further restrictions have been identified.



In the 2022 financial year, the Trustees approved two designated funds which are excluded from the free reserves' calculations noted above:

1. A specific risk pension reserve of £16m which will be used to cover deficit reduction payments to the defined benefit pension scheme for at least 18 months in times of emergency and significant financial challenge. This will give the charity breathing space to change its operations without having to immediately cut the provision of vital services. We are yet to make use of this fund.
2. A £10m technology fund to invest in our digital priorities over a three-year period. We utilised £3.1m of this fund in both 2022-23 and 2023-24 and a further £800k in 2024-25 for the replacement of several significant technology platforms.

We have a total of £19.0m remaining in these two funds at 31 March 2025.

The Board of Trustees assesses the risks Barnardo's could be exposed to and the appropriate level of reserves that we should maintain. With the setting up of a specific risk pension reserve, protecting us against the risk of not being able to make additional deficit reduction payments in time of crisis, we adjusted our target reserves range in 2023-24 to between £37.8m to £50.4m, with a specific target of £42m. This was reviewed and maintained in 2024-25 and means that we ended this financial year within our target reserves range.

We have a medium-term budget strategy in place that sees us move our free reserves further closer to the specific target position (£42m) over the next two financial years.

Our unrestricted reserves assessment also excludes the £58.4m (2024: £45.8m) held in restricted and endowment funds.



Our investments

Barnardo's investment portfolio is managed by three investment managers: Sarasin, CCLA and Ruffer LLP. Investments are held in a range of asset classes (a group of investments which are subject to the same regulations) including equities, fixed-income securities, commodities and cash.

Barnardo's is committed to ethical investments. In particular we are careful not to invest in companies that are considered to exploit children in the manufacture, production or delivery of their products or services. The equities funds we use do not invest in arms manufacturers, or companies that receive more than 10% of their revenue from alcohol, gambling related products (which differ from lotteries), home-collected credit, oil sands, tar sands, thermal coal, pornography or tobacco. In addition, they do not invest in businesses that do not meet minimum standards for responsible marketing on breast milk substitutes (as determined by and with the investment manager based on criteria such as the FTSE4 Good Index).

Despite volatility in the investment market through the year, excluding the addition of investments following the Katherine Martin Trust donation, our investments overall remained neutral.

Ruffer LLP delivered a return of 3.7% compared with -3.9% in 2023-24. Ruffer's main objectives are to preserve client's capital over rolling 12 month periods and to grow the portfolio at a higher rate (after fees) than could reasonably be expected from depositing the cash value of the portfolio in a reputable United Kingdom bank. Sarasin delivered a return of 4.7% compared with 9% in 2023-24 and CCLA a return of -0.5% compared with 13.1% in 2023-24, reflecting the impact of geopolitical uncertainty towards the end of the financial year.

Our Investment Policy Statement targets a total return of Consumer Price Index (CPI) + 3.5% over a rolling five-year period net of fees.

We report on performance each month to our Executive Leadership and quarterly to Trustees. We also meet regularly with our investment managers and determine if any changes are required to our portfolio or investment approach.

Movement in investments across our portfolio was as follows:

	2024-25 £'m	2023-24 £'m
At beginning of year	99.5	98.0
Net additions/ (disposals)	15.7	(0.5)
Realised/unrealised (loss)/gain on investments	(0.1)	6.0
Cash withdrawals	(4.0)	(4.0)
At end of year	111.1	99.5

We withdrew cash totalling £4m during the year to ensure resilience in our cash balances and generated £3.3m of income, which was a small decrease from the £3.4m received in the prior year. Included in this income amount is interest generated by placing cash not immediately required for day-to-day running costs on short term deposit.

The investment portfolio includes restricted capital along with endowment funds, for which Barnardo's has received an order, signed by the Charity Commission which enables the unapplied total return to be transferred to unrestricted funds. This return is included in net gains or losses on investments and is calculated as the difference between the market value of the funds and their indexed value (from 1 April 1976 or date of donation if later).

Barnardo's also holds an investment property which is included in the end of year investments value of £111.1m.

Acting as a custodian Trustee on behalf of others

Included in the restricted and endowment funds are two charities that are independently registered with the Charity Commission. These are the ACW Edwards Charity (registration number 247678) and Egerton Will Trust (registration number 272973), for more information refer to page 125. A number of constituent charities are also registered with the Charity Commission. Funds are held separately from Barnardo's. The objects are closely aligned to Barnardo's so these charities have been included as if they represent restricted funds of Barnardo's which is in accordance with the Charities SORP (as custodian Trustees and with Charity Commission consent).

Our grant making policy

We award grants to young people from our various trust funds. During 2024-25 we made more than 650 grants totalling £0.2m. Any person supported by Barnardo's under the age of 25 can apply, subject to completion of our application process and basic due diligence exercised on behalf of the charity. There are a number of areas that can be funded, including education and training, leaving care, poverty and hardship, and disability.

Our commercial and other activities

We carry out commercial activities to raise funds to achieve our charitable objectives. During this year, our subsidiaries generated a net income of £3.1m, compared with £3.0m in 2023-24. The net income (profit) of each subsidiary is given to Barnardo's through a qualifying charitable donation which is reflected in these financial statements.

Barnardo Trading Limited generated a profit of £2.8m, compared with £2.6m in 2023-24, from its mail order, publishing and retail activities during the year.

Barnardo Developments Limited's principal activity is the development and sale of properties that are no longer required for charitable use. The company generated a profit of £0.1m during the year, this compared with £0.1m loss in 2024. The profit in 2024-25 has been generated through the sale of the final property of the Barkingside Regeneration Scheme and an adjustment for prior year rental income not previously recognised in Barnardo Developments Limited. Now that this property has been sold, Barnardo Developments Limited has ceased to trade and the remaining assets and liabilities of the business transferred to Barnardo Trading Limited from 22 May 2025.

Barnardo Events Limited ceased to trade on 30 June 2024 and all existing contracts were transferred to Barnardo Trading Limited. Prior to the cessation of trading a profit of £9k was generated and transferred to Barnardo's.

Barnardo Services Limited provides a range of services for children and young people in conjunction with local authorities, health authorities and similar bodies. The company generated a profit of £0.5m during the year, compared with £0.5m in 2023-24.

Adoptionplus is a charity offering adoption placement and specialist therapy services. The charity generated a loss of £0.2m for the year, compared with a loss of £0.1m in 2023-24.

Going Concern

2024-25 has seen challenging trading conditions, with lower retail income, lower underlying donations (with the exception of the Katherine Martin Charitable Trust donation) and higher costs. Despite this, significant progress has been made across the Charity in aligning our service provision to our new Strategy, delivering improved operating efficiencies and ensuring that where our services are commissioned by Local Authorities and the NHS, they are adequately funded. This work, which will be ongoing, has ensured that we have seen improvements in our underlying operating performance from 2023-24 to 2024-25.

We carry out a robust medium term budget setting strategy each year during the third and fourth quarters of the year. This sets a three-year budget process, including a detailed operational budget for the coming 12 months.

Before 2024-25 had ended we were already busy delivering on actions that are required to deliver the charity's new Strategy and to increase our free reserves within the target range. As noted above this will continue to focus on our retail profitability, our overhead costs and our children's services operating model.

We have also prepared scenarios and identified areas where we will take further action if required.

We hold the majority of our free reserves as cash and unrestricted investment holdings. Whilst we did draw down on some of our investment balances during the year we ended the year with £11.7m of cash and deposit account balances, and £111.1m of long-term investment assets (including £60.7m of unrestricted investments).

We also hold designated reserves totalling £19.0m that provide £3.0m additional resources to be spent on optimising our use of technology and data, as well as £16m that is held separately for our ongoing obligations to our pension fund.

Although the economic environment is challenging, we are taking the necessary steps to ensure our continued financial resilience. We will continue to closely monitor the impact of government decision-making on its funding to the sector and specifically the services we provide, along with assessing the state of the economy.

Given the strength of our balance sheet (see page 98) – and the availability and liquidity of the charity's free cash reserves and unrestricted investments – the Trustees have not identified any material uncertainty that would cast doubt on the charity's ability to continue. Looking ahead for next three years, our cash flows supported by our unrestricted investments remain strong and have been stress tested. This includes a reverse stress test that considers the extent that our revenues could fall and our expenditure increase (with no other corrective action being taken) before it would put more of a strain on the charity as a going concern.

The challenges of the last few years have been a good test of our resilience, and the way we have responded as a charity gives a great deal of confidence in our going concern assertion.



Our principal risks and uncertainties

The Board of Trustees has responsibility for ensuring that there are adequate and effective risk management protocols and systems of internal controls in place to manage Barnardo's major risks and support the achievement of our strategic objectives. This responsibility is discharged by reviewing the strategic risks at each meeting and a formal annual review by the Board of Barnardo's risk management and internal control framework. The Board is supported in its assessment by the Risk and the Audit & Finance Committees, which both meet quarterly.

Barnardo's risk management framework is designed to support informed decision-making regarding the risks which may affect the achievement of its objectives. It also provides a consistent approach to identifying, assessing, and dealing with the risks which Barnardo's faces to ensure that they do not exceed the level of risk Barnardo's is willing to accept. The framework is designed to manage, rather than to eliminate, the risks to objectives and to provide reasonable, but not absolute, assurance against material misstatement or loss. Processes are in place to manage the key risks that could affect Barnardo's ability to achieve its objectives, including the following:

- A risk escalation protocol, to identify risks at department and regional level and ensure that, where applicable, these are included in the 'Corporate Risk Register', which is subject to regular Executive Leadership Team and Trustee review.
- The Risk Committee approves the annual risk-based internal audit, inspection and independent safeguarding plan, and reviews regular audit reports on internal controls and risk management across the charity and its subsidiaries. In addition, the Committee performs 'deep dives' (in-depth analysis) to target and improve the management of key strategic risks.
- Regular 'horizon scanning' exercises by the charity's senior management team, identifying risks and emerging trends to ensure we are equipped to adapt.
- A framework of delegated authority, with detailed procedures setting out the governance and decision-making process for key corporate decisions.
- A whistleblowing policy, which is communicated to and accessible by all Barnardo's colleagues including volunteers, this includes an external, confidential whistleblowing helpline. All whistleblowing cases are subject to independent review, and investigation by the Audit & Assurance team.

Information relating to the principal risks to Barnardo's objectives and how these are managed is set out opposite:

Principal risks	How these risks are managed
Safeguarding children and young people The Risk – Inadequate or ineffective safeguarding policy or practice that could result in, or contribute to, serious harm or injury to a child or a young person. This represents Barnardo's most critical risk given the nature of our work. Barnardo's gives its full attention to every child and young person, and never turns away complex cases. By virtue of this approach of working with some of the most vulnerable children and young people in society there are significant challenges to making them safer and this increases the level of inherent risk we carry in our day to-day operations.	1. A dedicated safeguarding team, led by the Head of Corporate Safeguarding, reporting to our executive Director for Children's Services and links with a dedicated safeguarding Trustee lead. 2. Clear safeguarding reporting mechanisms as set out in our safeguarding policy, including Safeguarding Lead roles in all departments and regions. 3. Formal governance and reporting structures established, including named safeguarding leads at Trustee and Executive level, with regular meetings of Safeguarding Leads. 4. Escalation protocol for all relevant incidents to the Head of Corporate Safeguarding, executive-level Safeguarding Lead and Risk Committee. 5. A safeguarding specific induction (including pre-employment checks), supplemented by mandatory safeguarding training, for all paid and unpaid colleagues (the depth of training required depending on role). 6. Reviews of serious cases and external regulatory inspections, with ongoing implementation of lessons learned. 7. Regular independent reviews of safeguarding practices across Barnardo's, performed by safeguarding specialists, with implementation of required improvements. 8. Systematic quarterly consideration of serious incident reports which require notification to the regulator. 9. Safeguarding Universe and Annual Assurance Statement processes and governance, this enables a comprehensive view of Safeguarding risks and assurance activity to allow effective mitigation. 10. Safeguarding Risk Register in place and regular review included at Safeguarding Assurance meetings.

Principal risks	How these risks are managed
Financial Performance and Sustainability The Risk – A significant reduction in available resources due to: • External economic or environmental factors (for example: high levels of inflation affecting running costs). • Government policy and/ or changes in statutory funding environment (e.g. changes in National Insurance Contributions, reduced available funding for children's services given Local Authority deficits). • Reputational damage as a result of any safeguarding issues. • Other internal or external 'crises' leading to unexpected reduction in income or increased expenditure (for example global conflicts). These risks undermining our ability to meet the needs of service users and to invest appropriately in order to achieve our strategic objectives.	1. We have strict financial controls including: • monthly cash flow forecasting • sensitivity analysis and stress-testing of short-to-medium term scenario plans, including periodic risk reviews. • Regular review and additional levels of approval for payments, and expenditure. 2. Holding of a significant value of 'free' reserves, with a monthly review to help manage them within the target range set by the Audit & Finance Committee. 3. Annual budget setting and then quarterly full charity re-forecasting processes, including review and challenge from senior management and Trustees. 4. Regular review and scrutiny of financial performance and risk (short and medium term), including for investments, by senior management and Trustees through the Audit & Finance Committee. 5. Delegated approvals process, ensuring Trustee review and scrutiny of material income and expenditure contracts and transactions. 6. Focus on diversifying our contract portfolio and income to spread risk. This includes growing income outside of commissioned delivery. 7. Quarterly financial performance meetings with Children's Services, Fundraising and Retail, CEO, CFO and relevant corporate directors.

Principal risks	How these risks are managed
Pension Liabilities The Risk – The defined benefit pension scheme deficit increases due to actuarial valuations and Barnardo's is required to supplement the increased deficit. This severely impacts the resources available for strategic aims and to withstand any future crises.	1. Agreement of an affordable long-term recovery plan with the Scheme Trustees, including making overpayments to reduce the scheme liability and reduce future costs. 2. Ongoing monitoring and review (including annual desk-based valuations) of Scheme liabilities, review of assumptions, and reporting to Trustees. 3. Ongoing engagement with the Scheme Trustees. 4. Review and monitoring of the Scheme investment strategy and returns. 5. BSPS (defined benefit) scheme is now closed to new colleagues and to further benefits accrual. 6. CFO review and attendance at the Pension Scheme Investment Covenant Committee (Quarterly).
Change Management, Systems and Technology The Risk – Inability or lack of capacity to implement change and complete priority projects, leading to reliance on sub-optimal systems and technology.	1. Significant investment in our Information Technology infrastructure and optimisation of key applications. 2. Robust governance arrangements are in place including oversight from Trustee, Executive Leadership Team, Corporate Programme Board, and specific Boards for key projects. 3. Effective programme, project, change methodologies are utilised throughout the lifecycle of change. These include a comprehensive project management toolkit, change readiness assessment, portfolio approach to change, post project lesson learnt reviews and independent internal audits on specific projects. 4. Comprehensive wellbeing support in place for colleagues affected by change.

Principal risks	How these risks are managed
Reputation Management The Risk – A range of incidents or events that may consequently damage our reputation.	1. Clear sign-off processes to ensure that any content on any of our external-facing channels is reviewed appropriately for risk. 2. We have an Advocacy & Campaigning Policy approved at Board to help balance speaking out – in line with our Strategy – with managing risk. 3. Linked to this, we have designed, alongside Trustees, a specific reputational risk framework to assist in making decisions about speaking out on controversial topics, and to act as a clear statement of our thinking and processes, in case we need it later. This is in line with our charitable objects. 4. We are flagging any potential reputational risks appropriately with Trustees and also summarising in the CEO report to Board. 5. We have clear processes in place in the event of reputational risk occurring, including reputation management forms that are filled out and circulated to all relevant stakeholders. These are also noted on a reputation risk log that is reviewed regularly. 6. We are developing a new Reputation Risk Plan with external advice and linked to other charity-wide risk/issue procedures, including business continuity planning. 7. We have improved processes to ensure that due consideration is given to where reputational risk processes may meet the threshold for reporting to the Charity Commission and taking them through that process as appropriate. 8. We prepare carefully for potential reputational risks with, for example, clear Q&As in advance, and with support and advice for operational communications colleagues so they are well prepared to take the right actions and escalate issues. We update our preparations regularly – e.g. we have specific lines in relation to changes to services linked to funding decisions – either internal or external. 9. We have developed a detailed communications plan to mitigate the risk of retail shop closures – covering people change, cost, volunteering opportunities, and our future direction of travel.

Principal risks	How these risks are managed
Cyber Security The Risk – Inability to maintain appropriate level of information security or quality assurance to meet regulatory demands.	1. Mandatory Data Protection and Information Security training. Completion of training is tracked and escalated where necessary. 2. Information Security Policy Framework and Compliance Reviews. 3. Investment in Tech Infrastructure. 4. ISO27001 accreditation. 5. Cyber Essentials Plus accreditation. 6. Regular independent internal audit reviews. 7. IT security controls, including Multi Factor Authentication, regular pen testing, anti-virus/ malware software, firewalls, security threat scanning, software patching and data backups. 8. Incident response process in place including lessons learned reviews. 9. Regular Phishing simulations, supported with an education and awareness programme. 10. Simulated a Ransomware attack in a controlled environment June 2024. 11. ‘Choose Children’ group of CEOs (comprising leading children’s charities) – Sharing of incidents and trends as an early warning alert. 12. Regular review of Executive Leadership Team members’ social media privacy settings. 13. Business Resilience testing to protect our income streams in the event of an incident.

Principal risks

How these risks are managed

People and Culture

The Risk – A culture which is not inclusive, does not have a growth mindset focus, where accountabilities are unclear and where low colleague engagement impacts delivery of our Strategy.

1. People and Culture – Five core strategic deliverables to achieve 'belonging'.
2. Annual Colleague Survey and targeted actions following detailed analysis of results.
3. Proactive and open internal comms, and trust in leadership.
4. Corporate wide behavioural framework including basis and values, traits and actions, management actions and leadership traits.
5. Refreshed values and behaviours.
6. Specific action plans to improve Risk, Data and EDI culture – EDI metrics objectives and measures agreed by EDI sub-committee.
7. Relaunched Colleague Voice forums.
8. Colleague Experience team allocated across all people teamwork and sprints.
9. New streamlined EDI Governance.
10. Frameworks and processes in place corporately and at a devolved level to create an inclusive culture and provide opportunities for specific groups of colleagues to be heard.



Plans for future periods

In the 2025-26 financial year, we are continuing to make progress against our three-year Strategy and our theory of change, and to leverage the maximum benefit from our new brand.

We will continue to deliver on all three pillars of our new Strategy:

- Delivering excellent and inclusive services across the UK
- Changing policy, practice and systems
- Changing attitudes towards childhood

We will work to drive change across all these pillars on behalf of the seven populations of children identified in our Strategy. As always, we will focus on achieving demonstrable change for children today, whilst also achieving transformative change that will benefit generations to follow.

We will continue to develop our 'service models', honing the very best way to deliver services that achieve positive change for children and demonstrate value for money. We are specifically focused on family support, including family hubs, and mental health support for children in and outside of school, as these are areas where we believe there are opportunities for us to grow and develop.

We will also continue to develop our Outcomes Framework, so that we can better measure, analyse and describe the difference we are making for children in all our work and right across the UK.

Due to its profound impact on children's lives and life chances, tackling poverty will remain a key priority. In the first half of 2025-26 there is a unique opportunity to influence the UK Government's Child Poverty Strategy, which is a chance to reverse the deeply concerning trend towards increasing numbers of children and families living in poverty. At the same time we will continue to provide vital and urgent support for children in poverty through our Child Poverty Fund, whilst working with families to address the impact of poverty and remove barriers to a positive future.

We will also remain focused on working with as well as for children and young people, making sure their voices and experiences are at the heart of all our work, and providing opportunities for their views to be heard – whether in the development of services, in the corridors of power at Westminster and other decision-making forums, or in the media.

To achieve these ambitions, and recognising that we continue to operate in a challenging and unpredictable external environment, in 2025-26 we will continue to focus on making sure we are fit for the future – and best able to continue our vital work as a charity for as long as we are needed. This includes a range of actions to:

- Exploring our how we organise our service delivery functions – with a focus on harnessing the potential of our thematic expertise.
- Exploring new and creative ways to increase our income, including through our work with corporate partners, as well as in other forms of fundraising and our retail and trading operations.
- Making sure we receive the level of income from our commissioned work that reflects the value of services we deliver.
- Continuing to take steps to be as effective and efficient as possible – including by safely embracing new technologies such as AI.

Our Structure, Governance and Management

Barnardo's is a company limited by guarantee (registered in England and Wales, company number 61625). It operates throughout the UK and is a charity registered in England and Wales (Charity Commission registration number 216250) and in Scotland (Office of the Scottish Charity Regulator registration number SC037605).

Barnardo's is governed by its Articles of Association, last revised in November 2024. The Articles of Association set out the charitable purposes for public benefit in the following terms:

1. To promote the care, safety and upbringing of children and young people by:
 - supporting and assisting those in need, along with their families and carers;
 - promoting their health; and
 - advancing their education.
2. The relief of those in need by reason of age, ill-health, disability, financial hardship, or any other disadvantage.

The Board of Trustees are the charity's trustees, company directors and legal members. Trustees serve a three-year term, after which they are eligible for re-election for a maximum of two further three-year terms in all but exceptional cases.

The recruitment of new Trustees is subject to clear protocols which comply with regulatory guidance and best practice. The process includes: (i) an annual review of board composition (including audit of Trustee skills, experience, diversity and geographical spread); (ii) a competitive recruitment process that combines a panel interview process with the participation of children and young people from Barnardo's programmes; and (iii) robust pre-appointment checks. New appointees are given a personal induction programme, tailored to their areas of expertise and governance obligations. All Trustees have access to a range of training opportunities to help them meet their responsibilities.

The Board of Trustees met five times for scheduled meetings in 2024-25.

A written schedule clarified agreed matters reserved for decision by the whole Board of Trustees. This includes:

- the formulation and implementation of the organisational Strategy;
- overseeing the implementation of the Strategy through annual operating plans and budgets; and
- accepting ultimate responsibility for the sound professional, legal and financial management of the charity.

Matters not reserved for decision by the Board of Trustees are delegated either to one of the Board sub committees or to the Chief Executive. The Chief Executive and members of the Executive Leadership Team are detailed on page 137.

The charity's governance arrangements are kept under regular review to make sure the Board of Trustees, its sub committees and its governance structures and procedures are fit for purpose as the charity and environment evolve.



During the 2024-25 financial year the charity updated its membership arrangements with the effect that the Trustees became the Charity's sole legal members. These updates followed a comprehensive review exercise involving detailed consultation with previous members, sector benchmarking and consideration of alternative options. It also resulted in the launch of the 'Executive Engagement Network', a new group dedicated to engagement with former members and other longstanding supporters. The proposals were formally approved by the Annual General Meeting on 30 November 2024 and the charity's articles of association were revised.

The Board has adopted the Charity Governance Code (the Code) for larger charities. The Code provides an internal benchmark for the charity's governance arrangements. As recommended by the Code, the Board instructs an external organisation or individual to undertake an independent review of its performance and effectiveness every three years. An external review, focussed on behavioural governance, is currently ongoing and will include a facilitated workshop scheduled to take place in October together with the Executive Leadership Team. In parallel an internal review of compliance with the key Principles of the Code was recently completed and identified a number of areas for continuous improvement that are being addressed in this year's workplan including:

1. Principle 3.8:

updating Trustee Conflicts of Interest and Gifts and Hospitality policies (completed in June 2025);

2. Principle 6:

ensuring that EDI reporting is integrated into Board reporting through updated Board and Committee reporting arrangements (completed November 2024)

3. Principle 7.5:

better promoting the visibility of the Board of Trustees internally and externally (ongoing: the annual Board strategy meeting in November 2024 was used to produce outputs for internal and external communications).

The remit of the sub-committees, which generally meet quarterly, includes:

Committee	Remit	Number of meetings per year	Chair
Audit and Finance Committee	- Overseeing, monitoring and keeping under review the financial position of the charity and its subsidiaries to make sure there is long and short-term viability. - Reviewing the charity's overall strategy and risk tolerance parameters to make sure published financial information and related and supporting narrative information has integrity, is balanced and transparent. - Oversees the annual external audit, scrutinises the external auditor's report and makes recommendations to the Board on the appointment/removal of the auditors. - The Audit and Finance Committee operates a sub-group, the Investment Sub Group, that meets quarterly to oversee and scrutinise the performance of the charity's investment managers.	4	David Kemp (Honorary Treasurer)
Children and Young People's Services Committee	Making sure that Barnardo's safeguards and meets the needs of children, young people, their families and carers, now and in the future, by delivering high performing, high-quality services which achieve the best impact and outcomes and are compliant with regulatory requirements.	4	Penny Thompson (Deputy Chair)
Income Generation Committee	- Overseeing Barnardo's approach to generating sufficient and sustainable income to meet its needs today, and in the future. - Overseeing Barnardo's arrangements in relation to fundraising compliance.	4	Meredith Hunter/ Anne-Cécile Berthier
Risk Committee	Making sure that Barnardo's has effective internal control and risk management systems and is operating within its agreed risk appetite, approved policies and the law.	4	Neil Crockett
People Committee	- Making sure appointments to the Board of Trustees and the remuneration of members of the Executive Leadership Team and other colleagues are responsibly managed, consistent with the Barnardo's strategic objectives and its Basis and Values. - Oversees Trustee governance arrangements in the areas of conflicts of interest, induction and training and performance review. - Oversees the delivery of our the charity's People and Culture strategic objectives.	4	Mark Wood Raj Verma (Co-Chairs)

In the course of 2024-25 the work of the Equality, Diversity and Inclusion Sub-Committee (established in 2021 to review and oversee the Charity's approach to EDI) was reviewed. Based on significant progress achieved in this area, and consistent with the need for top-level commitment to EDI, the Board approved the transfer of oversight responsibility directly to the full Board of Trustees going forward.

The National Advisory Boards (NABs) for Scotland, Northern Ireland and Cymru/Wales comprise volunteers whose local knowledge, experience and networks maximise Barnardo's ability to change children's lives in those nations. Barnardo's remains a single UK charity, but these NABs provide targeted strategic support and advice to the delivery of Barnardo's Strategy in the relevant nation.

Our Royal Patron

Our Patron, Her Majesty the Queen, continued to support Barnardo's in 2024-25. We are extremely proud of our connection to the Royal Family which dates back to 1902.

Board of Trustees

A list of Trustees is shown on page 137.

Barnardo's activities extend across all four UK nations: England, Scotland, Northern Ireland and Cymru/Wales. Our Children's Services work is managed in regions covering Central England, Cymru and South West England, South-East England and London, North England, Scotland and Northern Ireland.

Responsibility for operational activities is allocated to five directorates: Children's Services; Barnardo's Trading Companies; Business Services; Fundraising and Marketing, and the Chief Executive's Directorate (covering People & Culture and Strategy & External Affairs.) Barnardo's has three sister charities: Barnardo's Republic of Ireland, Barnardo's Australia and Barnardo's Aotearoa (formerly Barnardo's New Zealand). Each is a locally registered organisation with its own governing body. These charities use the Barnardo's name under licence from Barnardo's in the UK.

Their financial activities are not included in the accompanying accounts as they are wholly independent of Barnardo's in the UK.

We made the following transactions with related parties during the year, contributions to the Barnardo's pension scheme disclosed in note 13, payments to key management personnel disclosed in note 12, payment of trustees expenses disclosed in note 11 and transactions with Barnardo's subsidiaries.

Remuneration policy

To deliver our charitable aims and meet the needs of children, young people, families and other stakeholders, Barnardo's employs a significant number of colleagues alongside the vital support from our volunteers. We recognise and value the unique worth and contribution of every colleague and are committed to making sure we pay our colleagues a fair and appropriate salary, while always making sure we can afford to do so. This is informed by the local labour market.

In April 2025 Barnardo's was proud to publish its Diversity Pay Gap report, bringing together data and analysis on our gender, ethnicity, and disability pay gaps, and for the second-year reporting on the gap for colleagues who identify as LGB+. In line with our long-standing core values and our commitment to our people, our ambition is to grow a culture where all colleagues can belong, grow and thrive. A key foundation to this is an inclusive environment and our Diversity Pay position is one key element of this.

Barnardo's has a single UK wide trade union recognition agreement with UNISON for collective negotiation purposes. In 2024-25 we continued to demonstrate our commitment to invest in our colleagues, through our pay approach based on our core principles. We maintained our ongoing commitment to pay all colleagues the Real Living Wage. For other colleagues the Annual Pay Award received was either 2% or 1% dependent on pay grade.

This went beyond the Living Wage Foundation and Minimum Wage hourly rate increases. Ordinarily our pay rates are informed primarily by charity sector data. We recognise that charity pay is often lower compared to similar roles in the public or private sector. In the spirit of fighting 'in work' poverty and child poverty, we aim to pay a fair wage to all, especially those in our lowest earning pay ranges.

We also rolled out a new approach to performance and growth, following a successful pilot with our management and leadership cohort last year, to help drive excellence on behalf of children and young people.

The People Committee makes recommendations to the Board for approval. The Board ultimately approves the annual pay settlement for all eligible staff once we have reached a final negotiation point with UNISON. In accordance with the Charities Statement of Recommended Practice (SORP) we:

- disclose all payments to Trustees (no Trustees are paid) and expenses reimbursed (detailed in note 11 to the accounts);
- disclose the number of staff in receipt of £60k and above (in bands of £10k) (note 12 to the accounts);
- disclose the aggregate remuneration of the Executive Leadership Team;
- disclose any payments made to the Executive or Trustees which are outside of the normal employment contract;
- disclose pensions and other benefits (note 12 to the accounts).

The Board approves the annual pay settlement for all paid colleagues. The People Committee meets four times a year. Members of the Committee include the Chair and three additional Trustees. No members of the Executive are members of the Committee. The Committee's main responsibilities are set out on page 80. It's the Committee's responsibility to consider the remuneration of the Chief

Executive and members of the Executive Leadership Team, as well as to set the pay policy for all paid colleagues and agree the basis for any annual increases in pay. The Board and the People Committee operate within the powers and constitutional arrangements as set out in the Articles of Association and Committee terms of reference. When making recommendations, the Committee will draw on relevant internal and external information about staff remuneration provided by Barnardo's management team. Paid colleague remuneration doesn't include any share options or long-term incentive schemes. The Chief Executive and other members of the Executive Leadership Team all need to give at least 26 weeks' notice to terminate their contracts of employment. The pension provisions for the Executive Leadership Team are on the same terms as other colleagues.

Public benefit

In setting plans and priorities for areas of work, our Trustees have followed guidance from the Charity Commission on the provision of public benefit, in accordance with Section 17 of the Charities Act 2011.

In particular, the Trustees consider how activities will contribute to meeting the objectives they have set. They focus on the services that will deliver the greatest impact to the children and young people who need support the most. In delivering these services, we clearly identify the benefits to children, young people and their families. We then monitor progress to make sure our services are having a positive impact on children and young people, as planned, and to learn any lessons that can be used to improve the services.

We have demonstrated how Barnardo's delivers its principal charitable object – to promote the care, safety and upbringing of children and young people in the Impact Report section of this Annual Report. This forms part of the Trustees' report and sets out Barnardo's objectives, highlights our achievements and examples of activities delivered in the year.

By providing services that support and empower children, and by campaigning for changes to government policy that will improve children's lives, Barnardo's helps the children and young people most in need of support to reach their full potential. The wide-ranging and substantial impact of our work is demonstrated on pages 7 to 58. Our work benefits the whole of society, as well as those who use our services. In this way, Barnardo's meets the public benefit requirement as set out in Section 4 of the Charities Act 2011.

Activities in Scotland

Barnardo's is registered with the Office of the Scottish Charity Regulator (OSCR) and has a National Advisory Board to provide advice and guidance on all aspects of activities in Scotland. During the year, Barnardo's provided **160 services** throughout Scotland, with over **12,200 children, young people, parents and carers** accessing these in 2024-25.

Further detail about our activities in Scotland is included throughout the report.

Serious incident reporting to charities regulators

Barnardo's operates strong procedures for the reporting of serious incidents to its charities regulators that include a robust internal process for assessing and escalating incidents that are potentially notifiable. The procedures are reviewed every two years. During the financial period 2024-25 Barnardo's reported nine incidents to the CCEW. These included eight safeguarding incidents and a supplier fraud incident. In all cases the CCEW was satisfied with the charity's response to these incidents and there are no outstanding actions.

Registered office

Our registered office of the charity and its subsidiaries is Barnardo's, Tanners Lane, Barkingside, Ilford, Essex, IG6 1QG.





Our Sustainability Report

As a charity, we are committed to reducing our environmental footprint to help preserve the planet for children and young people across the UK.

Since launching our sustainability programme in 2021, we've focused on improving energy efficiency and cutting carbon emissions, aiming to achieve Net Zero by 2050.

Key sustainability initiatives for 2024-25

Net Zero Roadmap – Carbon footprint commitment

As part of our ongoing commitment to sustainability, we have taken a significant step forward by partnering with a specialist to measure our full carbon footprint and develop a comprehensive Net Zero roadmap. We are committed to achieving Net Zero by 2050, and we recognise that this foundational work is essential to helping us get there.

Having a clear, data-driven plan will enable us to map out short, medium, and long-term goals for the charity with greater accuracy. It will also ensure we stay aligned with growing expectations around environmental responsibility across all sectors.

Importantly, our partnership also provides expert support in identifying and applying for grants and financial assistance, where applicable enabling us to take meaningful action while continuing to deliver on our core mission.

Energy Savings Opportunity Scheme

This year, we successfully complied with and submitted our Energy Savings Opportunity Scheme (ESOS) reports, fulfilling our compliance requirements. These reports have provided valuable insights into opportunities for reducing our energy consumption. As a result, we developed and submitted our ESOS action plan, outlining a clear commitment to energy-saving initiatives across our entire portfolio. Through this work, we have strengthened our data capture processes, ensuring we have the critical information needed to drive meaningful reductions in energy consumption. Our annual ESOS updates will be an opportunity for us to reflect on our progress.

Energy Efficiency

We continue to run awareness campaigns throughout the charity focused on energy reduction. Our energy efficiency training remains a key initiative, promoting knowledge on how individuals can impact climate change. We are using the findings from our ESOS report to plan and embed further changes across our portfolio. We have established processes for obtaining accurate meter readings across our portfolio, so we can monitor our energy use with greater accuracy.

LED Lighting Trials

Upgrading to LED lighting is a key initiative in our journey to Net Zero, offering significant energy savings and emissions reductions across our estate.

All trials have now been completed, providing us with valuable insights into energy performance and installation challenges. We are now in the position to map out further roll out across our portfolio.

Sustainable Travel

Encouraging more sustainable travel choices is an important part of the sustainability programme. We continue to promote the use of public transport where possible. We have also relaunched our transport policy, accompanied by a new colleague handbook. This includes practical guidance and tips for driving more sustainably, helping reduce emissions from necessary travel and further supporting our Net Zero ambitions.

Enhancing data collection & strengthening our reporting

We are working to improve the capture and reporting of key sustainability data across the charity. This collaborative approach ensures we are collecting the right information to track progress effectively and support informed decision-making. By strengthening our data and reporting capabilities, we're enabling greater transparency, accuracy, and alignment with our broader environmental and sustainability goals.

Procurement

We're actively reviewing contracts across the portfolio, including utilities, to improve our ability to track and monitor performance accurately. This diligent approach gives us greater confidence in the partners we work with and strengthens our ability to deliver on our sustainability commitments.

Re-Fashion Hub

In June 2024, we launched our Re-Fashion Hub at Bradford Superstore, where volunteers creatively repair and reuse unsellable textile donations. Run on a zero-budget model with generous support from Singer, Miele, and Korbond, the hub has sold 451 items, processed 471kg of textiles, saved an estimated 6,268kg CO₂, and recorded over 380 volunteer hours. As a pilot project, it supports our sustainability goals as well as generating income for the charity.

Our consumption

We have taken 2019-20 as our reporting baseline for carbon emissions.

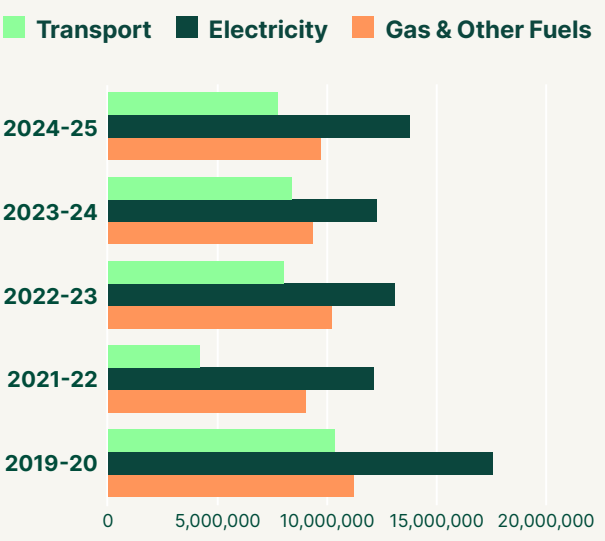
Figures displayed below are taken from our Streamlined Energy Consumption Report (SECR), which is verified by our third party provider. We do not currently include energy consumption from homeworking, however, this will be captured as part of our Carbon Footprint and NetZero Roadmap.

	Percentage difference between 2019-20 (baseline) and 2024-25 (tCo2e)	Percentage difference since 2023-24 (tCo2e)
Gas & Other Fuels	-14%	+5.54%
Electricity	-38%	+12.72%
Transport	-25%	-2.58%

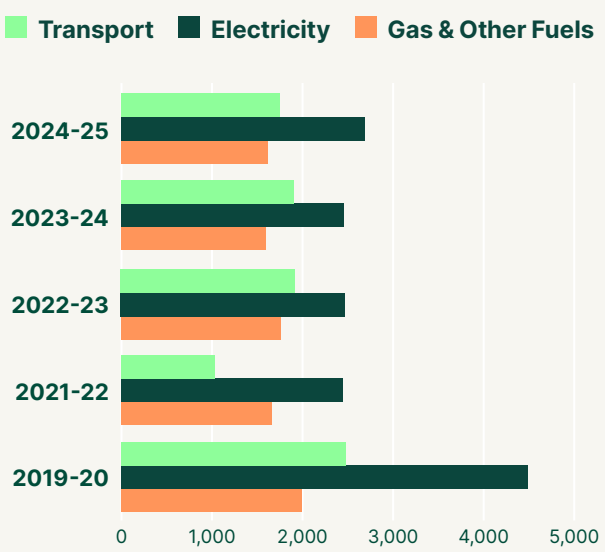
This year's SECR report shows increased figures for gas, other fuels, and electricity, largely due to improved data accuracy. For electricity, a higher volume of actual meter readings has replaced estimates, causing noticeable spikes. Gas usage

data has also become more accurate. These changes reflect better data collection processes, and we expect continued improvements going forward.

Year on Year Consumption data (KwH)



Co2 Emission Year on Year (tCo2e)



In the 2024-25 period, total emissions reported through SECR were 30,801,124 kWh, resulting in 6361.09 tCO₂e. This corresponds to an overall location-based intensity ratio of 1.14 tCO₂e per FTE. As part of our ongoing commitment to data integrity and transparency, a review of last year's SECR report identified a discrepancy in the reported full time equivalent figure, along with some previously unaccounted for consumption data. These have now been corrected. The revised figures for FY2023-24 are: 28,967,725 kWh, 6,007,374 tCO₂e, which yields an intensity ratio of 1.05 tCO₂e per FTE.

Figures within this report have been calculated via our SECR reporting, developed and verified by an external source. Methodology followed the GHG Protocol – A Corporate Accounting and Reporting Standard (World Resources Institute and World Business Council for Sustainable Development, 2004); Greenhouse Gas Protocol – Scope 2 Guidance (World Resources Institute, 2015); ISO 14064-1 and ISO 14064-2 (ISO, 2018; ISO, 2019); Environmental Reporting Guidelines: Including Streamlined Energy and Carbon Reporting Guidance (HM Government, 2019). Government Emissions Factor Database 2024 version 1.1 has been used, utilising the published kWh gross Calorific Value (CV) and kgCO₂e emissions factors relevant for the reporting period 01/04/2024 – 31/03/2025.

How we meet Section 172 of the Companies Act 2006

Trustees must, in accordance with Section 172 of the Companies Act 2006, act in the way they consider, in good faith, would most likely promote Barnardo's success in the delivery of its charitable objects and in doing so have regard (amongst other matters) to the following:

The likely long-term consequences of decisions

Trustees (and the Executive acting under delegated powers) considered the likely long-term consequences of their decisions, in particular by reference to the internal and external operating environment and the charity's key stakeholders. The charity's key stakeholders include service users, supporters, donors, employees, volunteers, children's services commissioners and partner organisations. The charity's current three-year Strategy (2024-27) sets the framework for decision-making and was approved in 2024 following broad engagement with stakeholders and informed by a detailed analysis of trends and factors likely to have a major impact on the lives of children, young people and their families.

A key Board decision taken during 2024-25 was the approval of the three-year Medium Term Budget Strategy (2025-28) on 27 March 2025. This aims to ensure the charity can continue to deliver the Strategy by meeting the immediate and longer-term needs of children and young people, as well as operating sustainably in a more challenging environment. The March decision reflected the outcome of discussions from a Trustee Away Day in Edinburgh in late November 2024 where Trustees reviewed the updated external and internal operating context and identified priorities for the charity's response. The Away Day discussions and the approved Budget Strategy resulted in the future plans set out at page 77, including the setting up of a cross-charity organisational review programme that aims to increase impact by updating our children's services operating model, maximising income generation and improving the effectiveness and efficiency of our support activities. One particular initiative in relation to income generation was the setting up of a retail advisory group which supported the reshaping of our retail operations through the involvement of Trustees and external experts.

The interests of employees

Trustees had oversight of employee matters via the work of the People Committee (see page 80) where they received updates on pay, reward and recognition and the charity's wider approach to People and Culture (see page 50 for further information).

Foster business relationships with suppliers, customers and others; maintaining high standards of business conduct

During the year, Trustees (and the Executive acting under delegated powers) have overseen our approach to working with key suppliers to ensure application of consistent procurement processes that include (i) robust due diligence; (ii) regular benchmarking of services; and (iii) compliance with our Supplier Code of Conduct. With regard to the wider charity-wide context (through those who work for us), Barnardo's values and behaviours are embedded within our recruitment and induction processes and incorporated within key operating policies and practices such as our Trustee Code of Conduct.

Our impact on the community and the environment

Trustees and the Executive are committed to minimising any negative impact our work has on our communities and the environment (see our Sustainability Report at page 85).

Acting fairly between members of the charity

Following updates to our membership arrangements on 29 November 2024, Barnardo's Trustees are now the charity's sole members; the charity is run to deliver its charitable objects rather than further the interests of its members.

STATEMENT OF TRUSTEES' RESPONSIBILITIES



Statement of Responsibilities of the Trustees of Barnardo's

The Trustees are responsible for preparing the Annual Report, which incorporates the Strategic Report, and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charity and of the incoming resources and application of resources, including the income and expenditure, of the group and charity for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website, in accordance with United Kingdom legislation that governs the preparation and dissemination of financial statements. This may vary from legislation in other jurisdictions. Trustees are responsible for the maintenance and integrity of the Group's website. They are also responsible for the ongoing integrity of the published financial statements.

The Trustees confirm that, so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware. They have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

This Annual Report is signed by the Chair on behalf of the Board of Trustees. The Trustees also approved the strategic report, which is contained within this report, in their capacity as company directors.

By order of the Board of Trustees.



Mark Wood, Chair of Trustees

The Annual Report was approved by the Board of Trustees on 25 September 2025 and authorised for issue on 7 October 2025.

INDEPENDENT AUDITOR'S REPORT



Independent Auditor's Report to the Members and Trustees of Barnardo's

Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 March 2025 and of the Group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006, as amended.

We have audited the financial statements of Barnardo's ("the Parent Charitable Company") and its subsidiaries ("the Group") for the year ended 31 March 2025 which comprise the consolidated statement of financial activities, the consolidated and Charity only balance sheets, consolidated statement of cash flows, consolidated summary income and expenditure account and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remain independent of the Group and the Parent Charitable Company in accordance with the ethical requirements relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. .

Conclusions related to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and the Parent Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Other Companies Act 2006 reporting

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' Report, which are included in the Trustees' Report, have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Group and the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

- proper and adequate accounting records have not been kept by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charitable Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Statement of trustees' responsibilities, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the Parent Charitable Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the Parent Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Non-compliance with laws and regulations

Based on:

- Our understanding of the Group and the sector in which it operates;
- Discussion with management and those charged with governance and the Audit Committee; and
- Obtaining and understanding of the Group's policies and procedures regarding compliance with laws and regulations.

We considered the significant laws and regulations to be FRS 102 and the Charities SORP 2019, UK tax legislation, Fundraising Regulations, Charities Act 2011 and the Companies Act 2006.

The Group is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be the health and safety legislation, data protection legislation, Office for Standards in Education, Children's Services and Skills ("Ofsted"), Care Quality Commission, Care Children Acts 1989 & 2004, the Children and Young Person Act 2014 and the Social Services and Well Being Act.

Our procedures in respect of the above included:

- Review of minutes of meetings of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of correspondence with regulatory and tax authorities for any instances of non-compliance with laws and regulations;
- Review of financial statement disclosures and agreeing to supporting documentation;
- Involvement of tax specialists in the audit; and
- Review of serious incident reports made in the year.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiry with management and those charged with governance and the audit committee regarding any known or suspected instances of fraud;
- Obtaining an understanding of the Group's policies and procedures relating to:
 - Detecting and responding to the risks of fraud; and
 - Internal controls established to mitigate risks related to fraud.

- Review of minutes of meetings of those charged with governance for any known or suspected instances of fraud;
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements; and
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Based on our risk assessment, we considered the areas most susceptible to fraud to be management override through journals posted into the financial system, inappropriate judgements and estimates within the Group and the recognition of income.

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation;
- Involvement of forensic specialists in the audit to assist in determining the most likely areas fraud would occur in the group;
- Assessing significant estimates made by management for bias, in particular the assumptions used to value the defined benefit pension scheme; and
- Incorporating unpredictability into our testing approach through amending the nature and extent of audit procedures.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the Charitable Company's trustees, as a body, in accordance with the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the Charitable Company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company, the Charitable Company's members as a body and the Charitable Company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Fiona Condron (Senior Statutory Auditor)

For and on behalf of BDO LLP, statutory auditor
Gatwick, UK

BDO LLP is a limited liability partnership
registered in England and Wales
(with registered number OC305127).

FINANCIAL STATEMENTS

For the year ending 31 March 2025



Consolidated Statement of Financial Activities

For the year ended 31 March 2025

	Note	Unrestricted funds	Restricted funds	Endowment funds	Total 2025	Total 2024
		£000	£000	£000	£000	£000
Income from:						
Charitable activities	4	187,707	4,294	–	192,001	187,312
Donations and legacies	5	35,964	16,821	5,300	58,085	41,682
Other trading activities	6	91,562	–	–	91,562	93,071
Development and sale of properties	7	650	–	–	650	40
Investments	8	2,159	1,049	44	3,252	3,402
Other gains	10	2	–	–	2	627
Total Income		318,044	22,164	5,344	345,552	326,134
Expenditure on:						
Raising donations and legacies		9,785	1,487	–	11,272	11,361
Other trading activities	9	91,994	–	–	91,994	88,116
Costs of developing and selling properties		408	–	–	408	–
Investment management costs		208	–	72	280	383
Other losses	10	759	–	–	759	–
Raising Funds		103,154	1,487	72	104,713	99,860
Expenditure on:						
Service provision	9	205,299	9,418	–	214,717	228,283
Informing the public about the need for our work		5,973	–	–	5,973	6,027
Childcare research and education		1,207	–	–	1,207	1,550
Charitable Activities		212,479	9,418	–	221,897	235,860
Total expenditure		315,633	10,905	72	326,610	335,720
Net gains/(losses) on investments	15	370	–	(515)	(145)	6,000
Net income/(expenditure)		2,781	11,259	4,757	18,797	(3,586)
Transfer between funds		3,418	(3,418)	–	–	–
Other recognised gains/(losses)						
Actuarial gain/(loss) on defined benefit pension scheme	13	22,695	–	–	22,695	(9,100)
Net movement in funds	14	28,894	7,841	4,757	41,492	(12,686)
Reconciliation of funds:						
Total funds brought forward		31,039	10,413	35,393	76,845	89,531
Total funds carried forward	26	59,933	18,254	40,150	118,337	76,845

All of the above results relate to continuing activities. The notes on pages 102 to 130 form part of these financial statements. The prior year consolidated statement of financial activities is shown at note 31.

Balance Sheets

As at 31 March 2025

	Note	Group		Charity	
		2025	2024	2025	2024
		£000	£000	£000	£000
Fixed Assets					
Intangible assets	16	1,456	1,603	1,456	1,603
Tangible assets	17	29,834	33,751	29,831	33,740
Investments	18	111,088	99,490	110,363	98,810
		142,378	134,844	141,650	134,153
Current Assets					
Stocks	19	3,370	4,556	–	–
Debtors	20	45,516	50,629	42,324	47,801
Current asset investments	21	8,905	9,005	9,005	9,005
Cash at bank and in hand	22	2,810	2,753	2,420	2,552
		60,601	66,943	53,649	59,358
Creditors: amounts falling due within one year	23	(49,303)	(60,854)	(40,585)	(51,693)
Net current assets		11,298	6,089	13,064	7,665
Provisions for liabilities	24	(6,149)	(6,408)	(6,149)	(6,408)
Net assets excluding pension deficit		147,527	134,525	148,565	135,410
Pension deficit	13	(29,190)	(57,680)	(29,190)	(57,680)
Net assets including pension deficit		118,337	76,845	119,375	77,730
Fund balances					
Endowment funds	26(a) & (b)	40,150	35,393	40,150	35,393
Restricted funds		18,254	10,413	18,254	10,413
Fixed assets fund	26(c) & (e)	29,949	35,180	29,946	35,169
Designated fund		19,049	19,849	19,049	19,849
General reserve	26(d) & (e)	32,788	24,351	33,829	25,247
Revaluation reserve		7,337	9,339	7,337	9,339
Unrestricted funds excluding pension reserve		89,123	88,719	90,161	89,604
Reserve for pension deficit	13	(29,190)	(57,680)	(29,190)	(57,680)
Total unrestricted funds including pension reserve		59,933	31,039	60,971	31,924
Total funds	26(d) & (e)	118,337	76,845	119,375	77,730

Approved by the Board of Trustees on 25 September 2025 and authorised for issue on 7 October 2025 and signed on its behalf by:



Mark Wood
Chair of Trustees



David Kemp
Honorary Treasurer

7 October 2025

The notes on pages 102 to 130 form part of these financial statements.

Company Number 61625

In accordance with the provisions of the Companies Act 2006, a separate income and expenditure account dealing with the results of the charity only has not been presented. Gross income of the charity of £309,738 and net income of £19,897k (2024: net expenditure £10,700k) has been dealt with in the accounts of the charity.

Consolidated Statement of Cash Flows

For the year ended 31 March 2025

	Note	2025		2024	
		£000	£000	£000	£000
Cash flows from operating activities:					
Net cash generated from/(used in) operating activities	27		9,469		(22,941)
Cash flows from investing activities:					
Dividends and interest from investments		3,253		3,402	
Purchase of intangible fixed assets	16	(137)		(1,663)	
Purchase of tangible fixed assets	17	(2,095)		(6,595)	
Purchase of investments		(15,743)		–	
Sale of investments		4,000		4,469	
Sale of tangible fixed assets		560		676	
Sale of investment properties		650		–	
Net cash (used in)/generated from investing activities			(9,512)		289
(Decrease) in cash and cash equivalents in the year			(43)		(22,652)
Cash and cash equivalents at the beginning of the year					
Held as current asset investments		9,005		24,173	
Held as bank and cash		2,753		10,237	
			11,758		34,410
Cash and cash equivalents at the end of the year					
Held as current asset investments		8,905		9,005	
Held as bank and cash		2,810		2,753	
			11,715		11,758

Please refer to the analysis of changes in net debt (note 28).

Consolidated Summary Income and Expenditure Account

For the year ended 31 March 2025

The summary income and expenditure account is presented in order to ensure compliance with the Companies Act 2006. The major difference in the figures presented from those in the consolidated statement of financial activities is that endowment funds are not recognised.

	Note	2025	2024
		£000	£000
Gross income			
Gross income of continuing operations		279,730	265,486
Income of non-charitable trading subsidiaries	3	60,476	60,648
Realised/unrealised gains on investment assets	15	370	2,981
		340,576	329,115
Gross expenditure			
Total expenditure of continuing operations		268,670	278,066
Expenditure of non-charitable trading subsidiaries	3	57,109	57,591
		325,779	335,657
Net income/(expenditure) for the year		14,797	(6,542)
Reconciliation to statement of financial activities:			
Net income/(expenditure) for the year		14,797	(6,542)
less: Realised/unrealised gains on investment assets	15	(370)	(2,981)
Movement on restricted capital and endowment funds	26 (a)	4,757	(63)
Net income/(expenditure) before investments		19,184	(9,586)

NOTES TO THE FINANCIAL STATEMENTS

For the year ending 31 March 2025



1. Accounting policies

Basis of preparation

Barnardo's is a private company limited by guarantee (registered in England, company number 61625). It operates throughout the UK and is a charity registered in England and Wales (Charity Commission registration number 216250) and in Scotland (Office of the Scottish Charity Regulator registration number SC037605). It is governed by its Articles of Association, last revised in 2024.

The accounts have been prepared in accordance with applicable accounting standards in the United Kingdom, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (Charities SORP (FRS102) 2019) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), together with the reporting requirements of the Companies Act 2006, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006.

Barnardo's meets the definition of public benefit entity under FRS102. Monetary values are calculated under the historical cost convention, as modified by the revaluation of investments and investment properties.

Presentation currency

The functional currency of Barnardo's and its subsidiaries is considered to be in pounds sterling as this is the currency of the primary economic environment in which the organisation operates. The consolidated financial statements are also presented in pounds sterling.

Going concern

The Trustees have considered their obligations to prepare these financial statements on an appropriate basis, having specific regard to the charity's net asset position and looking ahead at future plans and cashflows for at least 12 months from the date of approval.

Given the strength of the balance sheet (see page 98) and the availability and liquidity of the charity's unrestricted investments and cash held

in the General Reserve, the Trustees have not identified any material uncertainty that would cast doubt on the charity's ability to continue as a going concern. The last few years have been a good a test of resilience, and the way we have responded as an organisation gives a great deal of confidence in this assertion.

The charity ended the financial year in a robust position and continues to monitor its anticipated cash flows over the next 2-3 years, carrying out reverse stress tests and considering the impact of government and economic changes closely. The Trustees, therefore, as a result, consider it appropriate for accounts to be prepared on a going concern basis.

Basis of consolidation

The consolidated accounts of the group incorporate the accounts of the charity and its subsidiary undertakings, all of which were prepared to 31 March 2025. Subsidiaries are consolidated from the date when control passes until it is either disposed, wound down or dissolved. The trading results of the subsidiary undertakings as shown in note 3 are consolidated on a line-by-line basis within the consolidated statement of financial activities (SOFA). Intercompany transaction and balances between group companies are therefore eliminated in full.

A separate SOFA for the charity is not presented as permitted by the SORP and the Companies Act 2006.

Parent charity disclosure exemptions

In preparing the separate financial statements of the parent charity, advantage has been taken of the following disclosure exemptions available in FRS102:

- The statement of financial activities and cash flow of the charity have not been presented, as disclosure has been provided in respect of the group as a whole; and
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent charity as their remuneration is included in the totals for the group as a whole.

Subordinate charities

Included in restricted and endowment funds are assets held on behalf of trusts that are constituted as separately registered charities. These have purposes that are consistent with the objects of Barnardo's and are under common control. As such, their results have been included in the consolidated statements presented.

Income

- Fees, grants for service provision, statutory and related funding are recognised where there is evidence of entitlement, receipt is probable, and the amount can be measured reliably. Any amounts due at the year-end are included as debtors within statutory related funders.
- Fee or performance-related grant income which is invoiced or received that relates to subsequent periods, or when other conditions have not yet been met, is treated as deferred income in note 23 to the accounts.
- Income received from lotteries is recognised when the draw is made. Income received for future lottery draws is deferred until the draw takes place.
- Donations (except in relation to legacies) are accounted for when receivable.
- Income from pecuniary legacies is recognised where grant of probate has been received, and income from residuary legacies is recognised where estate accounts have been finalised. Income from wills or reversionary trusts of property is not recognised until the life interest has passed away and the property sale is at an advanced stage. Income from all other legacies, such as discretionary trusts, specific and conditional legacies and reversionary trusts relating to items other than property, is only recognised where there is clear entitlement, the amount can be accurately measured and there is reasonable probability of receipt. The receipt of legacies is considered probable when probate has been granted, it has been established that there are sufficient net assets to pay the legacy and any conditions attached to the legacy have been met or are under the control of Barnardo's.
- The value of gifts in kind, donated services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation has been met, the receipt of economic benefit from the use by the Charity is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS102), general volunteer time is not recognised. More information about our volunteer contribution is explained in the Trustees' Annual Report.
- Income raised through the operation of shops and related trading activity under the charity's management is accounted for at the point at which ownership of the goods transfers to the customers. Estimated associated Gift Aid is accrued at the point of sale. The income claimed from HM Revenue & Customs is recognised, and the accrual reversed, once consent is obtained. Stocks of unsold donated goods are not valued for balance sheet purposes as it is not considered practical to estimate the fair value due to the high volume of low value inventory and the absence of management information systems.
- Income from the sale and development of properties is recognised based on Barnardo's share of profit on practical completion of each sale.
- Investment income is the amount receivable for the year.

Expenditure

- All expenditure is accounted for on an accruals basis and irrecoverable VAT is included in the relevant cost category. Support costs incurred centrally are allocated to expenditure categories listed below on the basis of their use of corporate functions. Such allocations of support costs are made on a basis consistent with the use of resources. Further details regarding support costs are disclosed in note 7.
- Costs of raising voluntary funds are incurred in relation to staff members who are engaged in fundraising activities and the provision of fundraising activities on Barnardo's behalf.
- Expenditure on trading activities represent expenditure incurred in the operation and management of the Barnardo's chain of shops and other activities undertaken by Barnardo Trading Limited.

- Costs of developing and selling properties represent expenditure undertaken by Barnardo Developments Limited.
- Direct service provision costs represent the operational costs of service delivery.
- Grants made include those that Barnardo's makes to other organisations and grants to young people through Barnardo's trust funds. Grant expenditure is recognised once the offer is communicated to the recipient.
- Informing the public about our work includes the costs incurred in raising awareness of childcare issues and Barnardo's activities in relation to them.
- Childcare research and education includes policy reviews and activities to help educate wider groups about relevant childcare issues.
- All costs involved in terminating employee contracts are accounted for on an accruals basis and disclosed in aggregate in note 12. Termination benefits are measured as the best estimate of the expenditure required to settle the obligation as at the reporting date.

Tangible Assets

Fixed assets are stated in the balance sheet at their cost less depreciation. Expenditure of a capital nature over £1,000 is capitalised. Profits and losses on the disposal of tangible assets are recognised in the SOFA in the year of disposal.

Reviews are carried out when events and changes in circumstances indicate that an impairment may have occurred. If any asset is found to have a carrying value materially higher than its recoverable amount, it is written down accordingly.

Intangible Assets

All intangible assets have finite useful lives. Intangible assets comprise both purchased and internally generated software and are stated at amortised cost.

Costs to develop software internally are capitalised when it has been established that the project is technically feasible, there is the ability to reliably measure the expenditure attributable to the intangible asset during its development and Barnardo's has both the intention and ability to use the completed asset. The costs of internally

generated software relate to external contractor and internal staffing costs in the development phase and are stated at amortised cost.

Depreciation and Amortisation

Depreciation and amortisation are charged to write off the cost or valuation of the assets, other than land, over their estimated useful lives and assume nil residual values. The estimated useful lives and depreciation or amortisation method are reviewed by class of asset at each year end, with any changes in estimate accounted for in current and future years.

- Depreciation of freehold and long-leasehold properties is provided at the rate of between two and four per cent per annum on their cost or value. Short-leasehold properties are amortised over the period of the lease. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.
- Equipment and vehicles are depreciated over their expected useful lives, which varies between one and five years.
- Intangible assets are amortised on a straight-line basis over the estimated useful life of the software, which varies between three and five years.

Investments

Investments in subsidiaries are held at cost and are assessed for impairment at each reporting date. Investments, and those held as fixed assets and current assets, are stated at their market value as at the balance sheet date. Cash held by investment managers is not considered to be part of cash and cash equivalents. All movements in value arising from investment changes or revaluation ("unrealised gains") are recognised in the SOFA.

Realised gains or losses on investments are calculated as the difference between the disposal proceeds and the carrying value.

Revaluations of investment properties are carried out each year by an external qualified RICS registered valuer who has appropriate knowledge, skills and experience to undertake the valuation completely.

Stocks

Stocks are stated at the lower of cost and net realisable value. At each reporting date, inventories are assessed for impairment. If inventory is impaired, the carrying amount is reduced to the selling price or put to nil if considered unlikely it will sell. The impairment loss is recognised immediately in the SOFA.

Cash and cash equivalents

Cash and cash equivalents include cash at bank and in hand and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. This includes investments disclosed in the balance sheet as current asset investments. Current asset investments include interest bearing deposit accounts.

Debtors and creditors

Trade debtors and other debtors are recognised at their transaction price less any allowance for doubtful debts. Trade creditors and other creditors are included at their nominal value when there is a contractual obligation to settle.

Provisions

Provisions are liabilities of uncertain amount or timing. They are recognised when the charity has a present legal or constructive obligation because of a past event, it is probable that an outflow of a resources will be required to settle the obligation, and the amount can be reliably estimated.

Corporation tax

The subsidiary companies make qualifying donations of all taxable profits to Barnardo's. The company is a charity within the meaning of the Finance Act 2010 (schedule 6, paragraph 1). Accordingly, the company is potentially exempt from taxation in respect of income or capital gains within categories covered by the Corporation Tax Act 2010 (part 11, chapter 3) or the Taxation of Chargeable Gains Act 1992 (section 256), to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period.

Capital grants

In accordance with the Charities SORP, grants receivable are recognised immediately in the SOFA unless they are restricted to future accounting periods in which case they are recognised as a liability.

Operating leases

Rentals payable/receivable under operating leases are charged/received on a straight-line basis over the term of the lease.

Financial instruments

The group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Financial assets, other than investments, and financial liabilities are initially measured at transaction price (after including/deducting transaction costs) and subsequently held at amortised cost, less any impairment.

Pension costs

For defined benefit schemes, in accordance with FRS 102 section 28, the SOFA includes:

- the cost of benefits accruing during the year in respect of current and past service (charged against net income/(expenditure));
- the actual return on plan assets less interest on plan assets is included in actuarial gains and losses within the movement in funds;
- the increase in the present value of the scheme's liabilities arising from the passage of time (charged against net income/(expenditure));
- interest on plan assets is credited to net income/(expenditure);
- actuarial gain/(loss) recognised in the pension scheme (shown within net movement in funds); and
- the pension finance charge, including pension administration expenses, is directly allocated to the various expenditure categories.

In accordance with FRS 102, the balance sheet includes the deficit in the scheme taking assets at their year-end market values and liabilities at their actuarially calculated values discounted using year-end AA corporate bond yields. Further details regarding the scheme are disclosed in note 13.

For defined contribution pension schemes, pension costs are charged to the SOFA for the period in which they are payable.

Fund accounting

Barnardo's has various types of funds for which it is responsible, and which require separate disclosure as set out below.

Restricted income funds

Donations or legacies received, or income arising from such, which are earmarked by the donor for specific purposes. Such purposes are within the overall aims of the organisation.

Restricted capital and endowment funds

Funds given to the charity where only the income may be used for the charity's purposes. In accordance with the Order signed by the Charity Commission in 2003, the charity may convert a proportion of the capital gain on monies held by way of endowment into income as long as the current indexed value of the original endowment is maintained.

Unrestricted funds

Funds that are expendable at the discretion of the Trustees in furtherance of the objects of the charity, consisting of five specific types:

- **Fixed assets fund**

This fund represents amounts invested in unrestricted fixed assets for use by the charity.

- **Designated fund**

This fund represents amounts set aside by the Trustees for specific purposes.

- **Revaluation Reserve**

This reserve represents the difference between historic cost and fair value in respect of financial investments and investment properties.

- **General Reserve**

The working capital fund has now been amalgamated into this fund.

- **Pension Reserve**

This reserve represents the net pension liability of the Barnardo Staff Pension Scheme, and in accordance with FRS 102, is shown as a reduction of total funds.

Critical accounting estimates and judgements

To be able to prepare financial statements in accordance with FRS102, Barnardo's must make certain estimates and judgements that have an impact on the policies and the amount reported in the annual accounts. The estimates and judgments are based on historical experiences and other factors including expectations of future events that are believed to be reasonable at the time such estimates and judgements are made.

Significant judgements and estimates

- Legacy income recognition (note 5)

The receipt of legacies is considered probable when probate has been granted, it has been established that there are sufficient net assets to pay the legacy and any conditions attached to the legacy have been met or are under the control of Barnardo's.

When the amount due is not stipulated, the estimated amount due is calculated using a set of criteria applied in a consistent way to all legacies leaving a percentage or residual amount to Barnardo's.

- Retirement benefit liability – defined benefit scheme (note 13)

Year-end recognition of the liabilities under this scheme and the valuation of assets held to fund these liabilities require a number of significant assumptions to be made relating to levels of scheme membership, rates of mortality, key financial market indicators such as inflation and expectations on future asset returns. These assumptions are made by the charity in conjunction with the scheme's actuaries.

- Provisions (note 7)

All provisions are estimated from a review of expected costs based on historical data and expected future likelihood of spend.

The most significant provision is for dilapidations. Dilapidations on retail leases arise when the lease agreements include specific clauses requiring the charity to return the properties to the conditions at the beginning of the lease.

2. Subsidiaries

Barnardo's owns the whole of the issued share capital of the following subsidiaries:

Subsidiary Undertaking	Company Number:	Principal Activities
Barnardo Trading Limited	886425	Mail order and retailing
Barnardo Developments Limited	964920	Property development
Barnardo Services Limited	1227919	Childcare services
Barnardo Garden Village Management Company Limited	8652230	Property management
Barnardo Staff Pension Scheme Trustees Limited	15868844	Pension funding

Subsidiary Undertaking	Charity/Company Number:	Principal Activities
Adoptionplus	1204419/06900397	Adoption agency

The subsidiary companies make qualifying donations of all taxable profits to Barnardo's. No corporation tax liability on the subsidiaries arises in the accounts.

The Group completed the dissolution of Barnardo Holdings Limited and Barnardo Events Limited on the 31 December 2024. Barnardo Staff Pension Scheme Trustees Limited was incorporated on 31 July 2024, and is wholly owned by Barnardo's, with a share capital of £1.

Barnardo Garden Village Management Company Limited and Barnardo Staff Pension Scheme Trustees Limited have been excluded from consolidation on the grounds of immateriality. The Trustees consider that their exclusion does not affect the true and fair view of the consolidated financial statements.

Other subsidiaries, although individually immaterial, have been included in the consolidation due to their cumulative significance to the group's charitable activities and financial position.

The registered address of all subsidiaries listed above, excluding Barnardo Staff Pension Scheme Trustees Limited, is Barnardo House, Tanners Lane, Barkingside, Ilford, Essex, IG6 1QG. The registered office of Barnardo Staff Pension Scheme Trustees Limited is Suite 1, 7th Floor 50 Broadway, London, United Kingdom, SW1H 0DB.

3. Trading subsidiaries' results

	Barnardo Trading Limited	Barnardo Developments Limited	Barnardo Services Limited	Adoptionplus	Total 2025	Total 2024
	£000	£000	£000	£000	£000	£000
Turnover	9,232	525	50,066	775	60,598	61,102
Cost of sales/charitable expenditure	(4,499)	(408)	(50,066)	(1,003)	(55,976)	(56,485)
Gross profit/(net expenditure)	4,733	117	–	(228)	4,622	4,617
Gain on revaluation	–	25	–	–	25	25
Administration and other costs	(1,983)	(114)	(44)	–	(2,141)	(2,112)
Trading profit/(net expenditure)	2,750	28	(44)	(228)	2,506	2,530
Other income	–	–	500	–	500	503
Net profit/(net expenditure)	2,750	28	456	(228)	3,006	3,033
Amount payable by qualifying charitable donation to Barnardo's	(2,750)	–	(456)	–	(3,206)	(3,134)
Retained profit/(deficit) for year	–	28	–	(228)	(200)	(101)
Total assets	3,707	725	9,333	268	14,033	13,430
Total liabilities	(3,697)	(725)	(9,333)	(1,287)	(15,042)	(14,239)
Retained profit/(deficit) brought forward	10	(28)	–	(791)	(809)	(708)
Retained profit/(general funds in deficit) carried forward and net assets	10	–	–	(1,019)	(1,009)	(809)

These results, after consolidation adjustments, have been consolidated on a line by line basis in the SOFA.

Barnardo Events Limited was dissolved on 31 December 2024 and the trading results until dissolution have been consolidated into the group accounts.

	Barnardo Trading Limited	Restated Barnardo Developments Limited	Barnardo Events Limited	Barnardo Services Limited	Adoptionplus	Total 2024
	£000	£000	£000	£000	£000	£000
Turnover	9,578	70	134	50,393	927	61,102
Cost of sales/charitable expenditure	(5,102)	–	–	(50,393)	(990)	(56,485)
Gross profit/(net expenditure)	4,476	70	134	–	(63)	4,617
Gain on revaluation	–	25	–	–	–	25
Administration and other costs	(1,879)	(133)	(51)	(49)	–	(2,112)
Trading profit/(net expenditure)	2,597	(38)	83	(49)	(63)	2,530
Other income	–	–	–	503	–	503
Net profit/(net expenditure)	2,597	(38)	83	454	(63)	3,033
Amount payable by qualifying charitable donation to Barnardo's	(2,597)	–	(83)	(454)	–	(3,134)
Retained profit/(deficit) for year	–	(38)	–	–	(63)	(101)
Total assets	4,452	1,119	104	7,465	290	13,430
Total liabilities	(4,442)	(1,147)	(104)	(7,465)	(1,081)	(14,239)
Retained profit/(deficit) brought forward	10	10	–	–	(728)	(708)
Retained profit/(general funds in deficit) carried forward and net assets	10	(28)	–	–	(791)	(809)

These results have been consolidated on a line by line basis in the SOFA, after consolidation adjustments.

4. Income from charitable activities

	2025			2024		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£000	£000	£000	£000	£000	£000
Family support & placement	105,722	3,639	109,361	97,511	291	97,802
Education	31,872	–	31,872	31,563	1,126	32,689
Disability support	5,749	63	5,812	7,427	152	7,579
Government grants	10,390	284	10,674	12,483	2,632	15,115
Other services	33,974	308	34,282	33,908	219	34,127
	187,707	4,294	192,001	182,892	4,420	187,312

5. Income from donations and legacies

	2025			2024		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£000	£000	£000	£000	£000	£000
Legacies	13,890	1,782	15,672	16,507	1,943	18,450
Donations and gifts from the general public	19,724	3,404	23,128	13,044	3,723	16,767
Donations from companies and trusts	2,350	16,935	19,285	3,126	3,339	6,465
	35,964	22,121	58,085	32,677	9,005	41,682

Legacies notified but not accrued at 31 March 2025, due to probability or measurable criteria not being met, were £12,925k (2024: £6,853k).

6. Other Trading Activities

Income from trading is £91,562k (2024:£93,071k). All income relates to unrestricted activities.

Trading income can be analysed into the following categories:

	2025	2024
	£000	£000
Sale of donated goods	69,069	70,407
Fundraising income raised in stores	2,428	2,320
Gift Aid	6,581	6,559
Gifts in Kind	3,562	3,176
New Goods	8,926	9,210
Other income	996	1,399
Total	91,562	93,071

7. Income from development and sale of properties

	2025	2024
	£000	£000
Turnover of Barnardo Developments Limited	650	40

Income relates to unrestricted activities.

8. Income from investments

	2025	2024
	£000	£000
Listed investments – United Kingdom	2,470	2,189
Short term deposits	461	618
Rents and ground rents	295	567
Other interest	26	28
	3,252	3,402

The income from investments was £3,252k (2024: £3,402k) of which £2,159k is unrestricted income (2024: £2,529k) and £1,093k (2024: £873k) restricted income.

9. Expenditure

	2025			2024	
	Direct costs	Grant funding of activities	Apportioned support costs	Total	Total
	£000	£000	£000	£000	£000
Raising donations and legacies	8,006	–	3,266	11,272	11,361
Other trading activities	82,543	–	9,451	91,994	88,116
Cost of developing and selling properties	408	–	–	408	–
Investment management costs	280	–	–	280	383
Total Raising Funds	91,237	–	12,717	103,954	99,860
Service provision	190,899	173	23,645	214,717	228,283
Informing the public about the need for our work	5,973	–	–	5,973	6,027
Childcare research and education	1,207	–	–	1,207	1,550
Total Charitable Activities	198,079	173	23,645	221,897	235,860
Total Expenditure	289,316	173	36,362	325,851	335,720

	2024			
	Direct costs	Grant funding of activities	Apportioned support costs	Total
	£000	£000	£000	£000
Raising donations and legacies	8,315	–	3,046	11,361
Other trading activities	78,296	–	9,820	88,116
Investment management costs	383	–	–	383
Total Raising Funds	86,994	–	12,866	99,860
Service provision	205,149	309	22,825	228,283
Informing the public about the need for our work	6,027	–	–	6,027
Childcare research and education	1,550	–	–	1,550
Total Charitable Activities	212,726	309	22,825	235,860
Total Expenditure	299,720	309	35,691	335,720

The £325,851k total costs for 2025 exclude other losses of £759k, which are detailed in note 10.

Total expenditure of £325,851k (2024: £335,720k) included restricted expenditure of £10,431k (2024: £13,149k), of which £1,487k related to the cost of raising funds (2024: £1,772k) and £8,944k to service provision (2024: £11,427k). Other trading activities expenditure of £91,994k (2024: £88,116k) included £85,785k (2024: £81,135k) representing the costs of operating our 557 (2024: 591) retail stores and £6,209k (2024: £6,981k) for expenditure of Barnardo Trading Limited on costs of goods sold and other costs. £408k (2024: £nil) has been incurred in developing and selling land surplus to the group's requirements.

Support costs relating to the corporate functions have been allocated to the various categories on a basis consistent with the use of resources as follows:

- Property – total sq/m occupied
- Information systems – % of technology spend
- Human Resources – number of staff
- Finance, other corporate costs and governance – % share of resources

Where support costs cannot be allocated directly, they have been allocated based on a percentage share of other costs.

	Raising donations & legacies	Other trading activities	Service provision	2025	2024
	£000	£000	£000	£000	£000
Property	–	2,983	2,073	5,056	6,035
Information Systems	669	3,210	9,495	13,374	12,993
Human Resources	146	1,976	5,196	7,318	7,073
Finance	869	290	3,477	4,636	4,618
Other Corporate	427	194	1,221	1,842	840
Governance	1,155	798	2,183	4,136	4,132
Total	3,266	9,451	23,645	36,362	35,691

	Raising donations & legacies	Other trading activities	Service provision	2024
	£000	£000	£000	£000
Property	–	3,560	2,475	6,035
Information Systems	650	3,118	9,225	12,993
Human Resources	141	1,910	5,022	7,073
Finance	866	289	3,463	4,618
Other Corporate	219	107	514	840
Governance	1,170	836	2,126	4,132
Total	3,046	9,820	22,825	35,691

10. Other (losses)/gains

	2025	2024
	£000	£000
Gain on disposal of non-property fixed assets	2	33
(Loss)/gain on disposal of property fixed assets	(759)	594
	(757)	627

All income relates to unrestricted activities.

11. Members & Trustees

Barnardo's is a company limited by guarantee having no share capital and, in accordance with clause 6 of the Articles of Association, every member is liable to contribute a sum of £1.05 in the event of the company being wound up. Following changes to our constitutional arrangements with effect from 30 November 2024, the charity's Trustees are now the sole members of Barnardo's and therefore there were 13 members at 31 March 2025 (31 March 2024: 75)

Barnardo's Trustees are all unpaid volunteers who give freely of their time and expertise to the charity. The time that they give to Barnardo's ranges from around 15 to over 40 days per year depending on their role on the board and on committees. These days cover preparation and attendance at board, committee and planning meetings, Barnardo's service visits, special working groups, governance groups required for regulatory reasons, briefings and training. During the year no Trustee received any remuneration or benefits from the charity. Trustees often cover all their costs of travel and accommodation incurred whilst on Barnardo's business. Actual expenses incurred amounted to £4,615 (2024: £3,034) and included travel, subsistence and other related costs. The number of Trustees claiming expenses was 6 (2024: 3).

Charities have to disclose where Trustees or their related parties have made their donations to charity with conditions attached. No such disclosable donations have been made to Barnardo's in the year to 31 March 2025 (2024: £nil). Donations made without conditions attached were £650 in the year to 31 March 2025 (2024: £1,119). The charity purchased insurance for Trustees and officers of the company during the year to indemnify them against possible liabilities incurred by them in relation to their duties. The cost of this insurance was £5,600 (2024: £5,600).

12. Employees

	2025	2024
The average number of employees during the year was:	No.	No.
Children's Services	4,786	5,160
Fundraisers, shop managers, clerical staff and fundraising management	2,162	2,143
Central support services	456	481
	7,404	7,784

Number of full time equivalent employees at the year end	5,338	5,452
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	2025	2024
	No.	No.
The number of staff whose emoluments fell within each of the following bands was:		
£60,000 to £69,999	82	73
£70,000 to £79,999	22	30
£80,000 to £89,999	13	16
£90,000 to £99,999	14	11
£100,000 to £109,999	3	4
£110,000 to £119,999	1	2
£120,000 to £129,999	3	1
£130,000 to £139,999	–	1
£150,000 to £159,999	2	1
£170,000 to £179,999	1	1

The highest paid employee is the chief executive.

Emoluments in respect of the bandings above include gross salary and all benefits in kind (excluding pension contributions, social security costs and expenses). Systems are in place for the management of expenses.

	2025	2024
The aggregate emoluments to employees in the year were:	£000	£000
Wages and salaries	176,285	181,624
Social security costs	15,324	15,802
Employer's pension contributions to defined contribution scheme	15,060	15,128
Employer's pension contributions to defined benefit schemes	960	821
Other benefits	1,192	735
	208,821	214,110

Included in wages and salaries is an amount of £1,509k relating to redundancy, compromise and termination costs (2024: £1,022k).

137 staff earning over £60,000 (2024: 134) receive benefits accruing under the Barnardo's Retirement Savings Plan. Employer contributions to the pension funds of these 137 employees were a combined total of £1,048k during the year (2024: £1,066k).

The total employee emoluments of the Executive Leadership Team who are deemed to be key management personnel and are listed on page 137, was £1,291k in 2025 (2024: £1,261k), including pension and social security costs.

13. Retirement benefits

The group operates a funded defined benefit scheme, the Barnardo Staff Pension Scheme, the assets of which are held in a specific trust separately from those of the group. Contributions are paid to the scheme as agreed with the scheme's trustees, having taken independent actuarial advice.

The scheme was closed to further accrual of defined benefits from 30 April 2013, with active members of the scheme on that date becoming members of the Barnardo's Retirement Savings Plan, which is a defined contribution arrangement for future service. Benefits for members of the defined benefit scheme will continue to increase broadly in line with inflation.

New employees are offered membership of the Barnardo's Retirement Savings Plan. The total employer contributions and costs relating to the defined contribution arrangement for the year amount to £15,060k (2024: £15,128k).

The funding plan for the defined benefit scheme is to hold assets equal to the value of the benefits earned by employees, where that value is calculated using a set of assumptions appropriate for funding the scheme. The funding assumptions differ from the assumptions used to calculate the figures for these accounts, and therefore produce different results. If there is a shortfall against this funding plan, Barnardo's and the pension scheme trustees agree on deficit contributions to meet this deficit over a period. A deficit recovery plan was agreed with the pension scheme trustees following the actuarial valuation as at March 2021. The next triennial valuation, based on our assets and liabilities as at 31 March 2024, is currently underway.

Over the year to 31 March 2025, £10,700k of deficit contributions were paid into the scheme. On the current plan (agreed following the actuarial valuation as at 31 March 2021), deficit contributions of £10,700k per annum are expected to be paid each year from 1 April 2021 to 30 November 2034.

Details of the defined benefit scheme, produced in accordance with section 28 of FRS102, are set out below. Calculations based on membership data as at 31 March 2021 were updated to 31 March 2025 by an independent qualified actuary, allowing for changes in financial conditions, actual benefit payments made over the period, and the impact of granted pension scheme increases. The defined benefit liabilities have been measured using the projected unit method.

	2025	2024
Assumptions	per annum	per annum
RPI inflation	3.1%	3.1%
CPI inflation	2.7%	2.6%
Discount rate	5.8%	4.9%
Revaluation of deferred pensions (non-GMP)	3.1%	3.0%
Pension increases:		
Pre 88 GMP	nil	nil
Post 88 GMP	2.2%	2.2%
Pre 07 XS	3.1%	3.0%
Post 07 pension	2.2%	2.2%
Life expectancies (in years)		
For a male aged 60 in 2025	84.9	84.8
For a female aged 60 in 2025	88.0	88.3
At age 60 for a male aged 40 in 2025	86.2	86.0
At age 60 for a female aged 40 in 2025	89.2	89.5

The amounts included in the balance sheet arising from Barnardo's obligations in respect of the defined benefit scheme for the current and previous year are as follows:

	2025	2024
	£000	£000
Fair value of assets	504,857	548,672
Present value of liabilities	(534,047)	(606,352)
Net liability recognised in the balance sheet	(29,190)	(57,680)

These figures exclude additional voluntary contributions.

Sensitivity Analysis

The sensitivity of the liabilities (in both percentage and £ terms) to changes in the key assumptions used to measure the Pension Fund liabilities are shown in the table below:

Assumption	Change in assumption	Impact on liabilities
Discount rate	+/- 0.1%	−£5,994k/+£6,102k (−1.1%/+1.1%)
RPI and CPI Inflation	+/- 0.1%	+£2,689k/−£4,718k (+0.5%/−0.9%)
Assumed life expectancy	+/- 1 year	+£15,868k/−£16,050k (+3.0%/−3.0%)

The following amounts have been included within net (expenditure)/income in relation to the defined benefit scheme:

	2025	2024
	£000	£000
Interest expense	2,622	2,435
Administrative expenses	2,283	1,567
Total expense	4,905	4,002

The pension finance charge of £4,905k has been directly allocated to the various expenditure categories.

The current allocation of the Scheme's assets is as follows:

	2025	2024
	£000	£000
Bonds	180,495	165,926
Property	56,203	57,073
Swap contracts (Liability Driven Investments)	80,399	87,709
Private credit	169,542	224,706
Cash/other	18,218	13,258
	504,857	548,672

Over the year to 31 March 2025, the value of the Scheme's assets decreased from £548,672k to £504,857k. There was no material investment activity over the Scheme year. The Scheme's asset allocation was broadly unchanged and there were no changes to the Scheme's investment managers.

Changes in the present value of the scheme liabilities over the year are as follows:

	2025	2024
	£000	£000
Opening value of scheme liabilities	(606,337)	(621,200)
Interest cost	(28,960)	(29,100)
Actuarial gain	70,241	15,902
Benefits paid	31,009	28,061
Closing value of scheme liabilities	(534,047)	(606,337)

Changes in the fair value of the scheme assets over the year are as follows:

	2025	2024
	£000	£000
Opening fair value of Scheme assets	548,672	566,000
Interest on plan assets	26,338	26,700
Actual return on plan assets less interest on plan assets	(47,561)	(25,100)
Contributions by the employer	10,700	10,700
Administrative expenses	(2,283)	(1,567)
Benefits paid	(31,009)	(28,061)
Closing fair value of Scheme assets	504,857	548,672

The actual return on the scheme's assets over the year was a loss of £21,223k (2024: gain of £1,583k).

14. Net income/(expenditure)

	2025	2024
	£000	£000
Net income/(expenditure) is stated after charging/(crediting):		
Depreciation of tangible fixed assets	3,692	3,906
Amortisation of intangible fixed assets	878	60
Auditor remuneration – statutory	208	187
Operating lease rentals	12,455	14,734
Operating lease income	(40)	(40)

15. Gains and losses on revaluation and on investment asset disposals

	2025	2024
	£000	£000
Realised gains/(losses)	2,047	(249)
Unrealised (losses)/gains	(2,192)	6,249
	(145)	6,000

Gains and losses on revaluation and on investment asset disposals are a £145k loss for the year (2024: £6,000k gain) of which £370k is unrestricted gains (2024: £2,981k gain) and £515k endowment fund losses (2024: £3,019k gain).

16. Intangible assets

	2025	2024
	£000	£000
Group and Charity:		
<i>Cost</i>		
At beginning of year	1,663	–
Additions	137	1,663
Transfer from tangible assets	625	–
At end of year	2,425	1,663
<i>Amortisation</i>		
At beginning of year	60	–
Provided during year	878	60
Transfer from tangible assets	31	–
At end of year	969	60
Net book value		
At beginning of year	1,603	–
At end of year	1,456	1,603

17. Tangible assets

	Properties	Equipment & vehicles	Total
(a) Group and Charity:	£000	£000	£000
<i>Cost</i>			
At beginning of year	84,645	16,785	101,430
Additions	866	1,229	2,095
Disposals	(3,543)	(145)	(3,688)
Transfers	–	(625)	(625)
Corrections	(5,360)	1,351	(4,009)
At end of year	76,608	18,595	95,203
<i>Depreciation</i>			
At beginning of year	53,141	14,538	67,679
Provided during year	2,220	1,472	3,692
On disposals	(2,295)	–	(2,295)
Transfers	–	(31)	(31)
Corrections	(3,643)	(33)	(3,676)
At end of year	49,423	15,946	65,369
Net book value			
At beginning of year	31,504	2,247	33,751
At end of year	27,185	2,649	29,834

	Group & Charity	
	2025	2024
(b) Analysis of freehold and leasehold properties:	£000	£000
Freeholds	19,708	20,322
Long leaseholds (over 50 years)	1,186	2,178
Short leaseholds (50 years and under)	6,291	9,004
	27,185	31,504
(c) Use of properties:		
Service delivery	9,093	10,417
Other (including shops and offices)	18,092	21,087
	27,185	31,504

18. Investments

	Group		Charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
Investments at market value	111,088	99,490	110,363	98,810
Investments at market value:				
At beginning of year	99,490	97,959	98,810	97,304
Additions	62,522	31,019	62,512	30,994
Disposals	(50,779)	(35,488)	(50,790)	(35,488)
Net realised/unrealised gains/(losses)	(145)	6,000	(169)	6,000
At end of year	111,088	99,490	110,363	98,810
Comprising:				
Equities	63,789	58,769	63,789	58,769
Fixed income	3,796	19,865	3,796	19,865
Global Pooled Funds	8,959	1,983	8,959	1,983
Cash held for reinvestment	26,341	3,127	26,341	3,127
Property	2,315	2,290	1,590	1,590
Other investments	5,888	13,456	5,888	13,476
	111,088	99,490	110,363	98,810
Cost of Investments	103,742	90,151	102,926	89,751

There were no investments in individual companies in excess of 5% of the total portfolio value.

Property investment of £725k (2024: £700k) is held by Barnardo Developments Limited and the charity. All other investments are held in the charity.

The cash held for reinvestment balance at 31 March 2025 includes the transfer of £15,896k relating to the Katherine Martin Charitable Trust donation to the investment managers for investment on 27 March 2025.

19. Stocks

	Group	
	2025	2024
	£000	£000
Retail new goods	3,370	4,183
Property	-	373
	3,370	4,556

No stocks are held by the charity.

20. Debtors

	Group		Charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
Trade debtors	501	235	381	–
Statutory and related funders	27,373	26,935	20,190	21,603
Taxation	2,729	2,722	2,729	2,722
Other debtors	640	1,503	482	1,347
Prepayments and accrued income	14,273	19,234	12,057	17,417
Amounts owing from subsidiaries	–	–	6,485	4,712
	45,516	50,629	42,324	47,801

Amounts due from subsidiaries represent:

- i) Loans from the charity to Barnardo Trading Limited, Barnardo Developments Limited and Adoptionplus. These loans are repayable on demand, and are secured by fixed and floating charges over the assets of the subsidiaries. Interest is chargeable at rates of 1.5% to 2% above base rate.
- ii) Temporary current account balances between the charity and Barnardo Services Limited.

21. Current asset investments

	Group		Charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
Interest bearing deposit accounts	8,905	9,005	8,905	9,005

22. Analysis of cash at bank and in hand

	Group		Charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
Cash at bank and in hand	2,810	2,753	2,420	2,552

23. Creditors – amounts falling due within one year

	Group		Charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
Pension contributions	925	966	925	966
Other taxes and social security costs	7,840	6,614	3,417	3,771
Other creditors	4,349	7,672	4,020	6,893
Accruals	11,620	10,955	11,512	10,831
Trade creditors	6,565	14,588	6,043	13,557
Deferred income	18,004	20,059	14,668	15,675
	49,303	60,854	40,585	51,693

Deferred income relates to fees and grants invoiced in advance from statutory and related funders. An amount of £20,059k (2024: £21,400k) was released from prior year. An amount of £17,645k (2024: £20,059k) was deferred in the year.

24. Provisions for liabilities

	Group & Charity			
	2025		2024	
	Dilapidations	Other	Total	Total
	£000	£000	£000	£000
Provision 1 April	3,208	3,200	6,408	7396
Additions	693	350	1,043	962
Provisions released	(588)	(714)	(1,302)	(1,950)
Provisions for liabilities at end of year	3,313	2,836	6,149	6,408

The dilapidations provision relates to property leases with various termination dates. The other provisions balance is made up of a number of provisions which are individually immaterial to both the group and charity, with provisions for repairs and maintenance, redress schemes and future pension costs. The timing of when these will fall due is uncertain.

25. Commitments

(a) Capital Expenditure

There are no capital commitments.

Group & Charity	
2025	2024
£000	£000
12,129	12,455
29,155	29,767
14,137	14,236
55,421	56,458

(b) Land & Other Buildings

Total future minimum lease commitments under non-cancellable operating leases are as follows:

Operating leases payable which are due:

Within one year

In the second to fifth years inclusive

Over five years

	Group		Charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
Operating leases receivable which are due:				
Within one year	35	35	–	–
In the second to fifth years inclusive	35	70	–	–
	70	105	–	–

26. Fund balances

	Group & Charity					
	Restricted income funds	Endowment funds	Total	Restricted income funds	Endowment funds	Total
	2025			2024		
	£000	£000	£000	£000	£000	£000
(a) Analysis of restricted & endowment funds						
Income						
Fundraising income	16,821	5,300	22,121	9,005	–	9,005
Children services income	4,294	–	4,294	4,420	–	4,420
Net income from investments and bank interest	1,049	44	1,093	890	–	890
	22,164	5,344	27,508	14,315	–	14,315
Expenditure						
Child care and community work in the UK	9,245	–	9,245	11,118	–	11,118
Cost of fundraising income	1,487	–	1,487	1,722	–	1,722
Grants to young people in need	173	–	173	309	–	309
Investment management costs	–	72	72	–	63	63
	10,905	72	10,977	13,149	63	13,212
Net income/(expenditure) before investments	11,259	5,272	16,531	1,166	(63)	1,103
Net realised/unrealised (losses)/gains	–	(515)	(515)	–	3,019	3,019
Transfer to unrestricted funds	(3,418)	–	(3,418)	–	–	–
Net movement in funds	7,841	4,757	12,598	1,166	2,956	4,122
Fund balances brought forward	10,413	35,393	45,806	9,247	32,437	41,684
Fund balances carried forward	18,254	40,150	58,404	10,413	35,393	45,806

All endowment funds are permanent endowments. Fundraising income is made up of 15 funds which are disclosed in aggregate. This income includes one material fund, The Katherine Martin Charitable Trust Gap Homes Fund. Further details of this fund are disclosed separately in note 26(a).

They have been classed as restricted due to the nature of the fundraising income.

Restricted funds transfers were made following a review of current and historic restricted fund balances. £3,251k has been transferred to unrestricted funds reflecting reclassification of a number of historic funds where the restrictions have been fully applied. A further £167k of income relating to Gap Homes expenditure incurred in 2023-24 has been moved to unrestricted reserves to align the income with the expenditure.

26. Fund balances (continued)

The Katherine Martin Charitable Trust grants are recognised as separate funds within the restricted reserves. Details of the movements in these funds are set out below:

	The Katherine Martin Charitable Trust Gap Homes Fund	The Katherine Martin Charitable Trust Endowment
	£000	£000
As at 1 April	–	–
Received in year	12,500	5,300
Investment income	104	44
Total recognised income	12,604	5,344
Recognised as capital expenditure	1,193	–
Recognised as service provision expenditure	659	–
Total expenditure	1,852	–
As at 31 March 2025	10,752	5,344

Included in total expenditure is £347k of capital and £167k of service provision expenditure recognised as unrestricted expenditure in the 2023-24 annual accounts. We have adjusted the reserves balances in 2024-25 to move these costs to restricted reserves. All expenditure incurred in 2024-25 has been recorded against restricted reserves.

The purposes of these funds are as follows:

(i) Endowment fund – supporting children, young people and their families across communities in the North of England and North Lincolnshire (including Lincoln), excluding funding to the Gap Homes programme.

(ii) Gap Homes fund – to apply funds to the Barnardo's programme known as 'Gap Homes' that creates and provides new housing and related support across the UK for young people leaving the care system.

(b) Unapplied return in endowment funds

The restricted capital and endowment fund balances carried forward at 31 March 2025 include endowment funds for which Barnardo's has received an Order signed by the Charity Commission enabling the unapplied total return to be transferred to unrestricted funds. The initial value of the unapplied return was established in 2002 and is the value of funds donated at 1 April 1976, or at the date of donation if later, indexed to 2002. Indexation has then been applied to this 2002 value to give the 2025 value. The unapplied return is the difference between the 2025 indexed value and the market value of funds as at 31 March 2025.

26. Fund balances (continued)

	Trust for investment	Unapplied return	Total
	£000	£000	£000
Brought forward at 1 April 2024			
Original gift component (indexed to 31 March 2002)	14,785	–	14,785
Further indexation to 31 March 2024	17,665	–	17,665
Unapplied return	–	2,275	2,275
Total	32,450	2,275	34,725
Movements in period			
Increase/(decrease) from indexation	1,042	(1,042)	–
Investment return: realised and unrealised losses	–	(515)	(515)
Less: investment management costs	–	(72)	(72)
Total	1,042	(1,629)	(587)
Net movements in the reporting period	1,042	(1,629)	(587)
Carried forward at 31 March 2025			
Original Gift component (indexed to 31 March 2002)	14,785	–	14,785
Further indexation to 31 March 2025	18,707	–	18,707
Unapplied total return	–	646	646
Total	33,492	646	34,138

Endowment funds also include property and other funds not covered by the total returns approach.

	2025		2024	
(c) Categorisation of restricted & endowment funds	No.	£000	No.	£000
Fund balances:				
Educational purposes	3	3,892	3	3,750
Project buildings	2	284	2	284
Sea training	1	608	1	590
Other purposes	16	53,620	16	41,182
	22	58,404	22	45,806

Included in the restricted and endowment funds are two charities that are independently registered with the Charity Commission, along with a number of constituent charities, also registered with the Charity Commission. The independent charities are ACW Edwards (registration number 247678 with total funds of £30k (2024: £29k)) whose objects are for the income to be distributed to recognised local or national charities that the Trustees shall in their absolute discretion select, and Egerton Will Trust (registration number 272973, with total funds of £26k (2024: £27k)), whose objects are such charitable purposes as the Trustees shall in their absolute discretion determine. Funds are held separately from Barnardo's. The objects are closely aligned to Barnardo's so in accordance with the Charities SORP (FRS 102), as custodian Trustees, and with Charity Commission consent, these charities have been included as if they represent restricted funds of Barnardo's.

26. Fund balances (continued)

(d) Analysis of designated (including fixed assets fund) and other unrestricted funds

	Group & Charity 2025						
	At 1 April 2024	Income	Expenditure	Net gains on investments and pension revaluation	Net (losses) on asset disposals	Transfers	At 31 March 2025
	£000	£000	£000	£000		£000	£000
Technology fund	3,798	–	(800)	–	–	–	2,998
Pension risk	16,051	–	–	–	–	–	16,051
Designated funds	19,849	–	(800)	–	–	–	19,049
Fixed Assets fund	35,180	–	–	–	–	(5,231)	29,949
Total funds designated for purpose	55,029	–	(800)	–	–	(5,231)	48,998
Unrestricted 'free reserves'	33,690	318,042	(314,074)	370	(757)	2,854	40,125
Total unrestricted funds excluding pension reserve	88,719	318,042	(314,874)	370	(757)	(2,377)	89,123
Pension reserve	(57,680)	–	–	22,695	–	5,795	(29,190)
Total unrestricted funds including pension reserve	31,039	318,042	(314,874)	23,065	(757)	3,418	59,933

	Group & Charity 2024					
	At 1 April 2023	Income	Expenditure	Net gains on investments and pension revaluation	Transfers	At 31 March 2024
	£000	£000	£000	£000	£000	£000
Technology fund	6,899	–	(3,101)	–	–	3,798
Pension risk	16,051	–	–	–	–	16,051
Designated Funds	22,950	–	(3,101)	–	–	19,849
Fixed Assets fund	30,871	–	–	–	4,309	35,180
Total funds designated for purpose	53,821	–	(3,101)	–	4,309	55,029
Unrestricted 'free reserves'	49,306	311,819	(319,407)	2,981	(11,009)	33,690
Total unrestricted funds excluding pension reserve	103,127	311,819	(322,508)	2,981	(6,700)	88,719
Pension reserve	(55,280)	–	–	(9,100)	6,700	(57,680)
Total unrestricted funds including pension reserve	47,847	311,819	(322,508)	(6,119)	–	31,039

The unrestricted 'free reserves' of the charity comprise the general fund (now incorporating the working capital fund) of £32,788k (2024: £25,247k) and the revaluation reserve of £7,337k (2024: £9,339k).

The fixed assets fund, which comprises the net book value of unrestricted fixed assets, is excluded because these assets cannot be quickly realised.

During 2021-22 the Trustees approved the creation of two new designated funds, the technology fund to enable the charity to invest in its digital infrastructure and a specific risk pension fund to protect and de-risk future payments to the pension scheme.

26. Fund balances (continued)

£7,002k of the technology fund has been utilised since inception and the remaining amount will be utilised in future years as the organisation continues to invest in digital technology.

The pension risk fund has been established to ensure the charity is able to meet its pension commitments in the event of a significant economic downturn and/or a significant reduction in its income. The specific risk pension fund will allow pension deficit reduction payments to continue for at least 18 months in the event that the charity has to reshape its operations, therefore preventing the need to immediately stop vital services.

(e) Analysis of fund balances between group net assets	Unrestricted	Restricted	Endowments	Total	Unrestricted	Restricted	Endowments	Total
	2025				2024			
	£000	£000	£000	£000	£000	£000	£000	£000
Fixed assets	29,949	1,341	–	31,290	35,180	174	–	35,354
Investments	60,714	10,548	39,826	111,088	64,431	–	35,059	99,490
Net current assets	4,609	6,365	324	11,298	(4,484)	10,239	334	6,089
Provisions	(6,149)	–	–	(6,149)	(6,408)	–	–	(6,408)
Pension deficit	(29,190)	–	–	(29,190)	(57,680)	–	–	(57,680)
Net assets	59,933	18,254	40,150	118,337	31,039	10,413	35,393	76,845

(f) Analysis of fund balances between charity net assets	Unrestricted	Restricted	Endowments	Total	Unrestricted	Restricted	Endowments	Total
	2025				2024			
	£000	£000	£000	£000	£000	£000	£000	£000
Fixed assets	29,946	1,341	–	31,287	35,169	174	–	35,343
Investments	59,989	10,548	39,826	110,363	63,752	–	35,058	98,810
Net current assets	6,375	6,365	324	13,064	(2,910)	10,239	336	7,665
Provisions	(6,149)	–	–	(6,149)	(6,408)	–	–	(6,408)
Pension deficit	(29,190)	–	–	(29,190)	(57,680)	–	–	(57,680)
Net assets	60,971	18,254	40,150	119,375	31,923	10,413	35,394	77,730

The restricted funds are held in appropriate asset forms to enable the restrictions to be satisfied.

The amount of revaluation reserve included within the general reserve is £7,337k (2024: £9,339k).

27. Reconciliation of net income/(expenditure) to net cash inflow/(outflow) from operating activities

	2025	2024
	£000	£000
Net income/(expenditure)	18,797	(3,586)
Adjustments for:		
Depreciation charge	3,692	3,906
Amortisation charge	878	–
Loss/(gain) on investments	145	(6,000)
Dividends and interest from investments	(3,252)	(3,402)
Loss/(gain) on the sale of fixed assets	757	(633)
Profit on sale of development property	(242)	–
Net pension charges	(5,795)	(6,700)
Decrease/(increase) in debtors	5,113	(6,731)
(Decrease)/increase in creditors	(11,810)	1,627
Decrease/(increase) in stock	1,186	(1,422)
Net cash generated/(used) by operating activities	9,469	(22,941)

28. Analysis of changes in net debt

	At start of year	Cash flows	At end of year
	£000	£000	£000
Bank and cash	2,753	57	2,810
Current asset investments	9,005	(100)	8,905
Total	11,758	(43)	11,715

29. Related parties

The following amounts are due to/(from) the charity:

	Income	Expenditure	Debtor	Income	Expenditure	Debtor/ (creditor)
	2025			2024		
	£000	£000	£000	£000	£000	£000
Barnardo Services Limited	456	(22)	1,632	454	(27)	(391)
Barnardo Developments Limited	–	(81)	734	–	(104)	1,130
Barnardo Events Limited	–	–	–	66	(21)	89
Barnardo Trading Limited	3,024	(303)	3,084	2,597	(128)	3,227
Adoptionplus	–	–	911	–	–	656

Commission amounting to £501k was paid by the charity to Barnardo Services Ltd (2024: £504k).

Payments made to the pension scheme by the charity amounted to £10,700k (2024: £10,700k) of which £892k is outstanding as at 31 March 2025 (2024: £892k).

30. Contingent liabilities

Barnardo's has operated a large number of residential and non-residential services over a long period of time caring for significant numbers of vulnerable children and young people. Rigorous procedures have been and continue to be in place for ensuring the safeguarding of children and internal and external inspections evidence the high standard of services delivered, however the nature of this work could give rise to potential claims against Barnardo's. Probable claims are included within provisions where they can be estimated. Trustees have considered the likelihood and potential materiality of any additional claims and based on the information available are not able to quantify and provide for these.

There is a contingent liability in respect of the unexpired term of leases assigned to other tenants. The Trustees consider that the possibility of a material cost accruing to the charity is remote and consequently no provision has been included in the accounts.

31. Consolidated statement of financial activities for prior year

	Unrestricted funds as restated	Restricted funds	Endowment funds	Total 2024
	£000	£000	£000	£000
Income from:				
Charitable activities	182,892	4,420	–	187,312
Donations and legacies	32,677	9,005	–	41,682
Other trading activities	93,071	–	–	93,071
Development and sale of properties	40	–	–	40
Investments	2,512	890	–	3,402
Other	627	–	–	627
Total income	311,819	14,315	–	326,134
Expenditure on:				
Raising donations and legacies	9,639	1,722	–	11,361
Other trading activities	88,116	–	–	88,116
Investment management costs	320	–	63	383
Raising funds	98,075	1,722	63	99,860
Expenditure on:				
Service provision	216,856	11,427	–	228,283
Informing the public about our work	6,027	–	–	6,027
Childcare research and education	1,550	–	–	1,550
Charitable Activities	224,433	11,427	–	235,860
Total Expenditure	322,508	13,149	63	335,720
Net losses on investments	2,981	–	3,019	6,000
Net (expenditure)/income	(7,708)	1,166	2,956	(3,586)
Other recognised (losses):				
Actuarial loss on defined benefit pension scheme	(9,100)	–	–	(9,100)
Net movement in funds	(16,808)	1,166	2,956	(12,686)
Reconciliation of funds:				
Total funds brought forward	47,847	9,247	32,437	89,531
Total funds carried forward	31,039	10,413	35,393	76,845

32. Post balance sheet events

Barnardo Developments Limited

Barnardo Developments Limited is expected to be struck off with an effective date of 31 December 2025. All assets and liabilities have been transferred to Barnardo Trading Limited.

All Barnardo Developments Limited contracts have been transferred to Barnardo Trading Limited from 22 May 2025, and all invoices will be raised from Barnardo Trading Limited from that date.



GIFTS AND GRANTS RECEIVED



Funding

Funding from donations

Corporate Partnerships

Adecco, Allianz, Amazon, The Bannatyne Group, The Cooperative Group, IKEA, Leeds Building Society, The People's Postcode Lottery/The Postcode Children's Trust, The Pokémon Company International, Saint Gobain, Whitbread PLC, Zurich Community Trust.

Public Fundraising

Barnardo's Helper Groups £93,104

Charitable Trusts, Grants and Foundations

National Lotteries Fund (Make Trax) £164,582
National Lottery (Transition & Inclusion Service) £63,678
National Lottery Community Fund (Ubuntu) £220,762
Myristica Foundation (A Time to Change (Better Futures)) £230,000
Myristica Foundation (South East Wales Partnership) £195,788
Myristica Foundation (Achieving Change Together (ACT)) £20,274
Myristica Foundation (ACT Transitions and Volunteering Project) £113,475
Myristica Foundation (Cardiff Family Wellbeing Service) £41,010

Funding from statutory authorities

England

Home Office £6,712,955
Department of Health and Social Care £90,275
Department for Levelling up, Housing & Communities £307,767
NHS England £137,897
MOJ via the Office of the Police and Crime Commissioner £225,917
North Somerset Council (Vanguard MH Grant) £40,198
Household Support Fund £66,720
Peterborough City Council (HSF Grant) £37,250
Birmingham City Council and BVSC Centre £329,427
Forest of Dean District Council £553

Scotland

Aberdeen City Council	£226,647
Aberdeenshire Council	£155,967
Angus Council	£19,495
Dundee Council	£19,201
Falkirk Council	£579,300
Fife Council	£1,243,499
Highland Council	£69,555
Midlothian Council	£80,450
North Ayrshire Council	£129,900
Perth & Kinross Council	£103,709
Renfrewshire Council	£154,670
Scottish Government	£1,257,166
Shared Care Scotland	£17,849
Heritage Lottery – B-Wild	£36,532

Northern Ireland

Belfast Health & Social Care Trust	£2,074,132
Victims & Survivors Service	£144,089
Department of Health (SPPG)	£2,443,508
DE (Through HSCB)	£1,007,9223
Northern Ireland Housing Executive	£127,637
Supporting People	£243,381
Public Health Agency	£1,570,051
Southern Health & Social Care Trust	£1,545,999
Western Health & Social Care Trust	£218,512
Northern Ireland Prison Service	£201,837
South Belfast Partnership Board	£34,557
Belfast City Council	£16,500
National Lottery – Transition & Inclusion Service	£63,678

Cymru

Ministry of Justice (HMPPS Berwyn)	£256,098
Welsh Government (Bays FMS)	£8,485
Welsh Government (Compass)	£101,705
National Lottery (Mind Our Future)	£310,664

Donations from Charitable Trusts and Individuals

Awards International	Michael Cornish Charitable Trust
Angela McEwan	Miss RCR Angel Charitable Trust
Awards International	Mo Nurmohamed
Bernadette Bryne	Moondance Foundation
Brian Amey	Neil Kitchener KC
Caroline Walker	Ofenheim Trust
Championing Social Care	Pauline Meredith Trust
Claire Gilligan	Peacock Charitable Trust
Dame Helen Mirren	Peak Scientific
Enid and Derek Johnson	Pointon Family
Fenton Family	R J & A H Daniels Charitable Trust
FirstPoint Equity	Sally Lykiardopulo
Giles and Caroline Wilkes	Sandra Charitable Trust
Goyal Foundation	Sir James Knott Trust
Greggs Foundation	Sir James Reckitt Charity
Howard Meredith	The 29th May 1961 Charitable Trust
Indigo Trust	The AJS Charitable Trust
Isabel Page	The Clapp Family Charitable Trust
Islamic Relief	The EM Chapman Discretionary Will Trust
Jane Powell in memory of Margaret Powell	The Firecracker Ball Committee
John James Bristol Foundation	The Francis & Mollie Collins Charitable Trust
Kathleen Smith Foundation	The Hasluck Charitable Trust
Leach Family Charitable Trust	The J Siddall Charitable Trust
	The Joan Ainslee Charitable Trust
	The Joseph & Lilian Sully Foundation
	The Katherine Martin Charitable Trust
	The Myristica Trust
	The P F Charitable Trust
	The Pilkington Charities Fund
	The Waterloo Foundation
	The Zochonis Charitable Trust
	William Grant Foundation
	Your View Committee

Banking on Barnardo's Committee

William Chalmers, CFO Lloyds Banking Group
 Debbie Crosbie, CEO Nationwide
 David Duffy, Group Chief Executive, Virgin Money UK plc
 Mike Regnier, CEO Santander
 Nigel Terrington, CEO Paragon Banking Group
 Paul Thwaite, CEO Natwest Group

Where individuals' professional roles are listed, they relate to their position at the relevant time.

BOARD OF TRUSTEES AND OFFICERS



Our trustees and officers

Patron

Her Majesty the Queen

Trustees

Magdalene Bayim-Adomako

Anne-Cécile Berthier

Avis Darzins – Senior Independent Trustee

Meredith Pierce Hunter

David Kemp (Honorary Treasurer, appointed as Trustee 26 September 2024 and as Treasurer 29 November 2024)

Briony Ladbury

Breid O'Brien

Henry Odogwu

Penny Thompson CBE – Deputy Chair

Rajinder Verma

Mark Wood – Chair

Koulla Yiasouma

Dennis Hone (Honorary Treasurer, resigned with effect from 29 November 2024)

Neil Crockett (resigned 31 July 2025)

President

Natasha Kaplinsky, OBE

Vice Presidents

Dr David Barnardo, OBE

Baroness Benjamin, OBE, DL

Cherie Booth QC (Honorary)

William Chalmers

Anita Goyal MBE

Lord Loomba, CBE

Bruce Oldfield, OBE

Empowering People of Colour (EPOC) Board Fellow

Bhavik Davda

Chief Executive*

Lynn Perry, MBE

Chief Operating Officer – Children's Services *

Michelle Lee-Izu

Executive Director, Children's Services – Delivery*

Steve Oversby

Corporate Director of Business Services*

Richard Moore

Director of People & Culture*

Sarah Eglin

Director of Fundraising & Marketing*

Rebecca Mauger

Managing Director of Barnardo's Trading Companies*

Mark Gregory

Director of Strategy and External Affairs*

Debbie Moss

Company Secretary

Nicholas Williams

**member of the Executive Leadership Team*

Contact details

Registered office

Barnardo House, Tanners Lane, Barkingside,
Ilford, Essex IG6 1QG

Auditors

BDO LLP, 2 City Place, Beehive Ring Road,
Gatwick, West Sussex RH6 0PA

Bankers

Barclays Bank plc, Level 28, 1 Churchill Place,
London E14 5HP

Investment managers

Ruffer LLP, 80 Victoria Street, London SW1E 5JL

Sarasin & Partners LLP, Juxon House, 100 St
Paul's Churchyard, London, EC4M 8BU

CCLA, One Angel Lane, London, EC4R 3AB

Principal solicitors

Bates Wells LLP, 10 Queen Street Place, London
EC4R 1BE



About Barnardo's

Life can make children growing up in the UK today feel like they don't belong. We know they do.

At Barnardo's, our purpose is clear – changing childhoods and changing lives. We've been helping children, young people, and families to be safer, happier, healthier, and more hopeful for over 150 years – and we'll be here for as long as we're needed.

Last year, we provided essential support to over 350,000 children, parents and carers through over 650 services and partnerships across the UK.

This vital work is only possible thanks to our partners and supporters, including those who donate and shop with us. But we're not stopping there.

Together, we're bringing love, care and hope into children's lives so every child can feel like they belong.

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barnardos.org.uk

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Barnardo's Registered Charity Nos.216250 and SC037605 25892shc25



Changing childhoods. Changing lives.